

BIBLIOMETRIC STUDIES IN EMPLOYEE TURNOVER

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Abstract

Background: Employee turnover remains a critical issue in human resource management due to its significant economic and organizational consequences. Over the past two decades, research on employee turnover has expanded rapidly, reflecting growing attention to factors such as job satisfaction, organizational commitment, work engagement, leadership, and work environment dynamics. Despite this growth, a comprehensive understanding of global research patterns, thematic evolution, and influential intellectual structures in this domain remains fragmented. As scholarly contributions increase, a bibliometric analysis is needed to map the development of knowledge, identify emerging themes, and highlight research gaps to guide future investigations.

Purpose: to systematically analyze global scientific output on employee turnover using bibliometric techniques. Specifically, this research aims to (1) examine publication trends and growth patterns; (2) identify the most influential authors, journals, and countries contributing to the field; (3) map co-authorship and co-citation networks; and (4) explore thematic clusters and conceptual structures shaping the evolution of turnover research. By presenting a comprehensive overview, this study helps clarify how research on employee turnover has developed and where scholarly attention is most needed moving forward.

Methodology: This study employed a quantitative bibliometric approach using data extracted from the Scopus database, considering its broad coverage and acceptance in high-impact academic research. Data were analyzed using performance analysis and science-mapping techniques in VOSviewer and the Bibliometrix R package. The dataset consisted of peer-reviewed articles published between 2000 and 2025 with keywords such as “employee turnover”, “turnover intention”, “human resource management”, and “retention strategies”. Indicators such as publication growth, citation patterns, keyword co-occurrence, and intellectual network structures were examined to provide a multidimensional understanding of scholarly trends in this field.

Results: The results demonstrate a consistent annual increase in employee turnover research, with significant growth after 2015, reflecting the rising complexity of workforce dynamics. The most influential themes identified include turnover intention, job satisfaction, organizational commitment, leadership styles, work stress, retention strategies, and the role of organizational culture. Keyword co-occurrence analysis reveals three dominant clusters: (1) psychological factors affecting turnover intention, (2) organizational and environmental determinants of turnover, and (3) strategic HRM perspectives on retention and employee experience. Cocitation analysis highlights the seminal works of Hom, Griffeth, Mitchell, and Mobley as core intellectual foundations. The United States, China, the United Kingdom, and Australia emerge as leading contributors in terms of productivity and citation impact. Overall, this study provides a holistic map of the scientific landscape on employee turnover and underscores the need for future research exploring digital-era workforce behavior, algorithmic management, hybrid work models, and cross-cultural turnover predictors. The findings offer valuable insights for scholars, practitioners, and policymakers seeking to build effective employee retention frameworks in evolving organizational contexts.

Keywords: Job satisfaction, Organizational commitment, Retention strategies, Scopus, VOSviewer.