


INSIGHTS ON EMPLOYEE TURNOVER: A BIBLIOMETRIC ANALYSIS

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 10 March 2023</p> <p>Accepted 09 June 2023</p>	<p>Purpose: The purpose of this bibliometric study is to analyze, realize, and identify the scope of research on employee turnover, as well as to indicate the growth and development of this area of study as it appears in the Scopus database. The fundamental goal of this study is to undertake a thorough bibliometric review of research on the application, identification, network structure, and conceptual framework of employee turnover.</p>
<p>Keywords:</p> <p>Employee Turnover; Bibliometric Analysis; VOS Viewer; R Studio; Biblioshiny.</p>	<p>Design/methodology/approach: After doing extensive research online, we located the best available articles. The studies used for the review were located using the Scopus database. From 1957 to 2023, a total of 2904 articles were located and whittled down to 1948 papers. With the aid of the R programming language and the VOS viewer software, we have analyzed each piece of writing from multiple angles, including authorship, citation, conceptual structure, co-word occurrence, trend topics analysis, thematic map, and visualization.</p>
	<p>Findings: A strategic thematic map was used to identify motor themes, basic transversal themes, specialty themes, and emerging and decreasing topics. The findings of the study revealed significant progress in the study of employee turnover during the previous 67 years of literature. This work also serves as a resource for researchers to use in the years to come. This research utilized relational methods such as co-word, co-author, co-citation analysis, bibliographic coupling, and thematic map analysis to identify new areas of inquiry. According to the relational method, "employee turnover" and "turnover intention" are key components that link to other commonly used phrases in the reviewed research.</p> <p>Originality: The interest of academics and businesspeople in studying the factors that contribute to employee turnover has led to a boom in this area of study during the past two decades. This research goes farther than previous efforts in evaluating the scientific development of articles in employee turnover, including a closer look at the individuals and methods used in the process. An annual growth rate of 7.25% was also found for researchers' joint, multi-author, and interdisciplinary endeavors. Overall, this research improves our knowledge of employee turnover and offers different insights.</p> <p>Social implications: It enlightens future scholars on the new topics, settings, and potential for interdisciplinary work in this field. It draws attention to the most pressing concerns in the field and points the way to promising avenues for future study. This study has the potential to contribute significantly to the study of employee turnover and its causes</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.2322</p>

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PERCEPÇÕES SOBRE A ROTATIVIDADE DE FUNCIONÁRIOS: UMA ANÁLISE BIBLIOMÉTRICA

RESUMO

Objetivo: O objetivo deste estudo bibliométrico é analisar, perceber e identificar o escopo da pesquisa sobre rotatividade de funcionários, bem como indicar o crescimento e o desenvolvimento dessa área de estudo conforme consta no banco de dados Scopus. A meta fundamental deste estudo é realizar uma revisão bibliométrica completa da pesquisa sobre a aplicação, identificação, estrutura de rede e estrutura conceitual da rotatividade de funcionários.

Projeto/metodologia/abordagem: Depois de fazer uma extensa pesquisa on-line, localizamos os melhores artigos disponíveis. Os estudos usados para a revisão foram localizados usando o banco de dados Scopus. De 1957 a 2023, um total de 2904 artigos foi localizado e reduzido a 1948. Com o auxílio da linguagem de programação R e do software de visualização VOS, analisamos cada artigo sob vários ângulos, inclusive autoria, citação, estrutura conceitual, ocorrência de co-palavras, análise de tendência, mapa temático e visualização.

Conclusões: Um mapa temático estratégico foi usado para identificar temas motores, temas transversais básicos, temas especializados e tópicos emergentes e decrescentes. Os resultados do estudo revelaram um progresso significativo no estudo da rotatividade de funcionários durante os 67 anos anteriores de literatura. Este trabalho também serve como um recurso para os pesquisadores usarem nos próximos anos. Esta pesquisa utilizou métodos relacionais, como análise de co-palavras, co-autores, co-citações, acoplamento bibliográfico e análise de mapas temáticos para identificar novas áreas de investigação. De acordo com o método relacional, "rotatividade de funcionários" e "intenção de rotatividade" são componentes-chave que se ligam a outras frases comumente usadas na pesquisa revisada.

Originalidade: O interesse de acadêmicos e empresários em estudar os fatores que contribuem para a rotatividade de funcionários levou a um boom nessa área de estudo nas últimas duas décadas. Esta pesquisa vai além dos esforços anteriores na avaliação do desenvolvimento científico de artigos sobre rotatividade de funcionários, incluindo uma análise mais detalhada dos indivíduos e dos métodos usados no processo. Também foi encontrada uma taxa de crescimento anual de 7,25% para os esforços conjuntos, multiautores e interdisciplinares dos pesquisadores. De modo geral, esta pesquisa aprimora nosso conhecimento sobre rotatividade de funcionários e oferece diferentes percepções.

Implicações sociais: Ela esclarece futuros acadêmicos sobre os novos tópicos, configurações e potencial de trabalho interdisciplinar nesse campo. Ela chama a atenção para as preocupações mais urgentes no campo e aponta o caminho para avenidas promissoras para estudos futuros. Este estudo tem o potencial de contribuir significativamente para o estudo da rotatividade de funcionários e suas causas.

Palavras-chave: Rotatividade de Funcionários, Análise Bibliométrica, Visualizador VOS, R Studio, Biblioshiny.

PERCEPCIONES SOBRE LA ROTACIÓN DE PERSONAL: UN ANÁLISIS BIBLIOMÉTRICO

RESUMEN

Propósito: El propósito de este estudio bibliométrico es analizar, percibir e identificar el alcance de la investigación sobre la rotación de empleados, así como indicar el crecimiento y desarrollo de esta área de estudio tal y como se encuentra en la base de datos Scopus. El objetivo fundamental de este estudio es realizar una revisión bibliométrica exhaustiva de la investigación sobre la aplicación, identificación, estructura de red y marco conceptual de la rotación de personal.

Diseño/metodología/enfoque: Tras realizar una exhaustiva búsqueda en línea, localizamos los mejores artículos disponibles. Los estudios utilizados para la revisión se localizaron utilizando la base de datos Scopus. Desde 1957 hasta 2023, se localizaron un total de 2904 artículos, que se redujeron a 1948. Con la ayuda del lenguaje de programación R y el software de visualización VOS, se analizó cada artículo desde varios ángulos incluyendo autoría, citación, estructura conceptual, ocurrencia de co-palabras, análisis de tendencias temáticas, mapa temático y visualización.

Conclusiones: se utilizó un mapa temático estratégico para identificar temas impulsores, temas transversales básicos, temas especializados y temas emergentes y en declive. Los resultados del estudio revelaron avances significativos en el estudio de la rotación de personal con respecto a los 67 años anteriores de bibliografía. Este trabajo también sirve como recurso para que los investigadores lo utilicen en los próximos años. Esta investigación utilizó métodos relacionales como el análisis de co-palabras, coautores, co-citación, acoplamiento bibliográfico y análisis de mapas temáticos para identificar nuevas áreas de investigación. Según el método relacional, "rotación de empleados" e "intención de rotación" son componentes clave que enlazan con otras frases de uso común en la investigación revisada.

Originalidad: El interés de académicos y empresarios por estudiar los factores que contribuyen a la rotación de empleados ha provocado un auge de esta área de estudio en las dos últimas décadas. Esta investigación va más allá de los esfuerzos anteriores en la evaluación del desarrollo científico de los artículos sobre la rotación de empleados al incluir un análisis más detallado de las personas y los métodos utilizados en el proceso. También se ha constatado una tasa de crecimiento anual del 7,25% para los esfuerzos conjuntos, multiautor e interdisciplinarios de los investigadores. En general, esta investigación mejora nuestros conocimientos sobre la rotación de personal y ofrece diferentes perspectivas.

Implicaciones sociales: Ilumina a los futuros académicos sobre los nuevos temas, escenarios y potencial de trabajo interdisciplinario en este campo. Llama la atención sobre las preocupaciones más acuciantes en este campo y señala vías prometedoras para futuros estudios. Este estudio tiene el potencial de contribuir significativamente al estudio de la rotación de personal y sus causas.

Palabras clave: Rotación de Empleados, Análisis Bibliométrico, Visualizador VOS, R Studio, Biblioshiny.

INTRODUCTION

At this time, at the beginning of the next decade, the identical search yields somewhere in the neighborhood of half a billion results. Two definitions of employee turnover exist: either as a percentage of the average number of full-time employees over a specified period of time (often six or twelve months) or as a measurement of the number of employees leaving and being replaced by new hires. (Babatunde and Laoye, 2011) Two types of turnover are referred to as "functional" and "dysfunctional." To put it simply, functional turnover refers to the departure of workers with bad performance, whose abilities are easy to replace, whereas dysfunctional turnover refers to the departure of top performers whose skills are hard to replace. (Boswell, Ren and Hinrichs, 2008) Employee turnover's relevance to business performance and productivity has led to many studies on the topic. The decision to leave is a sign of tension in the workplace and could mean losing a valuable employee with years of experience and a solid base of satisfied customers. (Ahmad, Barakbah and Singh, 2021) Intending to identify employee attitudes and prevent voluntary turnover, the turnover intention has received much attention as a prominent indication of turnover behavior. (Yin, Ji and Ni, 2023) Support systems and affective organizational commitment are highlighted as important antecedents of turnover intention and turnover behavior in the literature that seeks effective management solutions to turnover. (Setsena, Botha and Paul-Dachapalli, 2021) According to the literature, apart from the above, many reasons lead to turnover, like job satisfaction, stress, managerial support, health care, and compensation. (Elangovan, 2001). It varies from one designation to another designation as well as from one sector to another sector. (Steil, Floriani and Bello, 2019)

Any business can anticipate a certain amount of staff turnover. (Sellgren, Ekvall and Tomson, 2007) It's possible that some employee turnover is even desired. Quitting on purpose can damage an organization if it causes more departures than usual. (Morrell, 2016). The result

may be a decrease in the level of satisfaction felt by the company's clientele.(Morrell, Loan-Clarke and Wilkinson, 2001) Direct costs include those of finding a replacement, hiring a new manager, advertising the position, conducting interviews, and making a final choice. Indirect costs include that diminished morale among remaining staff, increased turnover, diminished productivity, inferior customer service, and the drain on social capital.(Hee and Ling, 2011) It is a problem for businesses of all sizes to experience high employee turnover rates. (Ngqeza and Dhanpat, 2021).It appears that most businesses regularly face difficulties in their quest to maintain competitiveness that was not anticipated.(Abdul Rehman *et al.*, 2011). The intention of a worker to quit willingly is an important indicator of future turnover.(Jeong and Lee, 2022)

Workers learn their own views toward quitting by studying their coworkers' actions.(Basnyat and Clarence Lao, 2020). (Al Muala *et al.*, 2022)When people have a good outlook on their workplace, the positive aspects of the job become more obvious.(Ng, Huang and Young, 2019) Furthermore, the communication relationship inside firms and its effect on employees influence the intention to quit.(Feeley, 2000) Consequently, the decision to leave an organization responds to dissatisfying working conditions.(Mohammed and Rashid, 2023) When an employee leaves a company, it not only causes a professional setback but also disrupts the social life of the company, which may be quite traumatic for the company and its remaining employees.(Piatos, Robielos and Gumasing, 2021). When an employee who has been liaising with other organizations quits, not only does the company lose an experienced and professional worker, but it also loses credibility with other stakeholders.(Pohler and Schmidt, 2016)

Increasing employee turnover has been the subject of study. Over the past decade, there has been an uptick in the number of books and journals devoted to the topic of employee turnover. But since there aren't many comprehensive assessments of turnover research, we don't know much about its current progress. Particularly, the conceptual structure and emerging trends in the study of employee turnover have not been thoroughly examined or addressed. Therefore, this research aims to provide a bibliometric assessment of the most up-to-date findings in employee turnover research by doing a thorough literature search of the field from 1957 through 2023. This research aims to do three things: describe important topics of employee turnover research, depict the development of knowledge in this field of study and identify the underlying structure of employee turnover research.

In the initial step of the procedure, bibliographic information on employee turnover is gathered from Scopus, the world's most comprehensive bibliographic database.

After compiling bibliometric data, we use tools like citation analysis, co-citation analysis, co-authorship analysis, keyword co-occurrence analysis, and bibliographic coupling to establish connections between terms and their associated documents, authors, sources, and countries. Using a VOS viewer, the findings are displayed as network diagrams, and by using r studio, we will do the performance analysis.

The paper will be structured as described below. Section 2 provides a bibliometric analysis and literature assessment of prior studies on employee turnover, and Section 3 details and clarifies the overview of Bibliometric analysis and employee turnover research. Section 4 discusses methodology. Results and analysis are presented in Section 5, followed by analysis and interpretation and in Section 6 conclusion and limitations.

BACKGROUND OF THE STUDY AND LITERATURE

As there is increasing research on employee turnover, few have done the bibliometric analysis on employee turnover, which has been linked with some specific industries. According to (Jimnun *et al.*, 2021) . the hospitality sector contributes to the GDP in many developing nations like Malaysia, studies on employee turnover in this sector would be particularly relevant there.(Jimnun *et al.*, 2021) Similarly (Rajan, 2015) said that the issue of high turnover among nurses has recently garnered the attention of researchers and managers in the healthcare industry. Possible causes include a lack of qualified nurses, the desire for improved training, and the focus of the national strategy.

According to Scopus Between the years 2000 and 2021 (up until March 22, 2021), there were about 2360 employee turnover paperwork, or about 113 each year. Over time, there has been a rise in the total number of authors and citations.

As there is some research on bibliometric analysis of employee turnover,(Nidhi, 2022) some research is specific to some industries, and some research is restricted to performance analysis. So this paper will demonstrate a complete overview of research using performance analysis and science mapping on employee turnover concerning all papers available in the Scopus database from 1957-2022 by bibliometric analysis.

BIBLIOMETRIC ANALYSIS AND EMPLOYEE TURNOVER RESEARCH

The term "bibliometrics" derives from two Greek terms, "Biblio" and "metrics". The words "Biblio" and "metrics" both refer to the quantitative study of books.(Donthu *et al.*, 2021) For that unfamiliar, bibliometrics is the study of document quantity via mathematical and

statistical approaches. All theoretically publishable and knowledge-generating research topics, disciplines, and fields should benefit from bibliometric analysis.(Mukherjee *et al.*, 2022) Since 2010, when there were 437, the number of bibliometric research has skyrocketed to 1,701 in 2019.(Mukherjee *et al.*, 2022) The bibliometric analysis aims to do several things: summarize the most important aspects of relevant literature; provide light on the history and current state of a research field; pinpoint emerging research trends and areas; and predict how that field will likely evolve in the future.(Ninkov, Frank and Maggio, 2022) Coming to this employee turnover, subsequent research has happened but didn't provide a complete overview to what extent it has happened. Different bibliometric methodologies are developed based on the bibliometric criteria to determine the circulation of information and the relationships between different fields of study.

In this paper, we will determine publication-related metrics, citation-related metrics, citation and publication-related metrics in performance analysis and citation analysis, co-citation analysis, bibliographic coupling, co-word analysis, and co-authorship analysis, bibliographic coupling in science mapping of employee turnover.

This study deals with five research questions followed by five objectives:

RQ1: How productive is employee turnover research in terms of the number of publications and citations?

RQ2: Which authors, journals, and publications have made the most significant contributions to the field of study on employee turnover?

RQ3: Which institutions and nations have made the most significant contributions to research on employee turnover?

RQ4: What are the most prominent issues and themes within the field of study on employee turnover?

RQ5: Where will the chances for study in the field of employee turnover be found in the future?

In light of the research questions that have been posed, the following will serve as the study's research objectives:

RO1: To investigate the level of success that employee turnover studies have had in terms of publishing and citation.

RO2: To determine which researchers, journals, and publications are the most fruitful in the field of employee turnover research.

RO3: To determine which organizations and nations have made the greatest contributions to research on employee turnover.

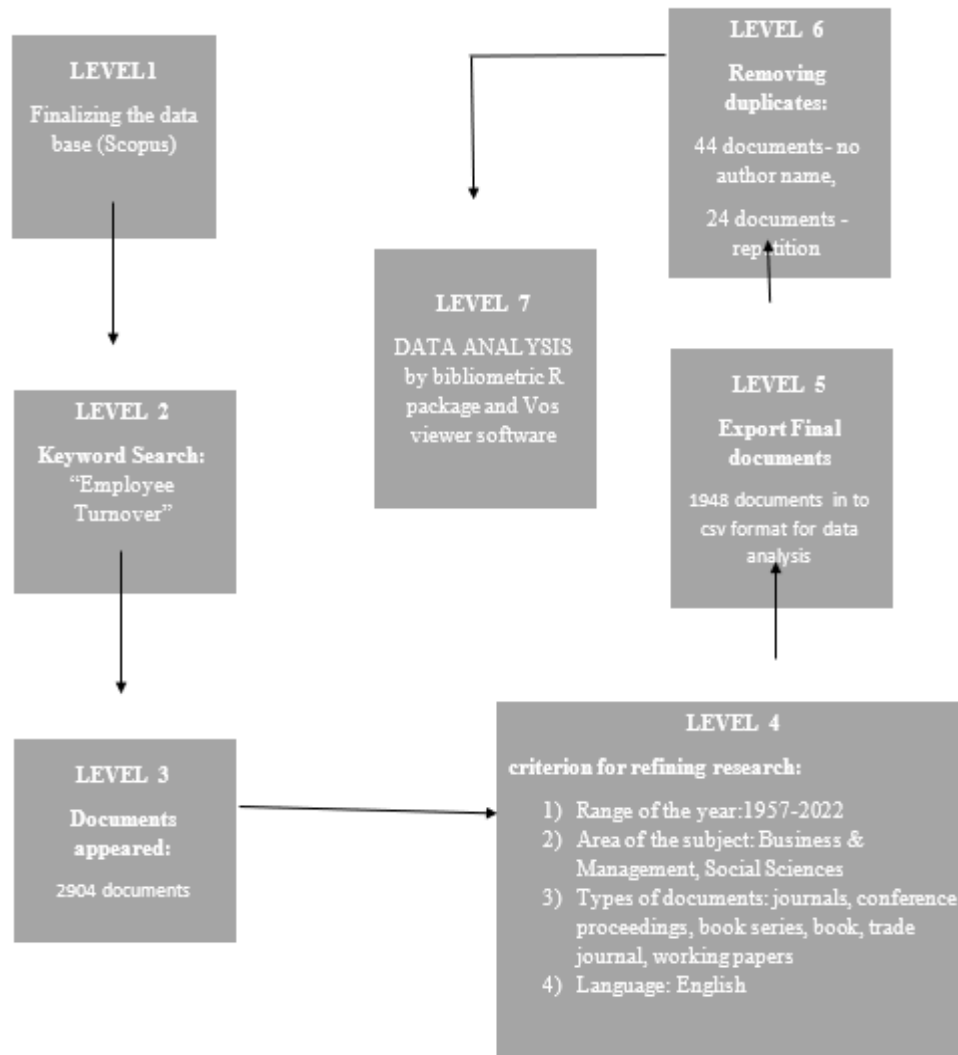
RO4: To investigate the fundamental concerns that have been brought up by the research on employee turnover in the literature.

RO5: To make suggestions for potential lines of inquiry for additional research in the area of employee turnover

METHODOLOGY

As we've already established, this study followed the search method we mentioned previously by documenting the database. For this research we relied on only Scopus database. "Employee Turnover" is the keyword which we used to execute the data as on 26th December 2022.

Chart 1: Structural Flow Chart



Source: Prepared by the authors (2023)

For the data we considered all the open access articles, gold, hybrid gold, bronze, green from 1957-2022. Coming to subject area we considered only business, management& accounting, social sciences because other fields will not be relevant to this employee turnover research. We excluded areas like medicine, arts and humanities, engineering, mathematics, agricultural and biological sciences, nursing, bio chemistry, genetics and molecular biology, toxicology, health professions and others.

For the language criteria only, English documents are considered. Other languages are excluded. Document type we considered articles, conferences, book chapters, books and reviews and working papers.

DISCUSSION & ANALYSIS

Publication and Citation Trend of Employee Turnover Research

Table 1 provides an overview of the results of studies on Employee turnover research. Table 1 shows that studies on employee turnover have resulted in a total of 1892 publications (TP) from 759 different authors. Amongst that, 1629 documents were article type , 70 documents belonged to book chapters 68 articles were review type papers like systematic literature review and meta-analysis. The first article that was published in this area was in the year 1957. In this analysis, we considered the time span of the first published article to the recent ones i.e (1957-2022). The annual growth rate of these articles were 7.25%. In the body of published literature, there can be found a total of 93411 references. In terms of the total number of citations, the research on employee turnover has racked up 50494. (TC). It was discovered that there are, on average, 26.69 citations per piece of writing. There are 4166 authors participating, 348 of whom are the only authors, according to the metrics for co-authorship. Publications have, on average, 2.6 authors contributing to them. The database contains a total of 3,480 different author keywords.

Table 1: Publication, Citation and Co-authorship Metrics

	Statistic
Publication Metrics	
Total Publications (TP)	1892
Total cited Publications (TCP)	1542
Article	1629
Review	68
Number of Active Years (NAY)	47
Productivity per active year (PAY)	7.25%
Single-authored publications (SA)	380
Co-authored publications (CA)	1544
Total References	93411
Citation metrics	

Total citations (TC)	50494
Average citations per publication (TC/TP)	26.69

Coauthorship metrics

Number of contributing authors (NCA)	4166
Authors of single-authored publications (ASA)	348
Co-Authors per Document	2.6
Author keywords	3480

Source: Prepared by the authors (2023)

Research papers on employee turnover have a general upward trend (see figure 1). The table indicates that the first publication on this research has done in the year 1957(one document). Later there was no publications for almost 14 years and second publication was done in 1972(one document). Again for 3 years there is no research on employee turnover as next publication commenced on 1976(one document) . Unfortunately, there is no publication in the year 1978. Later on employee turnover research has been performed every year with gradual increase in publications from year to year. The annual trend of citations to articles is similarly upward. Additionally.The first publication (1957) got 79 citations and there is uneven in the trend for the total citations comparing to all years. The highest citations has been noted in the year 2010 in which 73 articles were published and got 3840 citations in total followed by the year 2000 with 3309 citations. Comparing to last 5 years from 2017 to 2022 the number of publications has been increased gradually. The fact that older publications typically have a greater number of citations than newer publications helps to explain the recent trend of falling average citation counts. Citations are time-dependent, so this fact helps to explain why older publications often contain more citations than newer publications. (Chandra *et al.*, 2022). Academics and publishers continue to show interest in the Employee turnover subject, as seen by the growing number of publications in the field. Figure 1 displays a moving average of the publication trends over time.

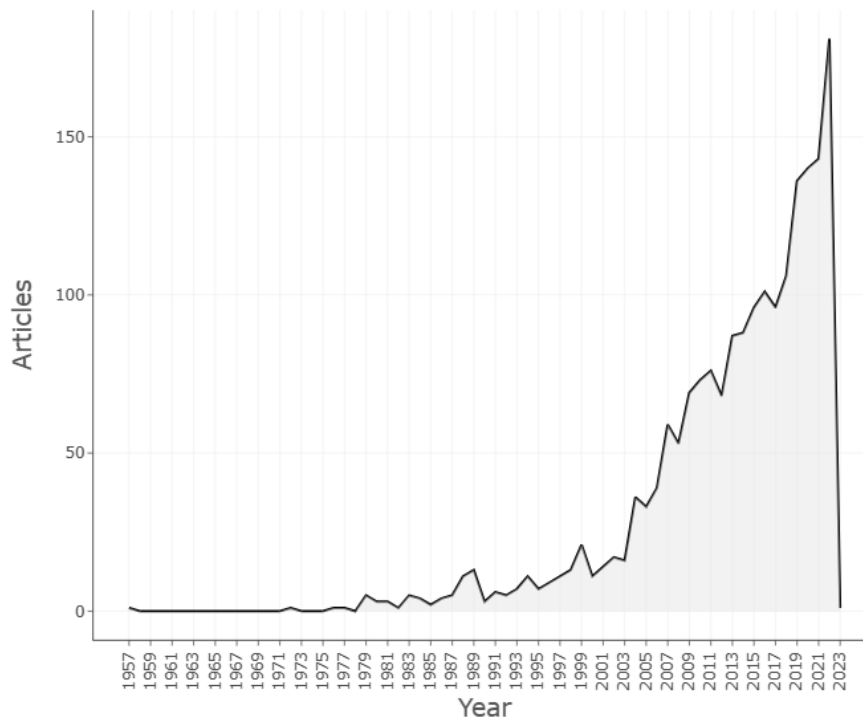
Table 2: Publication and Citation trends

Year	TP	Avg. Citation Per article	TC	TCP
1957	1	79.00	79	1
1958-1971	0	0.00	0	0
1972	1	4.00	4	1
1973-1975	0	0.00	0	0
1976	1	1	0	1
1977	1	11.00	11	1
1978	0	0	0	0
1979	5	34.60	173	5
1980	3	84.00	168	2
1981	3	28.33	85	3
1982	1	9.00	9	1
1983	5	35.40	177	5

1984	4	21.50	86	4
1985	2	76.00	152	2
1986	4	21.50	86	4
1987	5	49.40	247	5
1988	11	19.85	139	7
1989	13	33.33	400	12
1990	3	4.00	8	2
1991	6	32.20	161	5
1992	5	25.75	103	4
1993	7	60.42	423	7
1994	11	29.90	299	10
1995	7	30.16	181	6
1996	9	65.00	520	8
1997	11	27.77	250	9
1998	13	54.84	713	13
1999	21	53.66	1127	21
2000	11	300.81	3309	11
2001	14	235.50	3297	14
2002	17	48.80	732	15
2003	16	74.85	1048	14
2004	36	56.25	1969	35
2005	33	49.50	1584	32
2006	39	49.52	1684	34
2007	59	46.13	2445	53
2008	53	57.54	2935	51
2009	69	44.14	2737	62
2010	73	60.00	3840	64
2011	76	39.90	2634	66
2012	68	40.77	2202	54
2013	87	33.13	2452	74
2014	88	21.31	1684	79
2015	96	25.96	2025	78
2016	101	19.25	1502	78
2017	96	22.93	1812	79
2018	106	15.10	1435	95
2019	136	13.96	1676	120
2020	140	9.10	1065	117
2021	143	5.78	578	100
2022	181	2.83	246	85

Source: Prepared by the authors (2023).

Figure 1: Publication trend of Employee turnover research



Source: Prepared by the authors (2023).

Most Influential Authors for Employee Turnover Research

Table 3 displays the h-index rankings of the 20 most influential Employee turnover researchers. According to the statistics in the table, ALLEN DG is the most referenced writer. He has 11 works published and has been cited 1972 times (an h-index of 10 and a g-index of 11). The author didn't start putting out work until 1999. In 2016, one of his papers, "A Meta- Analysis of Antecedents and correlates of employee turnover: Update, Moderator Tests, and Research Implications for the next Millennium," was cited more than 2400 times around the world. With 12 research papers and a total of 3075 citations (an h index of 8 and a g index of 12), HOM PW ranks as the second most prolific author in the field. GRIFFETH RW is also a leading researcher in the field of employee turnover, as evidenced by his 3013 citations (an h index 6 and g index of 8). Overall, HOM PW has received more citations than any other author.

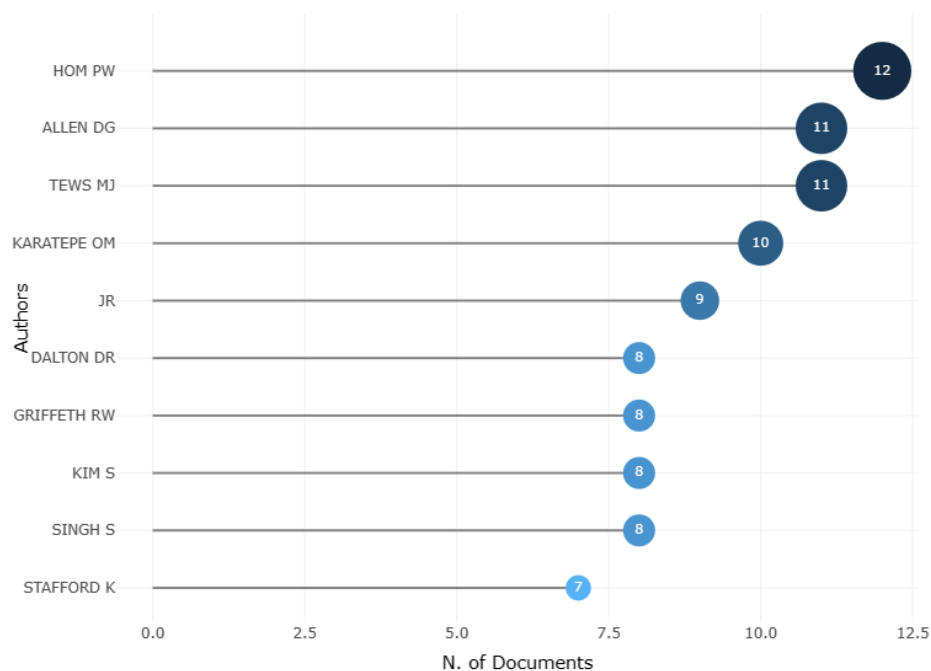
Table 3: Most influential authors based on h-index

Authors	Articles (TP)	TC	h_index	g_index	PY_start
ALLEN DG	11	972	10	11	1999
HOM PW	12	3075	8	12	1998
KARATEPE OM	10	455	8	11	2008
TEWS MJ	11	294	8	11	2004
KIM S	8	313	7	8	2005
DALTON DR	8	185	6	8	1982
DIPIETRO R	6	94	6	6	2008

GRIFFETH RW	8	3013	6	8	1994
LEE TW	6	1012	6	6	1988
MICHEL JW	6	242	6	6	2013
WONG Y-T	6	133	6	6	2010
ZIMMERMAN RD	6	895	6	6	2008
CHO S	5	367	5	5	2006
HAQUE A	6	120	5	6	2019
JR	9	219	5	9	1977
LI J	6	119	5	6	2013
MALIK A	5	102	5	5	2009
MITCHELL TR	5	956	5	5	1996
SAOULA O	5	33	5	5	2016
SINGH S	8	108	5	8	2012

Source: Prepared by the authors (2023).

Figure 2: Top influential authors and their number of documents

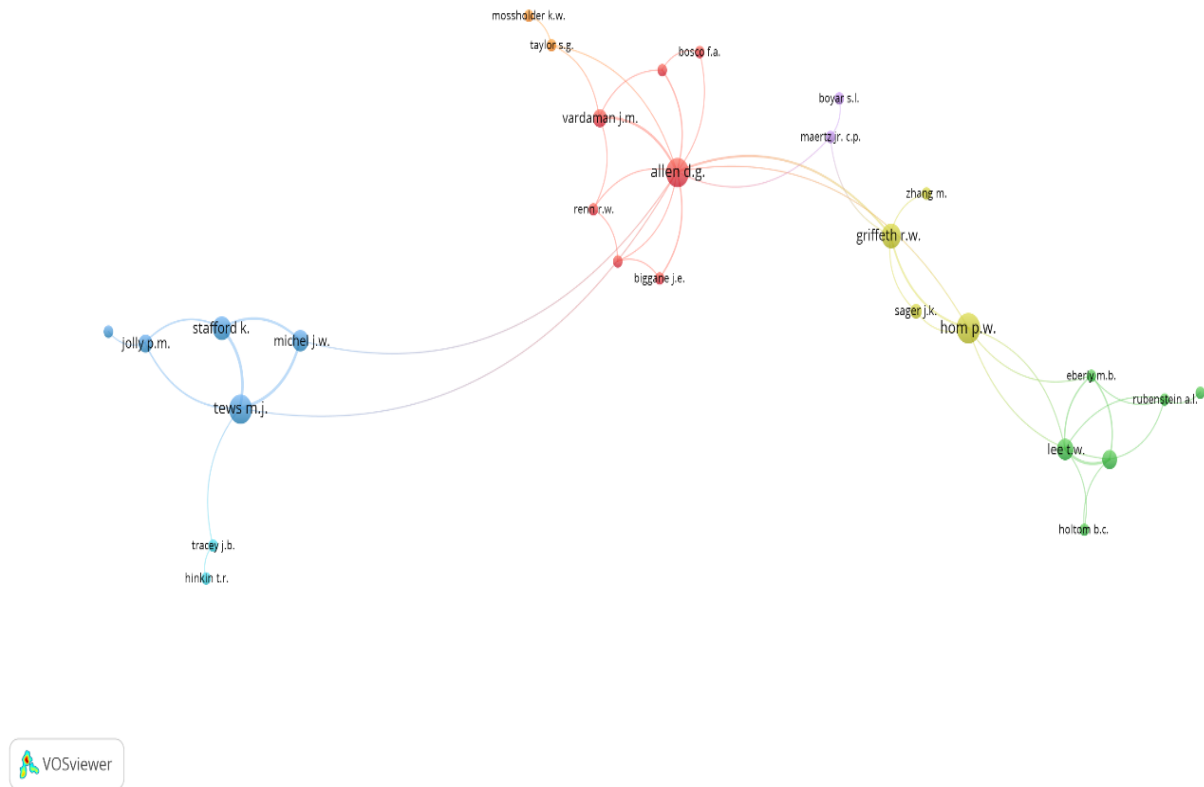


Source: Prepared by the authors (2023).

This review does not merely concentrate on the most well-known experts in the subject; rather, it examines the authors' co-authorship to determine the frequency and nature of their collaborations with other academics and to identify the individuals with whom they work most closely. According to a recent study, collaborations are an excellent approach to share experience and produce novel new findings. Additionally, the synergy that develops among researchers working together enhances the possibility of their work being published in important academic publications. (Khanra *et al.*, 2021). Using the VOS Viewer application, networks of authors who have collaborated on at least three documents each have been built. From a pool of 4169 authors, only 476 were selected based on the author who published at least

two documents. The relationships between some of the network's 476 authors were not completely solidified in all cases. There are a total of 28 authors who are part of the largest conceivable network of authors that have collaborated. Figure 3 illustrates the network of co-authorship and collaboration that exists among researchers who study employee turnover.

Figure 3: Co-Authorship network of authors of Employee turnover research



Source: Prepared by the authors (2023).

According to the findings of the investigation into the authors' collaboration, seven different author groups frequently worked together. The first significant cluster consists of seven writers, including Allen DG, Biggane JE, Bosco FA, Hancock JI, and others (shown in red in fig 3). The second significant cluster consists of individuals such as Eberly MB, Holtorn BC, Lee TW, and others (shown in green in fig. 3). The following large cluster is compensated by Dawson M. Jolly PM, Michael J.W., and others (shown in blue in fig. 3). Griffeth R.W., Horn P.W., Sager J.K., and Zhang M.A. are all members of the same group of four authors (shown in yellow in fig. 3). The fifth cluster is made up of two authors named Boyar S.I. and Maertz Jr. C.P. (shown in purple in fig 3). The sixth cluster consists of two authors, namely T.R. Hinkin and J.B. Tracey (shown in light blue in fig. 3).. There are also three other groups of authors, each of which consists of two authors. Table 4 contains a listing of the most

influential writers according to the results of the co-authorship analysis, which uses a variety of centrality indicators.

Most Influential Journals for Employee Turnover Research

Table 5 displays the top cited periodicals for studies on the productivity effects of employee turnover. Data shows that among journals covering the topic of employee turnover, the International Journal of Human Resource Management has the highest h-index (23) and g-index (38). This makes it the most productive journal in this field. After Human Resource Management, Personnel Review is the most widely distributed publication (43 total articles, 22 h-index, 39 g-index). When compared to the Journal of cleaner production, this one has more citations (1,580) and a higher classification (A) in ABDC (1543). The h-index of its 20 journals and the g-index of its 31 publications earn The Career Development International a B ranking in ABDC. The next most fruitful periodicals are the International Journal of Contemporary Hospitality Management (31), the Journal of Managerial Psychology (27), and Sustainability (Switzerland) (30). In addition, five A* journals with modest production are included in the table. Journal of Management (22 issues), Journal of Human Resource Management (15 issues), Journal of Human Relations (15 issues), Journal of Organizational Behavior (14 issues), and Journal of Vocational Behavior (14 issues) (14). The table also features five periodicals graded B, one publication ranked C, and four publications not included in ABDC.

Table 4: Top 20 Journals based on Productivity

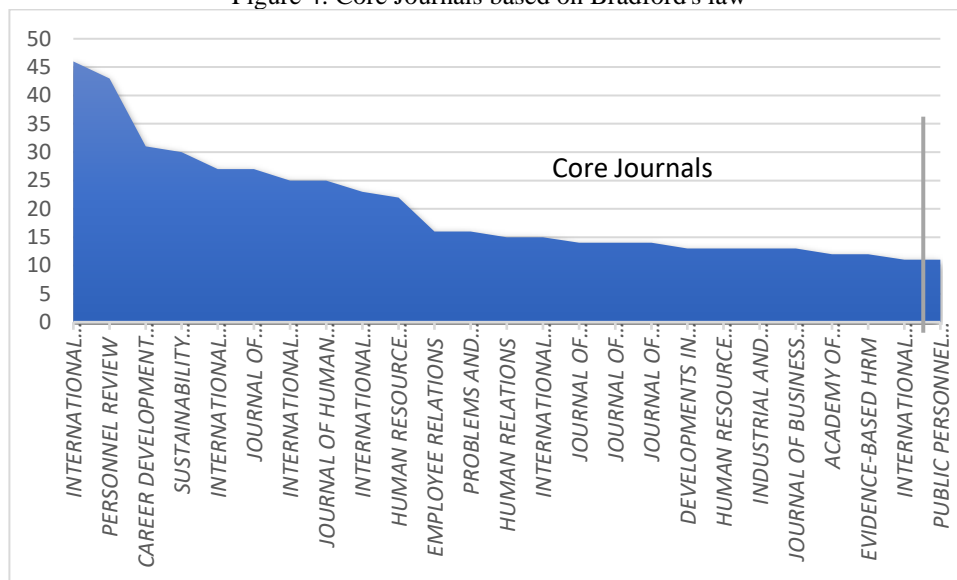
Sources	Articles (TP)	TC	ABDC Rank	h_index	g_index
INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	46	1543	A	23	38
PERSONNEL REVIEW	43	1580	A	22	39
CAREER DEVELOPMENT INTERNATIONAL	31	1239	B	20	31
SUSTAINABILITY (SWITZERLAND)	30	1286	Not Found	9	14
INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT	27	1619	Not Found	18	27
JOURNAL OF MANAGERIAL PSYCHOLOGY	27	1487	B	20	27
INTERNATIONAL JOURNAL OF MANPOWER	25	581	A	13	24
JOURNAL OF HUMAN RESOURCES IN HOSPITALITY AND TOURISM	23	1619	B	18	27
HUMAN RESOURCE MANAGEMENT	22	1030	A*	16	22
EMPLOYEE RELATIONS	16	287	B	8	16
PROBLEMS AND PERSPECTIVE IN MANAGEMENT	16	81	Not Found	5	8
HUMAN RELATIONS	15	671	A*	11	15

INTERNATIONAL JOURNAL OF ORGANIZATION ANALYSIS	15	218	B	7	14
JOURNAL OF MANAGEMENT	14	3694	A*	13	14
JOURNAL OF ORGANIZATION BEHAVIOR	14	1172	A*	13	14
JOURNAL OF VOCATIONAL BEHAVIOR	14	1448	A*	12	14
HUMAN RESOURCE MANAGEMENT	13	84	C	4	9
INTERNATIONAL DIGEST INDUSTRIAL AND COMMERCIAL TRAINING	13	97	Not Found	6	9
JOURNAL OF BUSINESS AND PSYCHOLOGY	13	199	A	7	13

Source: Prepared by the authors (2023)

Bradford's Law states that if the journals containing the same number of articles on the subject are arranged in descending order of the number of articles they included, the resulting geometric series will be 1:ns:n2s:n3s. In a specific region, which Bradford called the "first zone," Bradford found a concentration of journals devoted exclusively to the subject.

Figure 4: Core Journals based on Bradford's law



Source: Prepared by the authors (2023)

The zone one journals based on Bradford's law are all top 19 journals which focus on this research area except journal of business and psychology.

Most Influential Publications on Employee Turnover Research

Table 6 displays the top cited works on employee turnover research according to Global citations. According to the table, (Griffeth, Hom and Gaertner, 2000) article on the A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and

research implications for the next millennium has received the most citations worldwide, with a grand total of 2419; this is followed by the article (Chen, Lin and Wu, 2016) which discuss High Performance Work System, Psychological Efficacy, Job Satisfaction and Task Performance in the Hotel Workplace, and by (Koys, 2001) which discuss The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study received 730 citations globally . The article by (Swider and Zimmerman, 2010) entitled " Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes " was cited 481 times, placing it in the top five most cited articles of all time in the employee turnover research. Similarly (R Batt and Valcour, 2003) work Human resources practices as predictors of work-family outcomes and employee turnover cited 634 times followed by other articles as shown in the table 6.

Table5: Top influential publications based on Global citations

Title	Authors	Journal	TC	TC per Year
A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium	(Griffeth, Hom and Gaertner, 2000)	Journal of Management	2419	100.7
<u>High Performance Work System, Psychological Efficacy, Job Satisfaction and Task Performance in the Hotel Workplace</u>	(Chen, Lin and Wu, 2016)	Open Journal of Social Sciences	1043	45.35
The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study	(Koys, 2001)	Personnel Psychology	730	31.74
Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes	(Swider and Zimmerman, 2010)	Journal of vocational behavior	481	34.36
Human resources practices as predictors of work-family outcomes and employee turnover	(R Batt and Valcour, 2003)	Industrial Relations	631	48.54
The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination	(Chang, Rosen and Levy, 2009)	Academy of Management Journal	378	25.20

Toward a greater understanding of how dissatisfaction drives employee turnover	(Hom and Kinicki, 2001)	Academy of Management Journal	370	16.09
The effects of perceived organizational support and perceived supervisor support on employee turnover	(Jr <i>et al.</i> , 2007)	Journal of organizational behavior	344	20.24
How can managers reduce employee intention to quit ?	(Firth <i>et al.</i> , 2003)	Journal of Managerial Psychology	343	17.15
Expatriates' psychological withdrawal from international assignments: Work, nonwork, and family influences	(M A Shaffer and Harrison, 1998)	Personnel Psychology	334	12.85

Source: Prepared by the authors (2023)

Most Prolific Institutions

In table 7 we see the most prominent centres for employee turnover study. In total there are nine universities from United states three from Australia , two from Malaysia and one each from Ireland , Georgia, Canada, northern cyprus and south africa According to the table 7 unfortunately The top university which has high publications (39) was not reported. University of Johannesburg occupies second position with 25 publications followed by Griffith university 24 publications. Indiana university and university of central florida from united states stands fourth and fifth position with 22 and 21 publications respectively followed by other institutions. From this we can say that this employee turnover research has been worked more in united states compared to other countries.

Table 6: Top 20 Institutions for EMA Research

Institutions	Country	TP
NOT REPORTED	NOT REPORTED	39
UNIVERSITY OF JOHANNESBURG	South Africa	25
GRIFFITH UNIVERSITY	Australia	24
INDIANA UNIVERSITY	United States	22
UNIVERSITY OF CENTRAL FLORIDA	United States	21
CONCORDIA UNIVERSITY	Canada	19
EASTERN MEDITERRANEAN UNIVERSITY	Northern Cyprus	19
FLORIDA STATE UNIVERSITY	United States	19
UNIVERSITY OF MEMPHIS	United States	19
CORNELL UNIVERSITY	United States	18
UNIVERSITI UTARA MALAYSIA	MALAYSIA	18
UNIVERSITY OF LIMERICK	Ireland	18
ARIZONA STATE UNIVERSITY	United States	18
RMIT UNIVERSITY	Australia	17
UNIVERSITY OF WOLLONGONG	Australia	16
PENNSYLVANIA STATE UNIVERSITY	United States	15
UNIVERSITI SAINS MALAYSIA	Malaysia	15
UNIVERSITY OF FLORIDA	United States	15

UNIVERSITY OF GEORGIA	Georgia	15
UNIVERSITY OF HOUSTON	United States	15

Source: Prepared by the authors (2023)

Most Prolific Countries

Table 8 shows the top countries that have contributed to studies on employee turnover. According to the data, the United States has produced the most literature (1,539), followed by China (389) Australia (259) and Malaysia (259) (all in terms of the number of works produced). The United States of America stands out as the most influential country with 20,340 citations. However, the average number of citations received by each publication from Dutch contributions to this field was 57.33 for 71 publications. India (with 251 citations), Canada (with 166), the United Kingdom (with 166), and Pakistan(161) are just some of the countries that have made significant contributions to the study of employee turnover. Indonesia has 95 publications, but its average citation impact is far lower than those of nations with less publications such as Germany, turkey, Spain, New Zealand, Brazil, and others at 1.31. With 1539 articles and 20340 citations, the United States clearly is at the forefront when it comes to studies on employee turnover.

Table 7: Top countries contributing for EMA research

Countries	TP	TC	Avg. Article citation
USA	1539	20340	42.91
CHINA	389	2547	20.88
AUSTRALIA	259	3322	39.55
MALAYSIA	259	654	12.58
INDIA	251	916	14.31
CANADA	166	1286	27.36
UK	166	1067	23.71
PAKISTAN	161	336	13.44
SOUTH KOREA	104	651	15.54
SOUTH AFRICA	102	190	6.13
INDONESIA	95	17	1.31
GERMANY	86	566	21.77
NETHERLANDS	71	1032	57.33
TURKEY	68	641	20.68
SPAIN	47	391	32.58
NEW ZEALAND	42	471	31.40
NIGERIA	40	81	6.75
BRAZIL	37	36	4.50
SWEDEN	35	91	10.11
FINLAND	33	103	11.44
CZECH REPUBLIC	31	3	1.00

Source: Prepared by the authors (2023)

In addition to ranking the top countries for research output, this evaluation also includes a co-authorship analysis of countries to shed light on the breadth and depth of international cooperation. When displaying a network of top countries' collaboration using the VOS Viewer tool and the setting five documents published per country," only 56 of the 136 countries in the corpus are linked. There were a total of ten distinct network clusters found in this investigation. In Figure 5, the largest nodes represent the countries with which the United States has the most partnerships (the United Kingdom, Malaysia, Australia, and India), while the smallest nodes represent the countries with which the United States has the fewest partnerships (Italy, Switzerland, Austria, Ireland, and so on). Australia ranks second with its wide range of international ties, which include the United States, the United Kingdom, India, Canada, China, and many more countries. The United States is the world's leading networker, working closely with the United Kingdom, India, South Africa, Canada, Australia, and other countries. In addition to working with large powers like the United States, Australia, the United Kingdom, China, and others, India has also partnered with a number of smaller nations. This suggests that the United States plays a significant role in international collaboration.

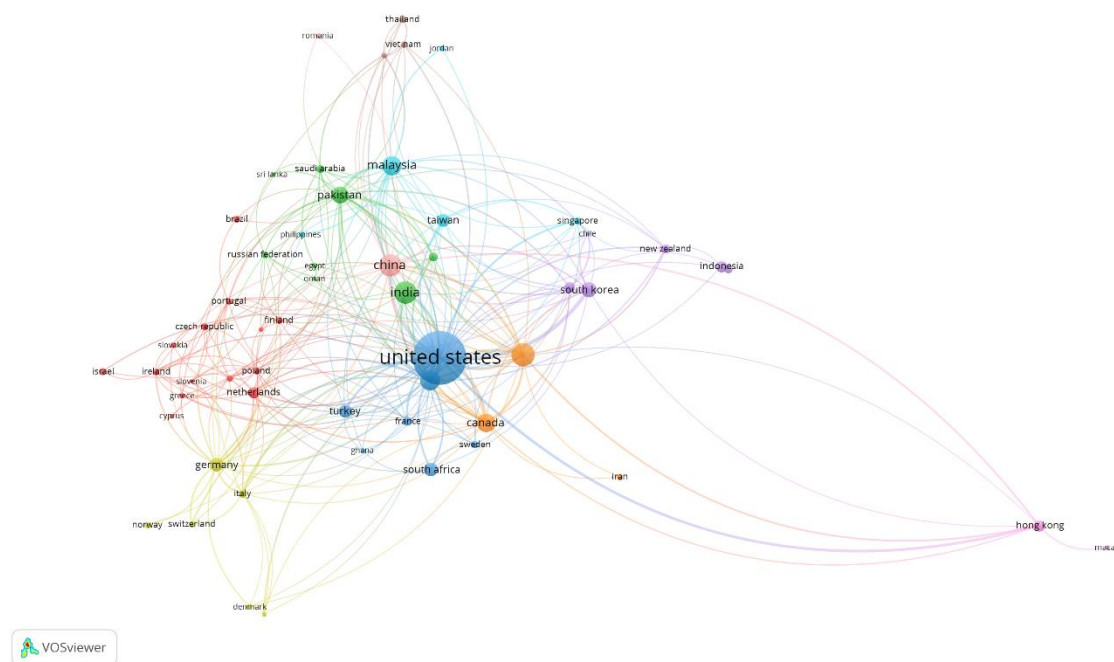


Figure 5: Co-Authorship collaboration network of countries
Source: Prepared by the authors (2023)

Network Analysis Through Co-Occurrence of Keywords in Employee Turnover Research

In order to dissect the fundamental concepts that have guided employee turnover research from its inception in 1957 all the way through 2022, the network analysis makes

(PR), which demonstrates its significance in the cluster on the basis of the quality and quantity of inbound links.

The seven themes that emerged from the co-occurrence analysis are then analyzed using cognition, in which keywords are grouped in a logical form to reflect the study material of each issue, to reveal the underlying conceptual framework of research in employee turnover.

Table 8: Keyword co-occurrence clusters on employee turnover research

Keyword	OC	DC	BC	CC	PR	AC	APY
Cluster 1: Employee Turnover							
Career development	19	20	1.2184	0.0060	0.0080	28.10	2011
Career satisfaction	11	08	0.1149	0.0059	0.0047	25.45	2013
careers	15	13	0.0412	0.0058	0.0063	16.26	2012
china	17	26	5.6663	0.0062	0.0107	22.62	2014
compensation	16	18	0.8185	0.0061	0.0081	12.50	2016
Employee attitudes	17	20	0.0541	0.0059	0.0077	49.94	2011
Employee behavior	20	18	0.1582	0.0058	0.0093	43.25	2011
Employee development	11	16	0.0579	0.0054	0.0041	25.72	2010
Employee relations	10	11	0.0000	0.0058	0.0048	28.6	2010
Employee turnover	404	80	1400.63	0.0097	0.1292	26.31	2012
Employees turnover	46	48	22.23	0.0067	0.0192	61.26	2009
Hospitality industry	20	18	0.5044	0.0060	0.0058	13.9	2017
Hrm practices	10	14	0.0000	0.0045	0.0022	14.90	2018
Human Resource Management	85	55	42.588	0.0069	0.0316	27.01	2013
Organizational behaviour	10	08	0.0000	0.0057	0.0051	30.80	2012
Performance appraisal	10	20	0.0240	0.0060	0.0050	38	2014
recruitment	21	22	0.4489	0.0056	0.0071	16.33	2013
Performance management	13	18	0.0558	0.0060	0.0059	39.53	2011
Training	23	19	1.2656	0.0060	0.0083	21.60	2011
United states of america	12	13	0.2219	0.0057	0.0055	42.91	2009
Cluster 2: Turnover Intention (Green)							
Affective commitment	26	26	0.1803	0.0061	0.0082	24.53	2016
Employee engagement	31	23	3.8785	0.0062	0.0107	16.74	2017
Job embeddedness	21	25	0.0649	0.0060	0.0067	18.42	2018
Job performance	14	18	0.0470	0.0060	0.0049	46.35	2016
Organizational citizenship behavior	10	17	0.0000	0.0051	0.0043	10.90	2018
Organizational commitment	81	48	4.2160	0.0061	0.0111	27.01	2015
Organizational justice	22	24	16.484	0.0060	0.0094	19.09	2016
Perceived organizational support	25	18	3.7656	0.0061	0.0111	29.52	2016
Procedural justice	10	12	0.0000	0.0473	0.0039	23.50	2014
Self efficacy	11	15	0.0000	0.0050	0.0031	17.27	2017
Social exchange theory	16	22	1.4365	0.0054	0.0054	18.43	2019
Supervisor support	10	10	4.6788	0.0052	0.0057	18.10	2018
trust	21	22	0.3352	0.0058	0.0073	38.52	2014
Turnover intention	235	63	635.48	0.0084	0.0794	14.74	2017
Turnover intentions	106	52	217.06	0.0072	0.0384	23.52	2017
Work engagement	27	22	4.7239	0.0062	0.0097	20.85	2019
Work – family conflict	10	13	0.0188	0.0055	0.0040	27.30	2016
Cluster 3: Employee retention (Blue)							
australia	14	18	0.0000	0.0578	0.0050	49.64	2010
Employee retention	51	42	33.236	0.0066	0.0205	14.00	2016
Employee satisfaction	12	15	0.0108	0.0059	0.0049	26.25	2015
Employee turnover intention	20	17	0.0174	0.0053	0.0033	19.30	2018
Employee turnover intentions	13	11	0.1090	0.0052	0.0037	13.69	2017

empowerment	11	16	0.1256	0.0058	0.0039	24.18	2015
hotels	18	25	1.0899	0.0059	0.0060	45.33	2011
Human resources	15	13	0.0000	0.0055	0.0035	37.00	2014
mediation	11	13	1.2464	0.0059	0.0056	5.454	2020
Organizational commitment	16	16	78.523	0.0067	0.0325	15.37	2016
Organizational performance	18	17	0.1122	0.0057	0.0052	46.00	2013
Psychological contract	11	16	0.0000	0.0057	0.0033	34.18	2013
Talent management	10	14	0.0000	0.0054	0.0031	21.30	2017
Voluntary turnover	12	11	1.0468	0.0051	0.0048	20.85	2019
Cluster 4:Turnover (Yellow)							
Absenteeism	14	19	0.0886	0.0059	0.0066	63.50	2012
Commitment	17	24	0.4343	0.0059	0.0057	29.23	2014
Corporate social responsibility	19	18	0.0047	0.0060	0.0059	23.52	2016
Emotional exhaustion	19	20	0.5785	0.0062	0.0080	24.00	2017
Gender	23	21	0.0820	0.0060	0.0063	25	2016
Motivation	20	21	0.4602	0.0060	0.0079	17.70	2015
Performance	18	14	0.3706	0.0059	0.0037	55.27	2014
Productivity	18	15	0.3268	0.0057	0.0070	10.50	2014
Retention	69	45	19.904	0.0062	0.0238	25.82	2013
Satisfaction	10	15	0.1578	0.0056	0.0047	14.00	2016
Staff turnover	10	08	0.0000	0.0052	0.0026	32.70	2008
Stress	21	20	0.1474	0.0060	0.0071	33.38	2008
Turnover	168	62	269.53	0.0076	0.0493	28.94	2014
Cluster 5: employees (Purple)							
employees	31	29	2.2156	0.0062	0.0126	31.74	2012
Human capital	20	13	0.0773	0.0056	0.0056	19.40	2014
india	25	34	7.2645	0.0063	0.0124	26.96	2015
Information technology	10	09	0.0000	0.0055	0.0026	06.00	2016
innovation	14	15	0.0000	0.0056	0.0037	12.14	2015
Knowledge management	25	16	0.0478	0.0056	0.0049	26.96	2013
Organizational climate	11	15	0.0166	0.0059	0.0049	18.63	2013
Organizational culture	28	25	1.5760	0.0061	0.0103	38.82	2011
Organizational identification	14	16	0.0212	0.0060	0.0047	08.85	2018
Servant leadership	12	13	0.0235	0.0057	0.0047	12.41	2019
Cluster 6:job satsfaction (Sky Blue)							
burnout	18	21	0.0400	0.0059	0.0060	29.22	2016
Intention to quit	12	17	0.1119	0.0059	0.0045	32.75	2015
Job satisfaction	225	75	760.82	0.0090	0.1029	30.48	2014
Job stress	16	12	0.0188	0.0055	0.0051	14.62	2017
Leadership	31	27	3.2200	0.0062	0.0111	39.32	2013
Machine learning	11	06	0.0346	0.0056	0.0035	4.636	2021
Transformational leaders	24	26	1.0358	0.0060	0.0077	29.62	2016
Cluster 7: Malaysia (orange)							
Employee performance	12	10	0.0000	0.0059	0.0037	17.08	2017
Hospitality	18	27	3.9099	0.0060	0.0081	20.77	2017
Hotel	15	17	0.9700	0.0059	0.0060	23.00	2016
Hotel industry	16	20	0.2940	0.0060	0.0065	13.81	2015
Intention to leave	14	15	1.0536	0.0058	0.0053	14.57	2017
Malaysia	21	07	0.1887	0.0060	0.0071	14.76	2016

Source: Prepared by the authors (2023)

Keyword cluster 1: employee turnover (red network)

There are total of 20 keywords in the cluster 1. Among all those employee turnover is the most researched word with (OC=404) with highest occurances. Human Resource

management(OC=85) occupies second place in the most of occurrences. According to page rank the most researched areas in the study were employee turnover (PR=0.1292). coming to the citations employee turnover(AC=61.26) has received most number of citations compared to other keywords followed by employee attitude(AC=49.94) and employee behavior. (AC=43.25).

Keyword cluster 2: turnover intention (green network)

Among the seventeen keywords that make up the second cluster, turnover intention (OC=235), turnover intentions(106) and organizational commitment(81) has highest number of occurrence followed by employee engagement(OC=31) , work engagement (OC=27) and affective commitment (OC=26).According to PageRank, the most important areas of study in employee turnover research are turnover intention (PR=0.0794) and turnover intentions (PR=0.0384). Job performance has received more citations (AC=46.35) in this cluster followed by trust(AC=38.52) and perceived organizational support(AC=29.52).

Keyword cluster 3: employee retention (blue network)

Fourteen keywords that capture the essence of employee turnovers research focus on environmental retention make up the third cluster. The keywords " australia" (OC=14, BC=0.000, DC=18, CC=0.0578, PR=0.0050) "organizational commitment" (OC=16, BC=78.523, DC=16, CC=0.0067, PR=0.0325) , "mediation" (OC=11, BC=1.2464, DC=13, CC=0.0059, PR=0.0056) and "employee satisfaction" (OC=12, BC=0.1122, DC=15, CC=0.0059, PR=0.0205) have the highest degree of centrality, closeness centrality, betweenness centrality, and pagerank in the cluster, respectively

Keyword cluster 4: turnover (yellow network)

Thirteen terms related to turnover form the fourth group. turnover has the greatest OC (168), BC (269.53), and PR (0.0493) in the cluster, followed by retention (OC = 69, BC = 19.904, PR = 0.0238). When looking at the average number of citations, studies on employee turnover find that absenteeism (AC=63.50) have the most influence. Emotional exhaustion (APY=2017) is the most recent topic in the cluster.

Keyword cluster 5: employees (purple network)

The ten set of keywords deals specifically employees in employee turnover studies. The cluster's newest (APY=2019) research focus is on servant leadership. Research into employee turnover is significantly impacted by employees (OC=31, DC=29, BC=2.2156, CC=0.0062, PR=0.0126, AC=63.50) and organizational culture (OC=28, DC=25, BC=1.5760, CC=0.0061, PR=0.0103, AC=38.82).

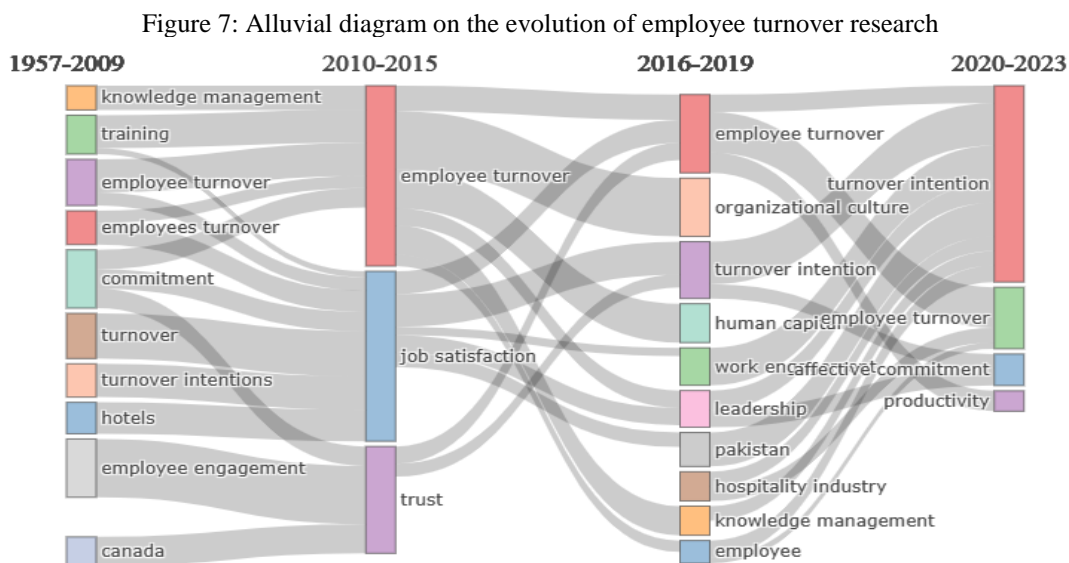
Keyword cluster 6: job satisfaction (sky blue)

Sixth cluster deals specifically with job satisfaction in literature. The cluster first focused on leadership (APY=2013), then moved on to job satisfaction (APY=2014), and is now focusing on machine learning (APY=2021). Job satisfaction in employee turnover research is currently the most prominent (OC=225, DC=75, BC=760.82, CC=0.0090, PR=0.1029, AC=30.48), although leadership have the highest average citation count (AC=39.32).

Keyword cluster 7: malaysia (orange)

seventh and final cluster consists of six key words in which the latest keyword that focuses in this cluster was employee performance (APY=2017), hospitality (APY=2017) and intention to leave (APY=2017). The most prominent keyword in this cluster was Malaysia(OC=21, DC=07, BC=0.1887, CC=0.0060, PR=0.0071, AC=14.76) followed by other keywords in this cluster.

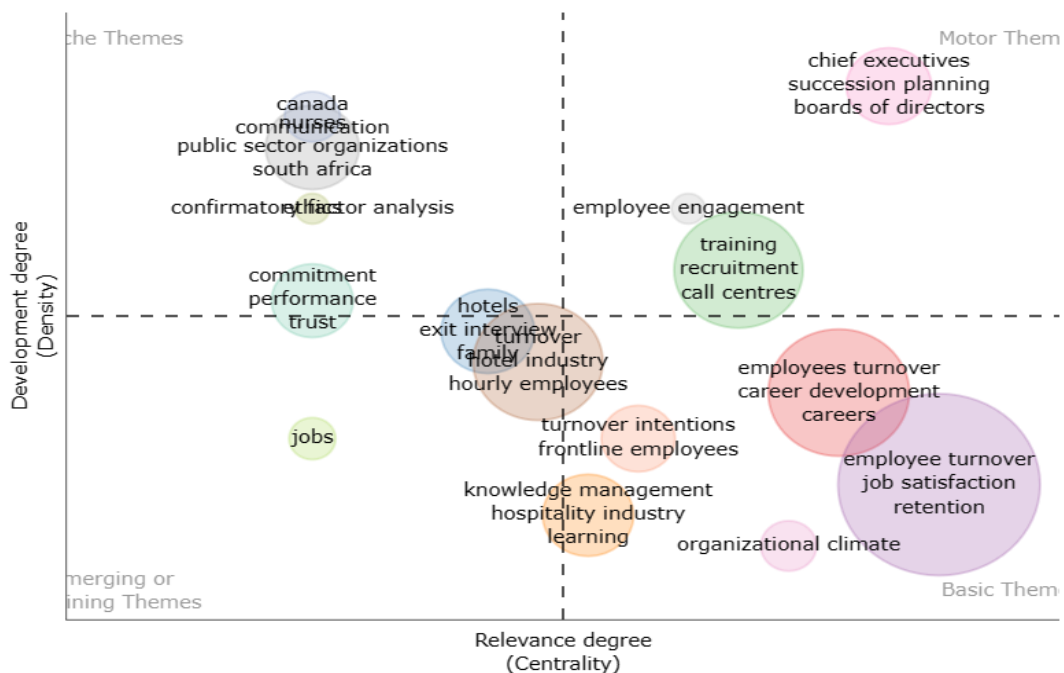
Evolution of Employee Turnover Research: (Thematic Evolution)



Source: Prepared by the authors (2023)

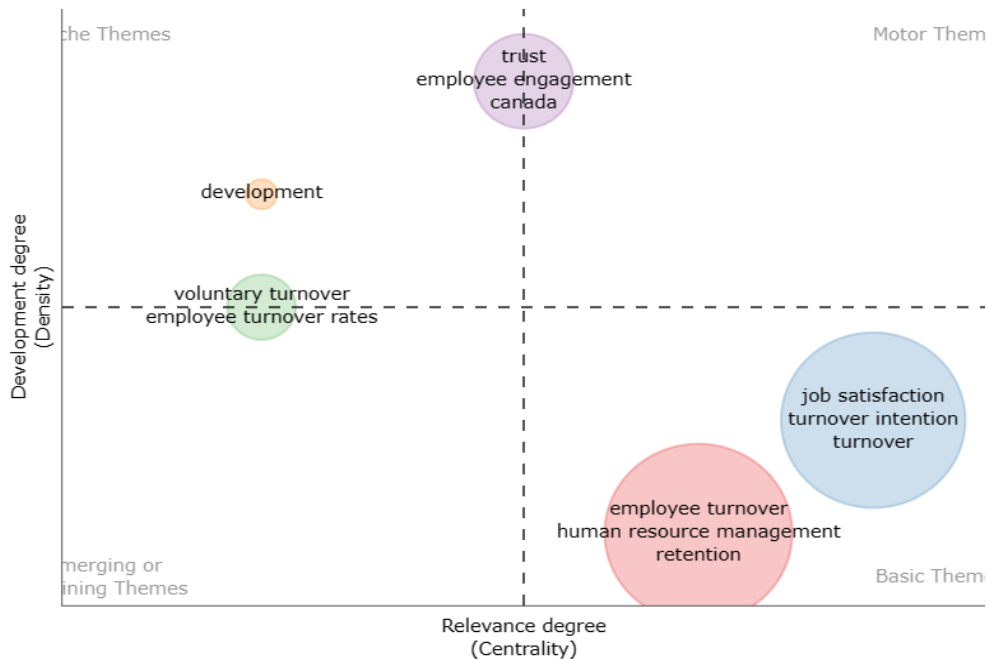
Biblioshiny was used to record a map of the development of topics across time. The collected data was divided into four distinct time periods: 1957–2009; 2010–2015; 2016–2019; and 2020–2023. The following tactical diagrams depict each time zone. According to the typology established by (Cahlik, 2000), these diagrams divide the themes into four quadrants based on the centrality and impact (density) of the occurrence of keywords. Motor subjects are those located in the top right corner of the page. They are significant to the field because of high centrality and impact. Common themes are represented by the ones in the bottom right corner. They have more centrality but less impact. These are broad or general topics. Emerging issues, located in the bottom left, are those with low centrality and impact. These seem like they would be on the periphery, yet they need to be examined closely since they could be the key to the growth of important fields of study. Niche issues, represented by those in the top left corner of the diagram, are those with low centrality but high impact, indicating that their attention is narrowly focused on a subset of the field as a whole.

Figure 8: Themes of Employee turnover research between 1957 to 2009



From 1957 to 2009, we can see that many keywords have evolved, majorly employee turnover with 13 occurrences and career development with eight occurrences as the time slice is more. Turnover, hotel industry, hourly and employees relies on all the four quadrants. In motor themes there are keywords like chief executives, succession planning, boards of directors, employee engagement, training and recruitment.

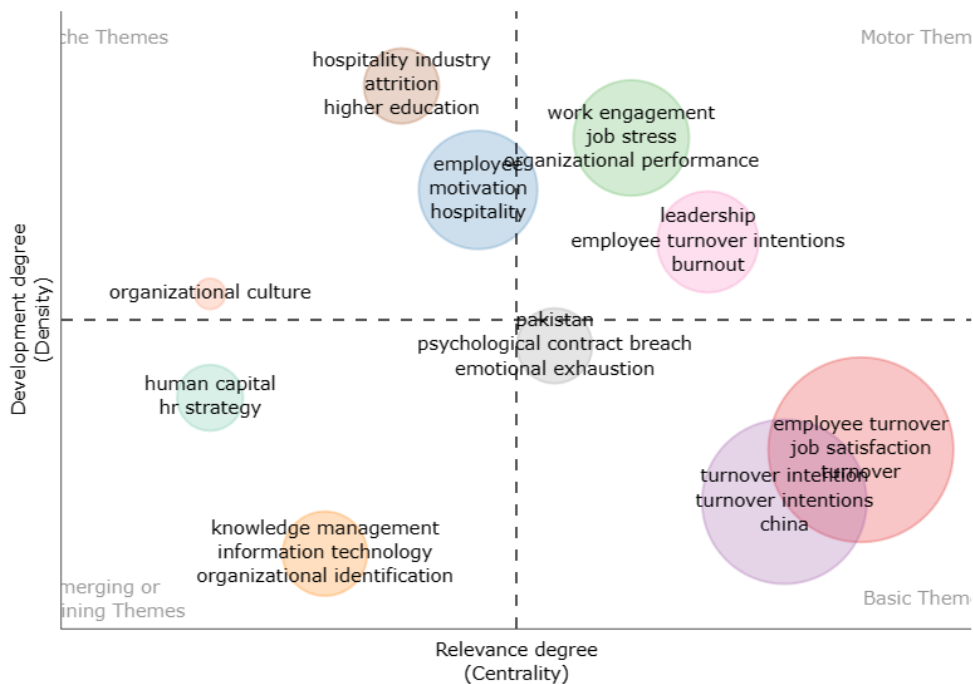
Figure 9: Themes of employee turnover research between 1996 to 2005



Source: Prepared by the authors (2023)

Job satisfaction, turnover intention, turnover, employee turnover, human resource management and retention all covered extensively in the Basic themes quadrant over the decade 2010-2015. The main discussion in the motor themes quadrant was about the trust, employee management and canada.

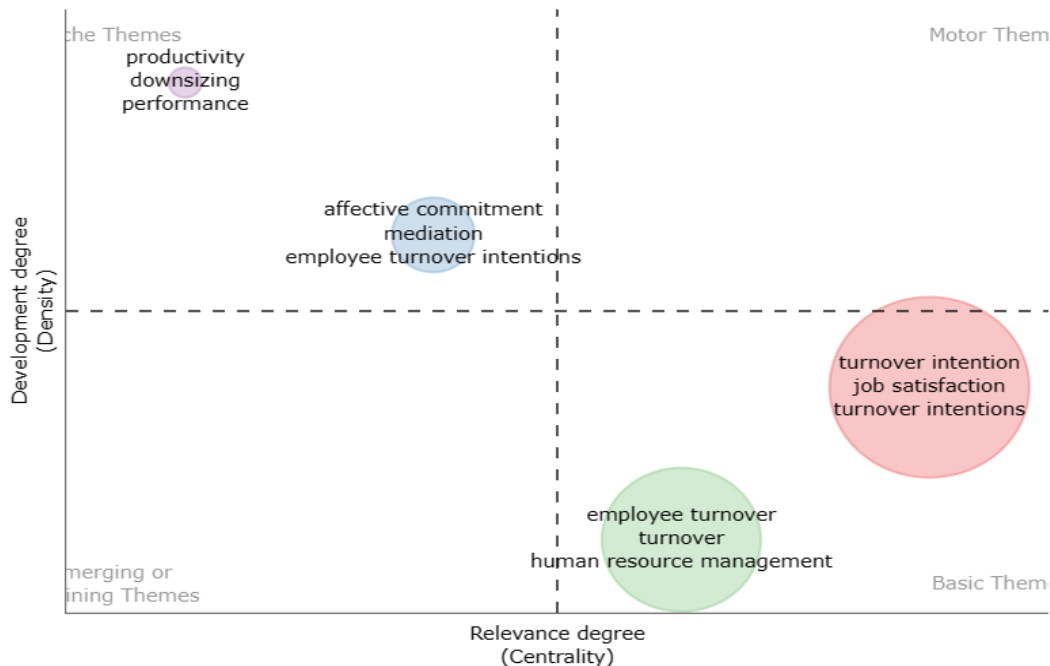
Figure 10: Themes of employee turnover research between 2006 to 2015



Source: Prepared by the authors (2023)

We can see that from the year 2006 to 2015 employee turnover job satisfaction falls under basic themes as major research has been performed on that area. emerging themes like hr strategy , knowledge management, information technology, organizational identification has evolved in this time period.

Figure 11: Themes of Employee turnover research between 2016 to 2023



Source: Prepared by the authors (2023)

Here the time slice has been taken from the year 2016-2023. In this theme in basic theme keywords like turnover intention, job satisfaction, tuenover intentions , employee turnover takes place. We can clearly state that there was no emerging themes as per the figure.

Table 9: Themes in four different quadrants

Figures and periods	Motor Themes	Basic and Transversal	Emerging or Declining	Niche and Isolated
Figure 12 1957 to 2009	Chief executives, Succession planning, boards of directors, employee engagement, training*, recruitment*, call centres*	Employees turnover, career development, careers, employee turnover, job satisfaction, retention, organizational climate, turnover intentions, frontline employees, knowledge management*,	Hotels*,exit interview*,family*, Turnover*, hotel industry*, hourly employees*, jobs	Canada, nurses, communication, public sector organizations, south Africa, CFA, commitment*, Performance*, trust*

		hospitality industry*, learning*		
Figure 13 2010-2015	Trust*, employee engagement*, Canada*	Job satisfaction, turnover intention, turnover, employee turnover, human resource management, retention	Voluntary turnover*, employee turnover rates.	Voluntary turnover*, employee Turnover rates*, development, trust*, employee enagement*, Canada*
Figure 14 2016 to 2019	Work engagement, job stress, organizational performance, leadership, employee turnover intentions, burnout, employee*, motivation*, hospitality*	Employee turnover, job satisfaction, turnover, turnover intention, turnover intentions, china, Pakistan*, psychological contract breach*, emotional exhaustion*	Human capital, hr strategy, knowledge management, information technology, organization identification, Pakistan*, psychological contract*, emotional exhaustion*	Hospitality industry, attrition, higher education, organizational culture, employee*, motivation*, hospitality*.
Figure 15 2019 to 2023	Turnover intention*, job satisfaction*, turnover intentions*,	Turnover intention*, job satisfaction*, turnover intentions*, employee turnover, turnover, human resource management	NA	affective commitment, mediation, employee turnover intentions, productivity, downsizing, performance

Note: * Based on their placement in the strategic diagram, the symbol denotes that certain themes have emerged in two or more quartiles.

Source: Prepared by the authors (2023)

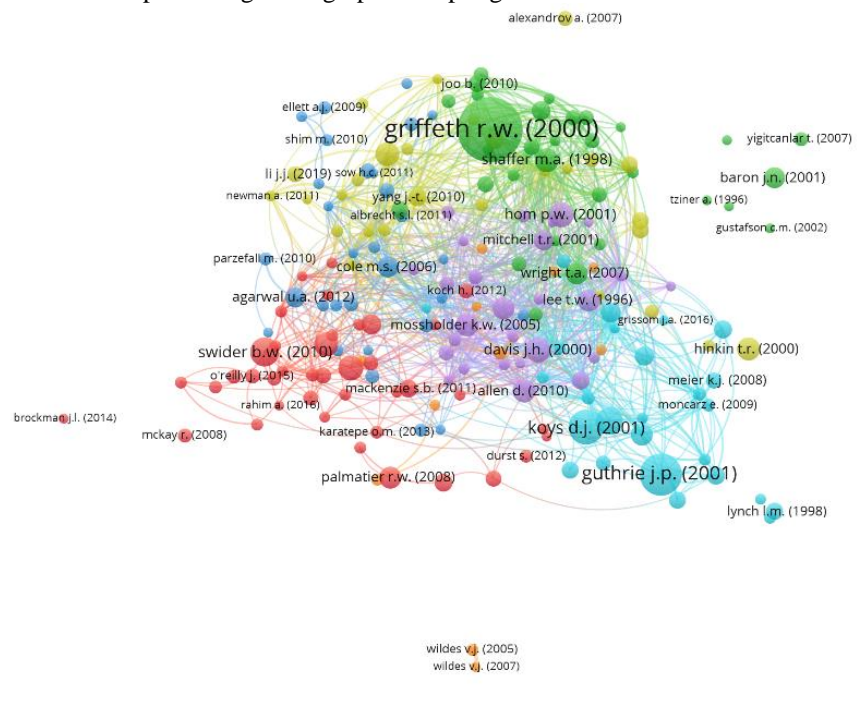
Bibliographic Coupling

Bibliographic coupling occurs when two or more documents have mutual citations. Bibliographic coupling, sometimes called retrospective coupling, occurs between two texts if they both quote the same third document.(Hjørland, 2013)The purpose of bibliographic coupling is to reveal latent research topics that will direct future research directions by determining the semantic relationship between publications.(Nobanee and Ellili, 2023) In bibliography, "coupling strengths" are measured by the number of common citations between two sets of papers; this number is used as an indicator of the degree to which the two sets of documents share a topic. (Hjørland, 2013). Similarity between these articles can be gauged by comparing the thickness and intensity of the edges.(Verma and Yadav, 2021)

The use of bibliographic coupling to the review corpus produced the development of seven clusters that are substantial enough to signifiably represent 210 of the documents

contained in the review corpus. Documents serve as the basic framework for the bibliographic coupling analysis that is performed. Figure 16 provides a visual representation of the bibliographic coupling map, which shows the various groupings. The bibliographic coupling reveals a total of seven distinct bibliographic clusters, each of which is organized thematically and contains 193 out of the 1914 documents. A document that is being examined for coupling must have a minimum of sixty citations in order for this analysis to be conducted on it. Just 193 of the 210 documents that fulfilled the standards have been incorporated into the study and network. The network identified a total of 7 clusters, 7302 connections, and 15495 strength in the interconnections between the clusters. Table 17 lists the articles that are cited the most frequently across all of the different bibliographic clusters.

Figure 12: Network representing bibliographic coupling of document



Source: Prepared by the authors (2023)

Table 10: Top three cited articles based on bibliographic clusters

Publication	Author and year	Citations	Links	Total link strength
Cluster 1: intent to quit				
Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes	(Swider and Zimmerman, 2010)	481	88	172
The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination	(Chang, Rosen and Levy, 2009)	378	98	187

How can managers reduce employee intention to quit?	(Firth <i>et al.</i> , 2004)	343	38	46
Cluster 2: employee turnover				
A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium	(Griffeth, Hom and Gaertner, 2000)	2419	111	273
Expatriates' psychological withdrawal from international assignments: Work, nonwork, and family influences	(Margaret A. Shaffer and Harrison, 1998)	334	130	387
Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover	(Wright and Bonett, 2007)	296	131	399
Cluster 3: turnover intention				
Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter? Different or alike? Exploring the psychological contract and commitment of different generations of hospitality workers	(Cole and Bruch, 2006)	258	108	230
	(Lub <i>et al.</i> , 2012)	231	94	197
Cluster 4: organization support				
The effects of perceived organizational support and perceived supervisor support on employee turnover	(Jr <i>et al.</i> , 2007)	344	116	363
The cost of turnover: Putting a price on the learning curve	(Hinkin and Tracey, 2000)	308	7	7
Antecedents and consequences of job satisfaction in the hotel industry	(Yang, 2010)	191	136	412
Cluster 5: turnover behavior				
Street-level bureaucrats' turnover intention: does public service motivation matter?	(Shim, Park and Eom, 2015)	370	87	196
Retaining Talent: Replacing misconceptions with evidence-based strategies	(Allen, Bryant and Vardaman, 2010)	323	109	298
A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors	(Mossholder, Settoon and Henagan, 2005)	320	112	255
Cluster 6: Human Resource Practices				
High-involvement work practices, turnover, and productivity: Evidence from New Zealand	(Guthrie, 2001)	1043	69	155
The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study	(Koys, 2001)	730	61	95
Human resources practices as predictors of work-family outcomes and employee turnover	(Rosemary Batt and Valcour, 2003)	444	96	189
Cluster 7: organization commitment				
The impact of human resource management practices on intention to leave of employees in the service industry in India: The mediating role of organizational commitment	(Guchait and Cho, 2010)	111	128	311
Insights into the Indian call centre industry: Can internal marketing help tackle high employee turnover?	(Budhwar <i>et al.</i> , 2009)	94	17	32

Links between service climate, employee commitment and employees' service quality capability	(Mikic Little and Dean, 2006)	74	95	142
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Source: Prepared by the authors (2023)

CONCLUSION & LIMITATIONS

This research endeavoured to give a complete evaluation of the literature by assessing and exhibiting the world's scientific output on employee turnover over a period of 67 years. In this study, we apply bibliometric analysis by using R Studio and VOS viewer software. We got our base data from the Scopus database, and our keyword is "Employee Turnover" to meet our research objectives.

For the first objective, we find that the first publication on employee turnover research has happened in the year 1957. After 1957, for almost there was no publication till 1971 as per the Scopus database. Again, from 1972-1975, there were no publications on this area. Gradually, from 1976, the research on this employee turnover has been increased. The articles are also increasing year by year gradually. The total citations for all the articles on employee turnover are 50494. From this, we can say that there was a tremendous growth in this research area with an annual growth rate of 7.25%.

For the second objective, as per the findings, the top authors who made significant contribution on this employee turnover are HOM PW, ALLEN DG, TEWS MJ, KARATEPE OM, JR, DALTON DR, GRIFFETH RW, KIM S, SINGH S, STAFFORD K based on the total number of publications on this area. Coming to the top journals which contributed to this research area are "International Journal of Human Resource Management", "Personnel Review", "Career Development International", "International journal of contemporary hospitality management" are the top five journals which contributed to this area. Coming to Publications, the top two most influential publications for this research area are "A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium" and "High Performance Work System, Psychological Efficacy, Job Satisfaction and Task Performance in the Hotel Workplace".

For the third objective, we demonstrate that unfortunately the top university which contributed to this research area is not reported. Second most influential university is "University of Johannesburg" followed by "Griffith University", "Indiana University", "University of Central Florida" AND "Concordia University". Coming to the top nations which contributed to this research are USA with total publications of 1539 followed by China (389), Australia (259), Malaysia (259), India (251).

For the fourth objective we identified that that the most prominent issues are the themes which are associated with employee turnover like commitment ,trust, exit interviews, jobs , hotel industry are in the growth stage for the period of 1957-2009 but later on these themes are declining and the new themes are arising in which the researchers should have a look at it based on thematic evolution.”

For the fifth objective we can conclude that the future scope of employee turnover research will be associated with the themes like “turnover intention”, “knowledge management”, “affective commitment”, “human capital” , “hr strategy” . This study included working papers of 2023 related to this research. Using thematic analysis, we may see that the topic we're looking at belongs to a larger group of transversal and general, basic topics and has a sizable but underdeveloped research field. so the researcher who wants to do research on employee turnover they can use these themes and as well as some of the emerging themes and motor themes from the thematic evolution.

New and seasoned academics alike can benefit from this study's findings by using them to hone their research interests, locate useful resources, and develop productive partnerships. This research surveyed the literature on the topic of employee turnover through a bibliometric lens. The study found that research conducted through international scientific collaboration was more effective in terms of citations than its scientific output, shedding light on the link between international scientific collaboration and the efficiency of employee turnover research.

Future researchers can look at how it hurts organizations by looking at it from different points of view and applying grounded theory and paradigm shift. From what point of view should more research be done? For example, from a social, behavioral, or economic point of view. In the systematic study, relevant databases like JSTOR, SAGE, and the Web of Science (WoS) platform by Clarivate analytics can be used in future research .With the help of the above bibliometric analysis, the research study suggests that future research can focus on a smaller subset of journals. Future scholars can use the results of this study to swiftly zero in on the most seminal articles, journals, and authors in this field, paving the way for them to more easily pinpoint research gaps and uncover novel discoveries This will make future research more useful.

Limitations

All of the papers in the study are predominantly written in English, which is the first and most glaring limitation of the research.. SCOPUS was the only source used to compile the

database; other major Journal data sources like W.O.S., Google Scholar, Elsevier, etc. were not included. It's possible that even more insightful conclusions can be drawn from an analysis of combined data from multiple sources.

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