

Charting the Terrain: A Bibliometric Study of BPO Employee Retention

Rafat Fatma¹, Afreen Fatima²

¹Research Scholar, Department of Business Management, IBS, Integral University, Lucknow, rafatfatm@student.iul.ac.in

²Assistant Professor, Corresponding Author Department of Business Management, IBS, Integral University, Lucknow, ansariaf786@gmail.com

Abstract

This study offers a detailed summary of employee retention research and its status. Employee retention literature is examined methodically and critically using bibliometric analysis. We reviewed 214 research publications from 2014 to 2024 using Scopus and assessed the study's importance by examining its publication pattern, sample data, theoretical underpinnings, highly cited research papers and journals, and frequently used keywords. This study used a literature review to identify advancements and links with other dimensions and bibliometric analysis to improve employee turnover research. This study provides a new perspective on employee turnover and may add to previous research. The method uses VOS viewer, direct analysis, and bibliometric analysis. The literature evaluation indicated a strong association between employee turnover, retention, and turnover intention, but the bibliometric analysis explained most authors, co-authorship, co-occurrence, and citations. Research journals linked employee turnover to numerous other factors that shaped its evolution and could potentially inform future research. Content analysis of recent articles revealed new research trends and gaps. The UK, Malaysia, Australia, Germany, and India are top employee retention countries. This research is the first to use several bibliographic mapping techniques to provide a wide range of study fields inside the employee retention corpus. It also suggests promising research directions.

Keywords: Employee Retention, BPO, Employee Turnover, VOS viewer, Bibliometric Analysis

INTRODUCTION

Professional employees are critical to the success of any business. Retention is one of the important elements that is crucial to reaching the desired business outcome. Businesses throughout the world are focusing more on staff retention as concerns about the growing employee turnover rate increase (Ghani et al., 2022; Kumar, 2022; Mwita et al., 2023). In addition to the loss of skills, employee turnover also results in the loss of culture and values, which departing employees may take advantage of by competing companies. The term retention of employees is an employer's attempt to retain desirable individuals to achieve specific business objectives (Frank et al., 2004). Positive employer brands, appraisal systems that help workers reach and surpass their potential, and creative HR tactics are the three cornerstones of retention (Sai & Pinapati, 2023). Many factors that are linked with employee retention were examined in earlier studies. For example, company social programs were positively correlated with employee retention (Bode et al., 2015). Work overload, interpersonal stress, and emotional labour had favourable relationships with employee turnover intention (Haldorai et al., 2019). This research paper, the first of its kind on employee retention, uses SLR-cum (Systematic Literature Review) bibliometric analysis to provide a comprehensive and detailed analytical overview of the research area holistically to help researchers, policymakers, and practitioners. Our review paper's primary goal is to present the current state of employee retention research, and the following questions establish the study's parameters: RQ1. According to the number of years, associated nations, journals, and authors (descriptive analysis), what are the most recent publication trends?

RQ2. In the area of employee retention, which nations and writers are most often cited?

RQ3. Which terms are most frequently employed by writers in the subject of employee retention?

RQ4. How do countries and documents relate bibliographically to employee retention?

RQ5. What are the most important developments and upcoming tasks in the field of employee retention?

Research Methodology

This study has quantitatively analysed bibliographic data using bibliometrics. The data came from Scopus, a larger database than Web of Science. An examination of publication patterns by years, journals, affiliated nations, authors, and economy was done to aid academics in comprehending employee retention studies, which reveal the history of the research done on employee retention. The widely accepted research methodologies and statistical approaches used to examine the employee retention corpus are an initial attempt to trace the evolution of employee retention and identify the intellectual framework to present a comprehensive summary of significant research projects over the past 20 years. Citation analysis maps article citations. We used VOSviewer to analyse 214 research paper citation networks. Figure 1 shows the strategy for compiling 1599 articles.

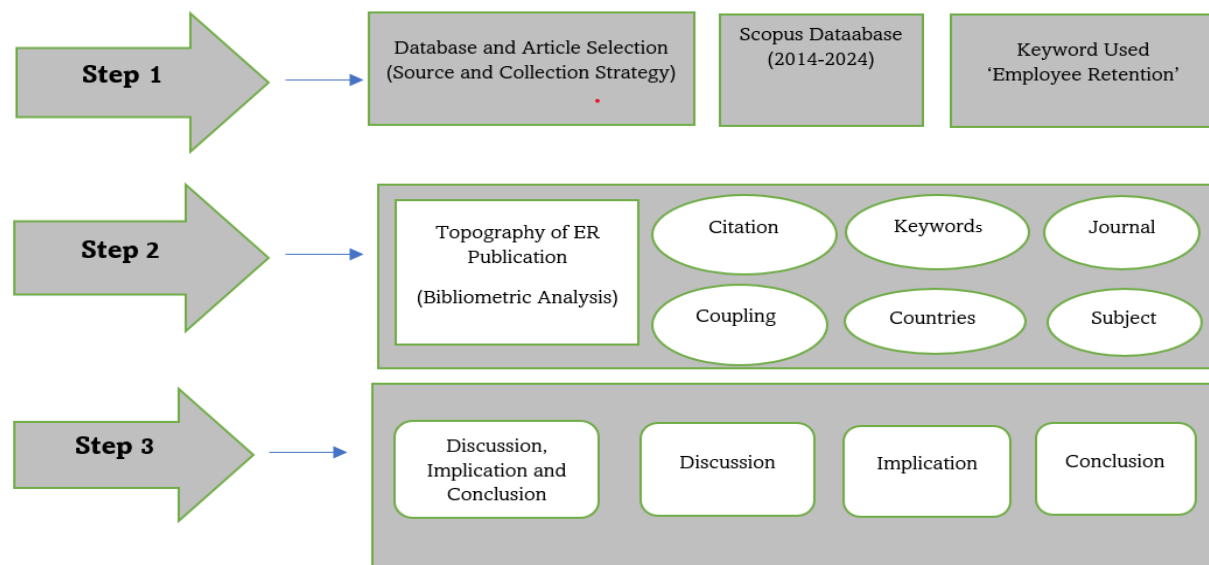


Figure 1: Methodology Adopted for Bibliometric Analysis

Source: Verma et al. (2024)

The SPARL-4-SLR Method (Figure 2) is a systematic framework for conducting a systematic literature review (SLR). It is divided into three major phases: assembling, arranging, and assessing. The assembling phase involves gathering relevant research materials, identifying research objectives, a total of 3046 documents from the Scopus database, is the best platform for bibliographic research (Zerbini et al., 2022), using the TITLE-ABS-KEY employee” AND “retention. The arranging phase organizes articles according to criteria, such as institutional affiliations, publication period, language, topic, and document type. We categorized specifically open-access journals, and document type, including articles and review articles, and further employed the following procedure to extract data: (PUBYEAR “< 2025”) AND (LIMIT-TO (Language, “English”) and type of source is JOURNAL. Purification ensures only pertinent items are used, and only articles from open-access sites are considered sources. The assessing phase involves analysing and reporting the selected literature. we gathered 214 documents for assessment. This involves using bibliometric tools, network mapping, and co-citation to identify the best journals, countries, authors, and sources. The tool VOSviewer, created by Van Eck and Waltman (2010), makes it possible to map bibliographic data graphically. The reporting phase presents findings clearly and comprehensively, using tables, figures, and network diagrams. However, the method has limitations, such as the use of only the Scopus database, excluding review papers and open-access articles, and not receiving external funding.



Figure 2: SPARL-4-SLR Method (Paul et al., 2021)

The Highest-Ranking Journals

The top ten journals by number of publications are shown in Table 1. The "SA Journal of Human Resource Management" has 13 articles overall, making it the highest-ranking journal.

Table 1: Top 10 Journals

Journal Names	No. of Results
SA Journal of Human Resource Management	13
Problems and Perspectives in Management	10
International Journal of Human Resource Management	6
International Journal of Recent Technology and Engineering	5
Cogent Business and Management	5

BH Personnel review	4
Wseas Transactions on Business and Economics	3
Revista De Gestao	3
Polish Journal of Management Studies	3
Journal Of Applied Business Research	3

Highest Ranking Top Five Countries

The United Kingdom (UK), the most productive nation with 30 publications, is now the main focus. India has 28 publications, ranking second. South Africa ranks third with 24 publications. Malaysia comes in fourth place with 20 publications, followed by the US and Australia in fifth and sixth place, respectively, with 13 and 9 publications. (Table 2).

Table 2: Top 10 Countries

Countries	Publication
United Kingdom	30
India	28
South Africa	24
Malaysia	20
United states	13
Australia	9
Spain	8
Thailand	7
Pakistan	7
Jordan	7

Number of Publications from 2014-2024

This section presents the publication output patterns and citation scores from 2014 to 2024 to our first research question (RQ1). There are six publications in 2014, which is the fewest number. In 2015, the highest citation count was only 4, in contrast to the year 2016, which had the fewest citations (Figure 3). In the year 2023, the greatest number of publications was.

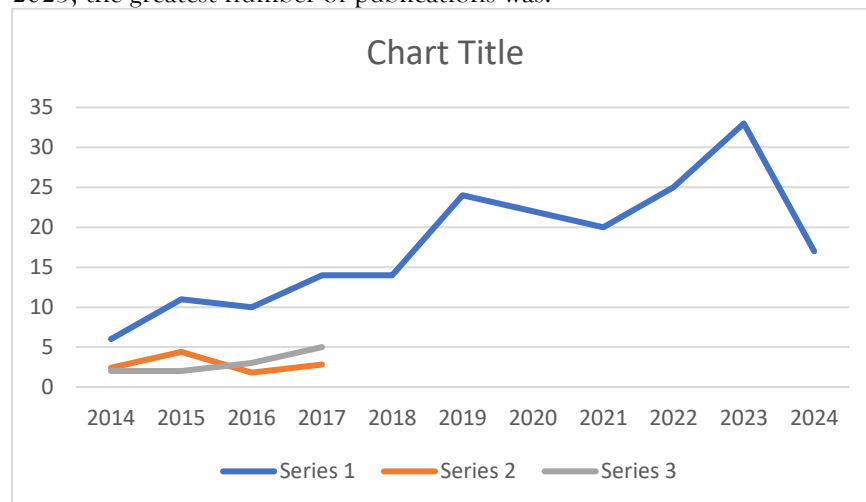


Figure 3: Number of Publications and Citations (2014-2024)

Top Authors Based on Co-Authorship Analysis

To answer research question 3 (Which authors under co-authorship have been frequently cited, which made the most significant contributions to the field of employee retention of BPOs), we use co-authorship analysis to look at the influential authors through collaborations on employee retention of BPOs. This study inquiry aims to identify the most prolific authors in terms of collaboration, an intellectual connection between different authors (Cisneros et al., 2018). Thus, Table 3 analyses and illustrates a broad reference based on

leading writers who have contributed to the study of employee retention using the Biblioshiny program. The top authors are listed as Abdu & Hassan, Al Mamun, Abdullah, Helmi, Cristela, and Arnaldo. Nevertheless, by establishing the first threshold limit at a maximum of 25 authors per document and a minimum, VOSviewer is used to further analyze the top authors who contributed to the earlier studies and the top authors working in the field of employee retention based on co-authorship.

Top Cited Authors

The authors with the most citations (299) are Ahmad Mohammad Faisal and Gleistar Keith W. The authors with the fewest citations (9) are Helalat Abdullah and Che Supian Muhammad. These are ten authors who have been mentioned the most between 2014 and 2024, as the top-referenced authors are shown in Table 3. This approach sheds important light on how publications affect the scientific community.

Table 3: Highlighting Top Authors Per Document Cited

Authors	Document	Citation	Total Link Strength
Aman Ulla,Attia	2	24	6
Aziz Azelin	2	24	6
Ibrahim Hadziroh	2	24	6
Mehmood Waqas	2	24	6
Helalat Abdullah	2	9	4
Maqableh Omar	2	9	4
Nor Che Supian Mohammad	2	9	4
Ahammad Mohammad Faisal	2	299	2
Gleistar Keith W	2	299	2
Alam Mohammad Nurul	2	10	1
Hasan Md Mahamadul	2	21	1
Allen David G	2	147	0
Allen David G	2	89	0
Alshurideh Mohammad	2	248	0
Barkhuizen Nikolene E	2	26	0
Busin Mark	2	22	0
Deppo Lucie	2	3	0
Fongsuwan Wanno	2	4	0
Olckers Chantal	2	20	0
Rakhra Harpreet Kaur	2	18	0
Stierp Lugi	2	30	0

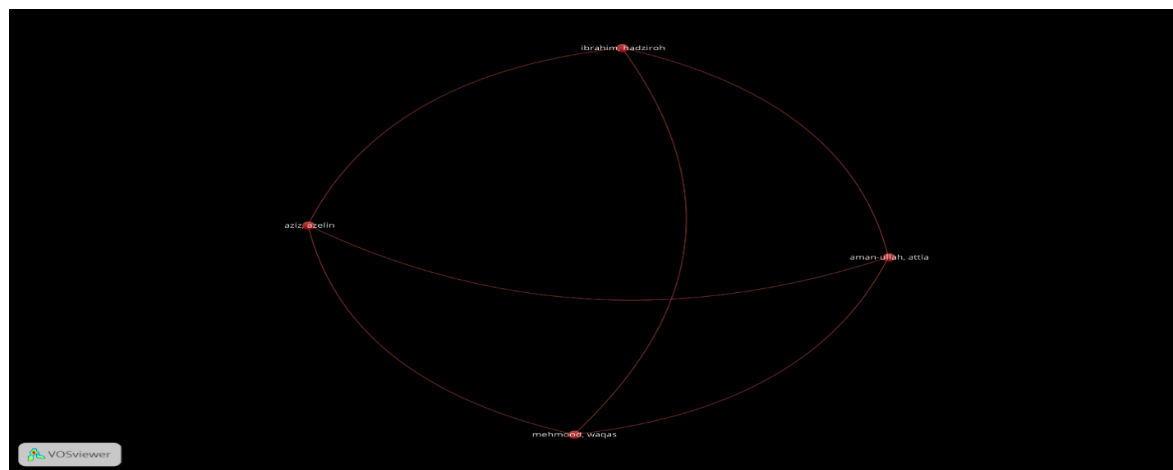


Figure 4: Network Map of Top Authors

VOSviewer Scientific Mapping Analysis

Keywords taken from the abstracts, titles, and keywords of the 214 included papers were subjected to a co-occurrence analysis. The outputs produced by the VOSviewer program helped researchers describe the links and interactions between items. By examining the top 11 most-used keywords out of the 742 keywords taken from WoS, this study employs VOSviewer to improve the analysis of research trends carried out with SciMAT. For a keyword to be included, it must occur nine times or more. The investigation was conducted using a network visualisation map, a density visualisation map, and an overlay visualisation map.

Keyword Analysis through Network Visualization

To address research question 2, "What are the most commonly used keywords in the literature on employee retention?" we utilize a network visualization technique to look at the most popular terms. The study does an analysis based on the co-occurrence of all keywords by setting a threshold lower limit of occurrences per term up to a maximum of six. We identified 25 out of 742 keywords that met the criteria for BPO staff retention based on these restrictions. After removing a few general keywords, we selected ten of them to form three clusters that were most suitable for this study.

Table 4: Four Clusters Depending on the Occurrence of Keywords

Cluster	Keywords	Occurrence
1	Employee Retention	75
2	Job Satisfaction	57
4	Human Resource Management	35
1	Employee Engagement	14
3	Retention	54
2	Turnover Intention	14
2	Organizational Commitment	14
3	Talent Management	13
3	Turnover	11
1	Employer Branding	10

The map's node size indicates the frequency of keyword appearances, whereas Figure 5 node spacing and line thickness determine the co-occurrence strength. Keyword clusters, which are typically big study subjects, are represented by node shades (Gu et al., 2021). The keywords that appear most frequently in each cluster are indicated by coloured lines in Figure 5, which shows these groups. These keywords are divided into four clusters. Cluster 1 contains the three keywords: employee engagement, employee branding, and employee retention. Cluster 2 contained three items: work satisfaction, organizational commitment, and turnover intention. Three terms are included in Cluster 3, which is indicated in Figure 5 below: turnover, talent management, and retention. One issue in Table 4 that Cluster 4 highlighted was human resource management. These are mostly used keywords in past searches of articles related to employee retention.

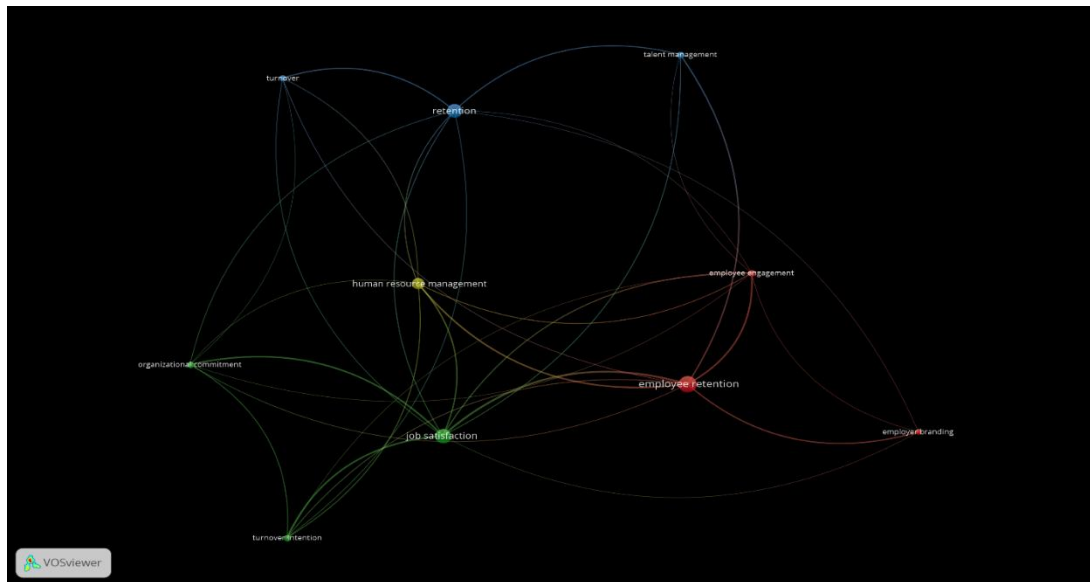


Figure 5: Items Density Visualization Map- VOSviewer Output

Co-Authorship Analysis through Network Visualization

To answer research question 3 (Which co-authorship authors have been most frequently cited and have contributed most significantly to the field of employee retention?), we use co-authorship analysis to examine the influential authors who have collaborated on employee retention. In terms of collaboration—an intellectual bond between many authors—this study's question seeks to determine which authors are the most productive (Cisneros et al., 2018). Thus, using the Biblioshiny software, Figure 6 analyzes and presents a general reference based on the top authors contributing to the research of employee retention. It notes that the top authors are Aman Ulla, Attita, Aziz Azelin, Abdullah, Ibrahim Hadziroh, Mehmood Waqas, and Helalat Abdullah. However, in this study, the top authors who contributed to earlier studies are analyzed, and the top authors working in the field of employee retention are based on co-authorship, with the first threshold limit set at a maximum of 25 authors per document and a minimum number of documents per author being set at two. Only 21 authors meet our minimal citation requirement of three per author.

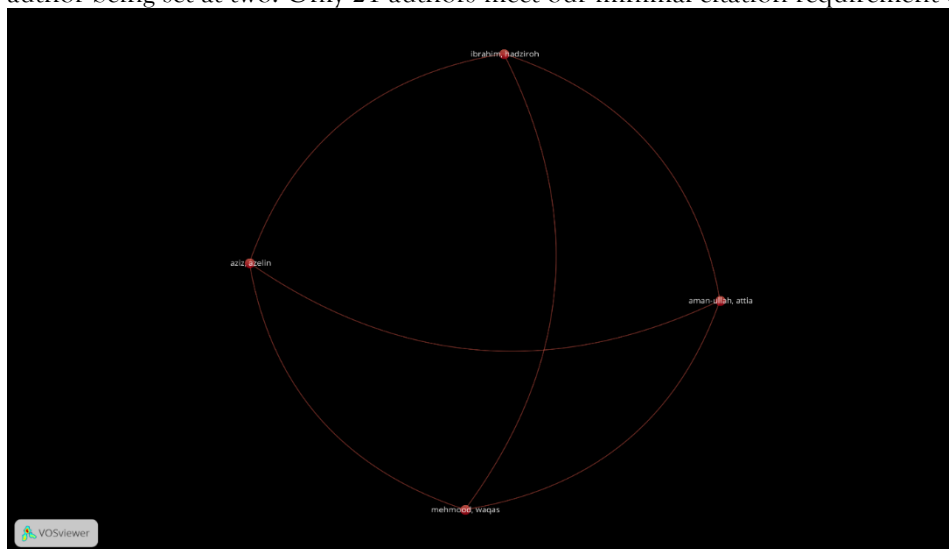


Figure 6: Network Map of Top Authors

As shown in Figure 6 above, which uses a network visualization to display information, the authors of 16 are Aziz Azelin, Ibrahim Hadziroh, Amanullah Attita, and Mehmood Waqas. They form a single cluster with a maximum number of 34 citations. Setting a minimum limit of two documents and requiring each author to

have at least two minimum citations with a related author is how this analysis is carried out. Additionally, the study shows that out of the 16 authors listed in Table 3, the four authors listed above constitute a single cluster, as seen in the network visualization in Figure 6.

Top Countries' Analysis Based on Citation

We examine the papers by nation to answer research question 4 (Which nations are the most engaged in BPO research, and employee retention based on citation patterns?). As seen in Figure 7, the general reference China, Malaysia, Romania, Australia, and the United Kingdom, are the top five countries with the highest citation counts for research employee retention in BPO, according to data analyzed with Biblioshiny software. However, when the data was interpreted using Vos-viewer software, some documents co-authored by multiple countries were eliminated, which changed the ranking of the countries. There can be a maximum of 20 countries per document, a minimum of 4 documents per country, and a minimum of 2 citations per country. Twenty of sixty nations met the threshold limit after it was set, and the top four nations had the highest number of citations. The United Kingdom ranks in the top two countries with 797 citations in 30 papers, followed by Malaysia with 204 citations in 20 documents that demonstrate a significant impact on employee retention in BPO. As a result, taking into account the countries' citations in the documents, we have compiled additional data below in Table 5.

Table 5: Top Countries' Analysis Based on Citation

Country	Document	Citation	Total Link Strength
United Kingdom	30	797	15
Malaysia	20	204	13
Australia	9	163	5
Bangladesh	5	71	5
Germany	7	136	5
India	28	275	5
Pakistan	7	127	5
Saudi Arabia	6	10	4
China	4	58	4
Jordan	7	260	4
Netherland	4	40	3
South Africa	24	204	3
Spain	8	133	3
United Arab Emirates	6	147	3
United States	13	355	3
Czech Republic	7	15	2
France	4	65	2
Thailand	7	25	2
Finland	4	237	1
Indonesia	5	12	0

Density Visualisation

The density visualization technique is applied to assess the top Journal or Source with the greatest number of citations. The United Kingdom has the largest citation, which is 797, with a total link strength of 15, followed by Malaysia, with 20 documents, 204 citations, and 13 total link strength. India has the citation, which is 275, with a total link strength of 5 (Figure 7).

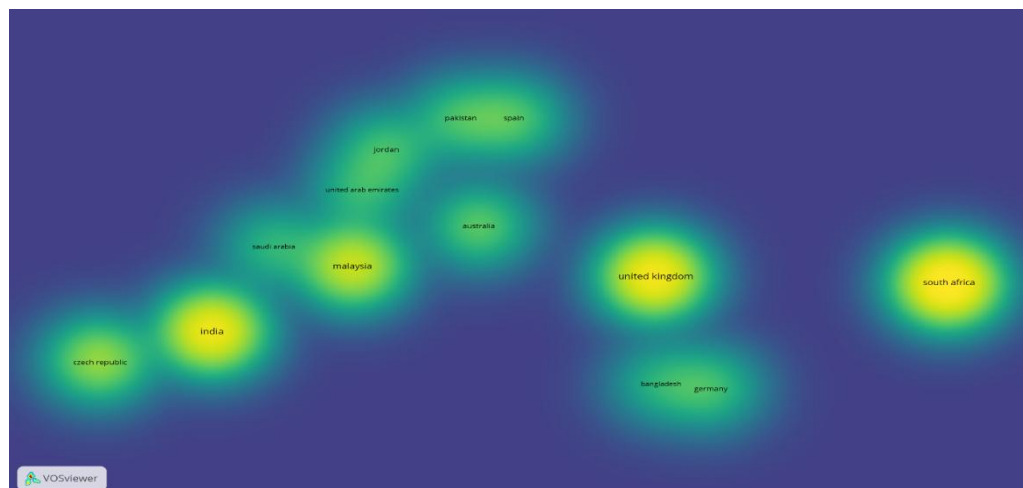


Figure 7: Density Visualization of Top Countries Analysis

Bibliography Coupling

The bibliometric coupling determines the degree of similarity between two or more scientific works by comparing their standard references. The process determines the connections cited in each article by comparing the references cited in two or more distinct publications. (Nobanee and Ellili, 2023; Van Eck & Waltman, 2010). There are more connections between the two articles, and the more tightly their bibliographies are related. Co-citation networks, research trends, and author partnerships can all be uncovered through bibliographic coupling. The countries and documents are listed bibliographically in the following subsections. Co-citation networks, research trends, and author partnerships can all be uncovered through bibliographic coupling.

Bibliographic Coupling of Sources

The sources are cited with bibliographic links. There were 126 sources included for this study. But to guarantee the calibre of the findings, the study only used sources with five or more publications. Five citations per article were further restricted in the study to improve accuracy. These criteria were used to find five pertinent sources that fit the requirements. Each source's overall link strength was determined using the VOSviewer, which also showed the sources' bibliographic coupling. A single source cluster was discovered during the research. The initial cluster (red) was created by five sources. The credentials and citation metrics of the top five sources are displayed in the last column of Table 6, which also displays the average number of citations per document.

While the "SA Journal of Human Resource Management" (IJHR) produced 13 articles with 72 citations, the "International Journal of Human Resource Management," which only published six papers, received 315 citations. Comparing this to the "SA Journal of Human Resource Management", there has been a noticeable increase. The Journals and repositories that have the biggest impact on the discussion of employee retention research are identified in Table 6, which ranks the top ten most frequently cited sources by document count. along with identifying the sources that are most frequently used.

Table 6: Top Journals Analysis Based on Citation

S. No	Sources	Documents	Citation	Total Link Strength
1	SA Journal of Human Resource Management	13	72	32
2	International Journal of Human Resource Management	6	315	29
3	Problems and Perspective in Management	10	62	20

4	Cogent Business and Management	5	14	16
5	International Journal of Recent Technology	5	5	11

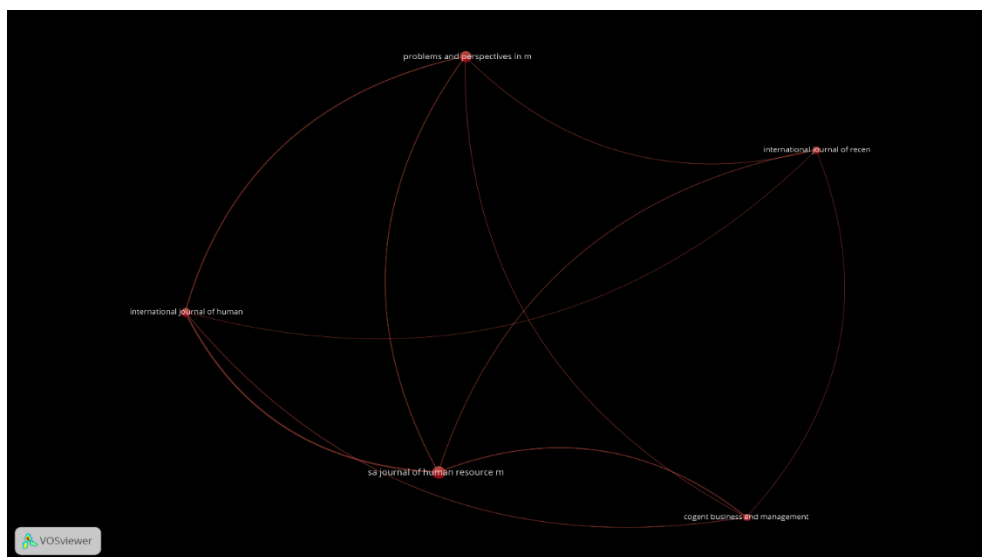


Figure 8: VOS Network Map of Bibliography Coupling of Journals
Bibliographic Coupling of Countries

The three nations that generate ER publications are Malaysia, the United Kingdom, and India. Germany, Bangladesh, Pakistan, Jordan, Saudi Arabia, Australia, and South Africa are next in line. Table 7 displays the bibliographic coupling results by ER-related nations. The "United Kingdom," which has the largest average number of citations per document, has made significant contributions to ER. Additionally, Table 8 shows the popularity of connections overall, the average number of citations by country, and the total number of citations. The United Kingdom has the most emergency medicine articles, according to the data. With only 13 documents, the United States has more citations per document on average than any other nation. ER-related documents are created in 60 countries. Only sixteen countries have the five publications and two citations that are the bare minimum needed for analysis in the VOSviewer.

This global perspective not only demonstrates the popularity of Employee retention but also provides information on the significant contributions and cooperative patterns that are shaping the field's future. As shown in Fig. 9, the countries and regions in the study were grouped into four clusters using the clustering approach of the VOSviewer. According to Fig. 9, Cluster 1 includes "Indonesia, Jordan, Malaysia, Pakistan, Saudi Arabia, Spain, and United Arab Emirates." Cluster 2 includes the United States, South Africa, Australia, and the United Kingdom; Cluster 3 includes the Czech Republic, India, and Thailand; Cluster 4 includes Bangladesh and Germany.

Table 7: Bibliography Coupling of the Countries

S.No	Countries	Document	Citation	Total Link Strength
1	Malaysia	20	204	1991
2	United Kingdom	30	797	1803
3	India	28	275	1090
4	Australia	9	163	890
5	Saudi Arabia	6	10	792
6	South Africa	24	204	633
7	Germany	7	136	571
8	Bangladesh	5	71	545

9	Pakistan	7	127	532
10	Jordan	7	260	516
11	United Arab Emirates	6	147	464
12	United States	13	355	431
13	Spain	8	133	411
14	Czeh Republic	7	15	365
15	Thailand	7	25	296
16	Indonesia	5	12	108

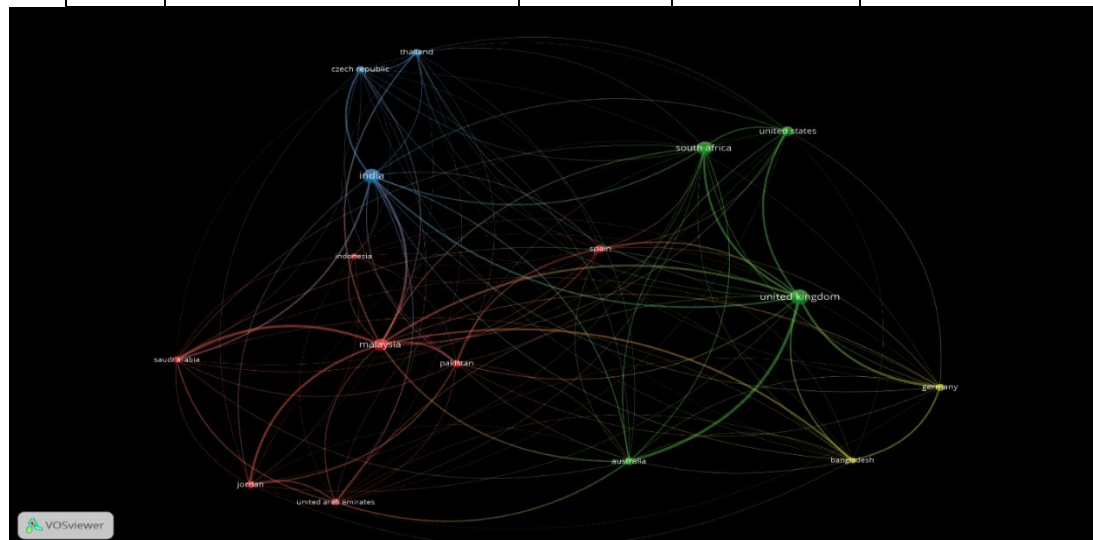


Figure 9: VOS Network Map of Bibliography Coupling of Country
Source: Scopus Database, 2014-2024, Compilation with VOSviewer
Coupling of Documents Bibliographically

The top 10 articles are shown in Table 8, which illustrates the bibliographic coupling of ER-related materials based on the total number of citations and link strength across the dataset. The VOSviewer set a minimum citation threshold of 35 to provide more detailed results, but only 25 out of 193 documents met this requirement. There were twenty-two connected papers. As illustrated in Fig. 10, the 22 documents are grouped into five groups of different colours. Red (11 papers) and green (4 documents) were the most amazing clusters, followed by blue (3 documents), yellow (2 documents), and purple (2 documents). Vardhman (2018) and Pittino (2016) were the top three most cited works in the field of emergency room research (from 2014 to 2024).

Table 8: Bibliography Coupling of Authors

S.No	Authors	Total No. of Citations	Link Strength
1	Vardhman (2018)	59	35
2	Pittino (2016)	99	28
3	Vardhman (2016)	47	28
4	Tews (2014)	100	26
5	Ahammad (2016)	208	24
6	Redeno (2021)	53	23
7	Cho (2017)	93	23
8	Zhang (2015)	91	21
9	Fletcher (2018)	55	19

10	Bibi (2018)	37	18
11	Yu (2019)	60	15
12	Rodrigues (2020)	44	14
13	Kiantu (2016)	219	14
14	Ramalhu luz (2018)	76	13
15	Alkurdi (2020)	116	12
16	Kurdi (2020)	132	11
17	Hofman (2017)	92	11
18	Rehman (2020)	48	10
18	Beng (2015)	75	6
20	Chung (2018)	36	4
21	Bhattacharya (2015)	40	2
22	Khera (2019)	41	1
23	Srivastava (2021)	46	0
24	Hadi (2018)	46	0
25	Bilan (2020)	66	0

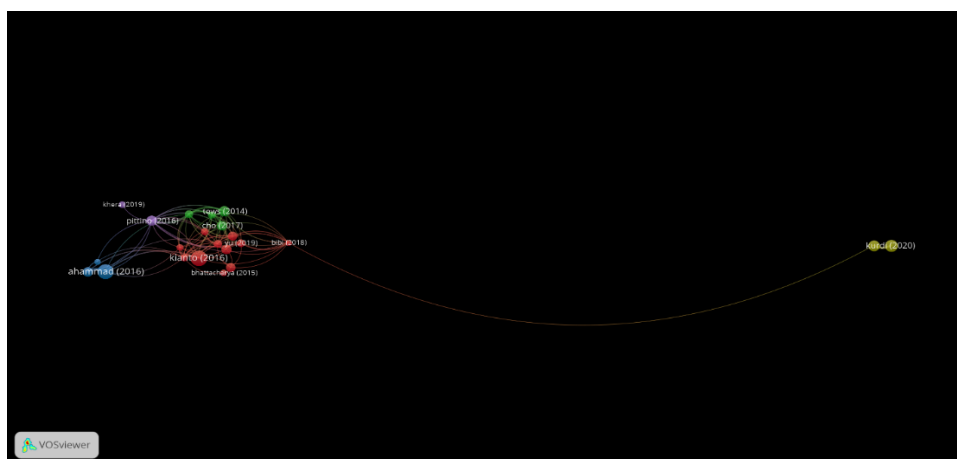


Figure 10: VOS Network Map of Bibliography Coupling of Authors

Source: Scopus Database, 2014–2024, Compilation with VOSviewer

Biblioshiny” of Bibliometrix is the trendiest free software of ‘R studio’ which can be downloaded and used freely for the analysis of past literature available on different databases which includes analysis of top authors, most cited sources, social contribution, and the top countries contributing to the relevant areas of research for green advertising various charts and figures are drawn using “Biblioshiny” software that led to a significant forecast of results (Aria & Cuccurullo, 2017).

Bibliometric analysis, on the other hand, is simply the study of statistical data from a variety of sources, including books, chapters, conference papers, articles, and review articles. In addition to identifying nations based on the most recent searches, this technique seeks to determine the influence of leading authors and organizations in the relevant field. The statistical assessment of publications, including books, articles, and other publications, is known as bibliometric analysis. Data from bibliometrics is highly useful for examining the connections between research conducted globally on a particular topic; in other words, it helps to establish a relationship between the publications. Bibliometric analysis is a method for handling and managing enormous amounts of data sets that cannot be handled or managed manually, according to Donthu et al. (2021). The top authors in a particular field, the top sources with the most cited works in the relevant field, and the top authorship based on countries and keywords are all efficiently identified by this technique. It also finds the most commonly used keywords based on their occurrence and co-occurrence. This research offers a

thorough overview of the nations with the most citations, top sources, top authors, and co-authorship, in addition to highlighting the most recent developments in the field of study.

Along with an examination of businesses operating in the current search field, it also offers a look at current research trends on the subject. The data is easily accessible through a huge database, like the Scopus database, Science Direct database, Web of Science database, Google Scholar database, etc. Thus, bibliometric analysis can be described as an analytical technique that aids in locating and examining the most important sources, authors, documents, organizations, and nations. This helps to establish a foundation for assessing a study using data that has already been published. To put it simply, it provides an overview of current developments in the pertinent field of study.



Figure 11: Word Cloud of Keywords

DISCUSSION AND IMPLICATION

Discussions

A complete bibliometric examination of employee retention research provided important new information about its status, development, and prospects. Important findings and causes are found in the study. First, ER publications have grown dramatically, especially in recent years, emphasizing their importance to scholars, institutions, and society. ER research, which spans social sciences, business, psychology, and economics, shows how retention dynamics affect human and organisational well-being. As citations per publication decline, the topic may become saturated or fragmented, necessitating new theoretical frameworks and methods to revive significant research. Second, institutions, countries, and funding sources dominate employee retention research due to regional objectives, strengths, and resources. International collaboration and knowledge exchange enhance perspectives and solutions to global worker retention concerns. These trends demonstrate the field's growing grasp of the intricate interaction between organisational, social, and human elements affecting work-life dynamics. Role conflict, job insecurity, and work intensification signal the need to change jobs. This increases comprehension of ER research's state, tendencies, and prospects. It highlights notable papers, significant authors, developing ideas, and possible study areas to help academics, professionals, and policymakers solve the urgent problem of sustainable work-life balance in increasingly changing workplaces.

Implication

To give policymakers and organizational leaders crucial information about Employee retention research, this study uses bibliometrics. A foundation for well-informed strategic decision-making is established by examining trends and developments in Employee retention research. With this information, policymakers can create policies that explicitly address the new issues highlighted in the global context. This means tailoring

organizational and national policies to solve particular challenges identified in the study. Organizations can utilize these insights to enhance their retention efforts and make sure they address contemporary global issues.

CONCLUSION

Through the application of a bibliometric method, this review endeavour offers significant insights on ER with regard to the subject. In the first place, this research investigates the retroactive advancements in the discipline by utilising publishing trends. A concise review of the theoretical framework and representative statistics that were utilised in the corpus of previous research was offered by the study, which was the second contribution. Thirdly, the citation analysis offered a synopsis of the selected subject area by providing an outline of how the study fields were structured based on a number of different characteristics. Research papers and journals that receive a high number of citations are said to offer early researchers a clear road map of the body of knowledge and to serve as a barometer for the significance and popularity of articles and publications in this subject, according to certain studies. The use of bibliographic coupling analysis was used to evaluate an intellectual structure in this subject matter, as stated by Aria and Cuccurullon (2017), Van Eck & Waltman (2010), and fourth, an intellectual structure was evaluated. Van Eck & Waltman (2010). In conclusion, a content analysis of the most recent articles was utilised in order to investigate fresh research paths and prospects for future projects. (Sai & Pinapati, 2023). The findings suggest that there is still a great deal for us to learn about employee relations (ER) and the different aspects that influence employees' capacity to maintain a healthy balance between their personal and professional lives. It is necessary to do additional studies to determine the specific processes through which various elements affect employee relations (ER) and to determine strategies that are effective in enhancing ER in a variety of organisational settings. As stated in the paper, a comprehensive approach to emergency response research needs to take into account the intricate links that exist between a wide range of problems and how they influence the well-being of workers. These discoveries can prove useful to researchers and professionals working in the field of human resource management and those who are responsible for making judgments.

Limitations And Future Work

The research only looks at research papers; it does not include any reviews, book chapters, conference proceedings, or other works that could provide substantial insights into employee retention. Instead, it focuses solely on research articles. The analysis focused solely on papers that were published between the years 2014 -2024; any earlier publications that would have offered valuable information were not taken into consideration. A further point to consider is that the evaluation of author co-citations does not take into consideration the identities of the co-authors because only the first author is considered. Researchers can review the bibliometric records of employee retention for the same or different periods to identify any changes in publication patterns for keywords, authors, nations, scope, and other related topics. This will allow them to conduct similar studies in the future. Future research may make use of new data sources, such as the Web of Science (WOS), to uncover any trends that may be present in published publications. For this paper's bibliometric analysis, the only application that was utilised was VOSviewer. Other programs, such as Gephi and Cite Space, can be utilised to visualise the network, page rank, and modularity. Despite the limitations that were noted earlier, this study has the potential to provide a foundation for understanding employee retention research, its current position, and the flow of knowledge that is currently relevant. Additionally, the effects of technological advancements, including automation, digital tools, and artificial intelligence, are investigated with the management of emergency rooms.

Abbreviation

BPO- Business Process Outsourcing, VOS- Visualization of Similarities, WOS- Web of Science, ER- Employee Retention, HR -Human Resource.

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