Research Article

Research Trends on Job Satisfaction and Employee Turnover Intention: A Bibliometric Analysis

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ARTICLE INFO	ABSTRACT
	Using citation analysis, co-citation analysis, and co-word analysis, this bibliometric study investigates research patterns related to work satisfaction and employee turnover intention. In order to objectively follow and analyze research trends in the subject, the study includes a quantitative assessment of bibliographic information, including publications, citations, authors, and institutions. The analysis showed variations in the number of journals produced year, with a significant rise in 2021 and a subsequent fall in 2015. In addition, the study determined the most referenced authors and works in the area, offering insightful information about current knowledge gaps and potential future research avenues concerning job satisfaction and employee turnover intention. The findings of this analysis offer descriptive answers to research questions and contribute to the understanding of factors influencing employee job satisfaction and turnover intention. This paper serves as a valuable resource for scholars and researchers interested in bibliometric analysis and the field of job satisfaction and employee turnover intention. **Keywords:** Turnover intention, human capital, human resource, job satisfaction, bibliometric

1.   INTRODUCTION

Worker performance, productivity, and organizational commitment are all highly impacted by job satisfaction and turnover intention (Saragih et al., 2024). The overall attitude that a person has toward their work that represents the difference between what they feel they should be paid and what they actually get is known as job satisfaction. Conversely, turnover intention describes workers' plans to quit their current position and look for work elsewhere (Robbins, 2017). Organizations must comprehend the connection between these two elements in order to create strategies that will improve work satisfaction and staff retention. Scholars and practitioners have paid close attention to studies on employee turnover intention and job satisfaction in recent years. The increasing turnover intention and low job satisfaction of an employee can have detrimental effects on a company due to the decrease in organizational productivity (Cappelli & Cascio, 1991) As such, a great deal of research has been done to investigate the causes and effects of work satisfaction and employee intention to leave, with the goal of offering insightful information to human resource and organizational management professionals.

However, as the research landscape in this field continues to expand, it becomes increasingly important to gain a comprehensive understanding of the existing body of knowledge. Bibliometric analysis offers statistical techniques to analyze bibliometric data, which includes information related to scholarly publications such as titles, authors, journals, publication years, and citations. (van Eck & Waltman, 2014) By utilizing bibliometric techniques, researchers can analyze researchers' productivity, identify scientific collaboration networks, and measure the impact of research (Rousseau et al., 2018). As a result, applying bibliometric analysis approaches might offer insightful information on the progress and state of research concerning employee turnover intention and work satisfaction.

Thus, the purpose of this study is to provide an extensive bibliometric analysis of research trends concerning employee turnover intentions and work satisfaction. Our goal is to uncover key themes, eminent authors, highly cited works, and developing areas for more research by carefully going over a broad range of academic works, including articles, conference papers, and reviews. We hope that this study will offer scholars, practitioners, and policymakers a thorough summary of the state of the field's research at present time and recommend possible directions for further investigation.

By pointing out gaps and potential topics for more research, the study's results will add to the body of current knowledge. It will also provide light on the most significant studies conducted in the domain of work satisfaction and employee turnover intention, providing direction for academics looking to expand on current understanding and enhance this crucial field of research. The overall goal of this bibliometric study is to present a thorough and organized overview of research trends with employee turnover intention and job satisfaction. This study will help employers design successful strategies for employee retention and satisfaction enhancement by combining and assessing the available literature. In the process, it will deepen our understanding of the variables impacting work satisfaction and turnover intention.

2.   METHODOLOGY

This study examines research trends on work satisfaction and employee turnover intention using bibliometric techniques. As mentioned by Oliveira (2019), Ninkov (2021), and Zupic (2014), bibliometric approaches are useful tools for assessing academic literature, detecting research gaps and trends, and mapping the most recent advancements in a topic. These techniques offer unbiased and rigorous ways to comprehend the academic environment. They include citation analysis, co-citation analysis, bibliographic coupling, co-authorship analysis, and co-word analysis. These methods can be highly useful in healthcare professional education (Ninkov, 2021) and management and organizational studies (Zupic, 2014). By employing tools that effectively gather data and provide illuminating visualizations, bibliometric approaches allow the writers to objectively follow and assess study patterns on work satisfaction and employee turnover intention. By doing this, we will be able to make significant contributions to the general knowledge of this subject within the context of more extensive study.

The authors of this study collected relevant academic publication data from the Scopus database to aid in identifying suitable journals for collaboration and publication (Agarwal & Chen, 2022). To find relevant publications, the researchers searched the literature using relevant keywords such as "job satisfaction" and "turnover intention". The writers used certain inclusion and exclusion criteria to carry out a selection process from the search results. The publications that were chosen for inclusion in the study had to be pertinent to the subject matter and provide information on employee turnover intention and job satisfaction. The writers gathered publications that were released throughout a ten-year period, from 2013 to 2023. There were 200 articles altogether in the search results.

Microsoft Excel is used to examine data based on publication years, publications, authors, and citations. In the meanwhile, the authors employed the VOSviewer program to look into the authors, journals, and keywords that were used in the field of information technology publications. With its intuitive interface and capacity for handling big maps, VOSviewer is an effective tool for bibliometric mapping (van Eck & Waltman, 2010). Its graphical map representation, interactive data mining features, and information organization and analysis skills are its main assets. Additionally, VOSviewer can interpret findings and explore research trends emerging in the field of job satisfaction and employee turnover intention. Bibliometric analysis is a crucial tool for understanding the scholarly landscape, with applications in various fields. It helps to link publications and their references, providing a more accurate and reliable understanding of the scholarly communication (Morrisey, 2013). One helpful aspect is that VOSviewer can display a large number of objects (e.g., at least 100 items). This provides a map for previous works that employed multidimensional scaling mapping approaches and maps created using VOS mapping methodology.

The results of the bibliometric study point to certain research trends regarding work satisfaction and employee turnover intention, as well as gaps in the current body of knowledge and potential future research areas. With the use of technologies that effectively gather data and provide educational visuals, this technique enables us to objectively monitor and evaluate study trends on work satisfaction and employee turnover intention. Therefore, within a wider study scope, we may make significant contributions to the general knowledge of work satisfaction and employee turnover intention.

3. RESULT AND DISCUSSION

In this study, an analysis was conducted on 200 journals pertaining to "job satisfaction" with the keyword "employee turnover intention" published between 2013 and 2023. In the year 2020, the highest number of research studies on job satisfaction with the keyword "employee turnover intention" was found, comprising a total of 27 journals during that period. Nevertheless, there was a drop in publications from 2022 to 2023.The observation made in Figure 1 indicates a notable variation in the annual number of journals. According to the statistics, there was a significant growth from 18 journals to 27 journals in 2020. This indicates a growth and a notable increase in research activities in the relevant topic.

After 2020, there is a drastic decline in the number of journals, with only 12 papers in 2025. This decline could be attributed to various factors such as changing research trends, financial constraints, or shifting priorities in the field. This decrease indicates a significant change in research activity that needs attention to comprehend the trends and dynamics in the field.
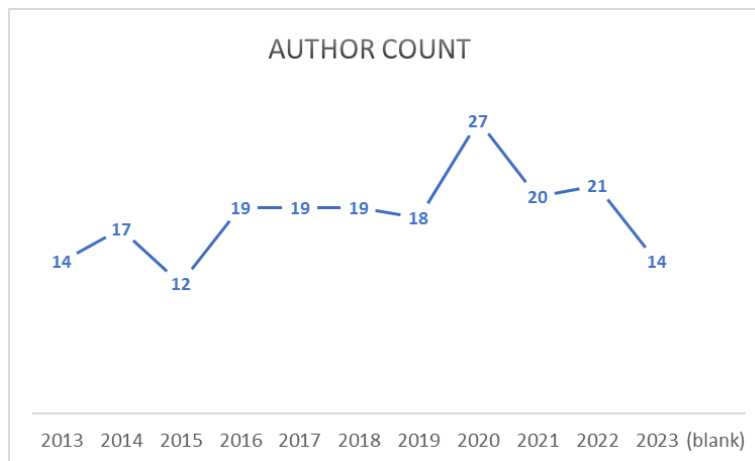

Figure 1: Author Count

Furthermore, the data also reveals a period of stability in the number of journals from 2016 to 2018. This period indicates that during that time frame, the published journal count remained relatively constant and consistent. This stability may indicate the sustainability of research and scientific activity in the related field. Overall, Figure 1 depicts the fluctuation in the number of journals over time. The significant increase in 2020 followed by a sharp decline in 2025, along with the stability period from 2016 to 2018. Further analysis and understanding of the factors influencing these fluctuations will provide deeper insights into the trends and dynamics in the field.

Table 1 Number of Paper

Author	Number of Paper
X. Chen	3
T.C. Dodanwala	2
S.H. Appelbaum	3
S. Kim	2
N. Ali	2
M.S. Nemteanu	2
J.N. Scanlan	2
F. Ohunakin	2
C.Y. Lin	2
C. Tschopp	2
C. Mathieu	2
A. Aman-Ullah	2
Grand Total	**26**

The writers who have written on work satisfaction using the term "employee turnover intention" within the last ten years were also used to categorize the assessed papers. The top ten writers are shown in Table 1. Three books about work happiness and intention to leave have been written by the top author, Chen. Their titles include "Moderating role of job satisfaction on turnover intention and burnout among workers in primary care institutions: A cross-sectional study," as well as "Envisaging the job satisfaction and turnover intention among the young workforce: Evidence from an emerging economy." Appelbaum has also published three research titles in the second place. "Participation in decision making: A case study of job satisfaction and commitment" is one of their titles.

Table 2 Top Citation

Cites	Authors	Year	C/Y
230	A. Zopiatis	2014	23.00
190	A.C.C. Lu	2016	23.75
106	C. Maier	2013	9.64
170	J.N. Scanlan	2019	34.00
111	J.N. Scanlan	2013	10.09
102	K.B. Wright	2014	10.20
182	L. Lu	2016	22.75
321	M. Abbas	2014	32.10
118	S. Helm	2013	10.73
137	X. Zhang	2019	27.40

Table 2 shows that the bulk of citations originate from publications published in 2019, as indicated by the articles referred from the time of publication to the production of this study. Afterwards, we present figure 2 as a visualization that maps the keyword network associated with publications on job satisfaction during the past 10-year period. This visualization provides an overview of frequently used keywords in these articles and their relationships with other keywords, organized into 12 distinct clusters represented by different colors such as yellow, green, and blue. One prominent cluster in the figure is Cluster 4, represented by the color yellow. This cluster is characterized by the keyword "job satisfaction" and exhibits a total of 87 connections with other keywords. Additionally, this cluster demonstrates a total strength of connections of 597, indicating strong relationships between the keyword "job satisfaction" and other keywords within the network. This cluster may reflect the significant focus and attention given to measuring job satisfaction and understanding its influencing factors during the research conducted in this period. Furthermore, there is also Cluster 2, represented by the color green. This cluster is represented by the keyword "turnover intention" and shows a total of 75 connections with other keywords. The total strength of connections in this cluster is 416, signifying significant relationships between the keyword "turnover intention" and other keywords in the network. This cluster may indicate a high interest in understanding the factors influencing employees' intention to switch jobs and its impact on job satisfaction.
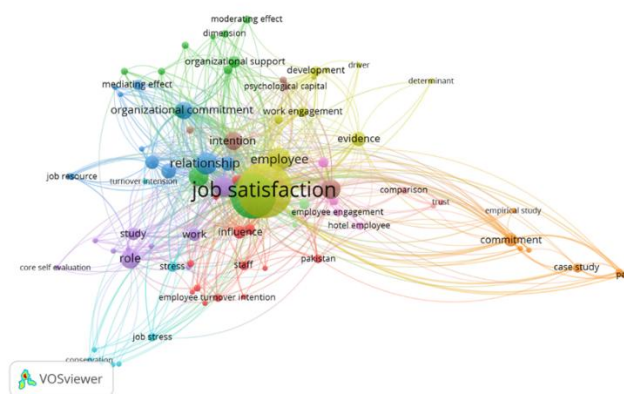

Figure VOSviewer Analytics

Figure 2 displays other clusters with different colors representing keywords and their relationships within the complex keyword network. Further analysis of these clusters and their connections to other keywords will provide a deeper understanding of research trends and developments in the field of job satisfaction over the past 10 years.

4.   CONCLUSION AND LIMITATION

In this study, bibliographic material—such as publications, citations, authors, and institutions—was statistically evaluated using bibliometric analysis, a type of computer-assisted review (Lazarides et al., 2023). It is an instrument for categorizing and evaluating data from digital repositories, frequently employing metrics such as the h-index (Lazarides et al., 2023). It is also employed in the research of authorship and publishing trends in library and information science (Thanuskodi, 2010).

The comprehension of the elements influencing employee work satisfaction and intention to leave has been made possible via the use of bibliometric analysis. This approach has been employed in studies by Sai & Pinapati (2023) and Tamimi et al. (2023) to discover important themes and trends in the area, emphasizing the significance of employee turnover and turnover intention. The relationship between job satisfaction and turnover intention has been further investigated by Tnay et al. (2013) and Mahdi et al. (2012). Tnay found a negative correlation between the two, while Mahdi highlighted an inverse relationship. These results highlight the usefulness of bibliometric analysis in illuminating the intricate relationships between work satisfaction and desire to leave an employer. In this study, a total of 200 scientific papers discussing job satisfaction and its real-world applications across various domains were reviewed and analyzed. Specifically, issues related to employee turnover intention were examined. The combination of descriptive analysis and bibliometric analysis provided the following answers to the research questions posed by these studies:

Q1: How does the pattern of changes in the number of authors vary over time in the data analysis?

In bibliometric data analysis, there exist patterns of changes in the number of authors over time. In the year 2020, the highest number of research studies on job satisfaction with the keyword "employee turnover intention" was found, comprising a total of 27 journals during that period. However, a decline in the number of publications occurred between 2022 and 2023. The decline in the number of journals can be attributed to a variety of factors. Brainard (2019) points to the rise of competition from other open-access journals, while Ellison (2000) suggests that the publication process has slowed down due to more extensive revisions. Maruić & Marusic (1999) highlights the challenges faced by small scientific journals, including inadequate resources and visibility. The availability of full-text journal articles online has also been shown to decrease the use of print journals (Black, 2005). These factors collectively contribute to the decline in the number of journals.

Q2: What is the relationship between the number of papers and the number of top citations in the context of research on job satisfaction and employee turnover intention?

There is a correlation between the number of publications and the number of top citations in the context of research on work satisfaction and employee turnover intention. Numerous studies have discovered that a high volume of publications has a beneficial effect on their quality and potential impact (Vieira, 2005; Lewison, 2003; Egghe & Rousseau, 1996; Mujumdar, 2013). Factors such as the number of authors, funding bodies, and research level have been identified as influential in this regard (Lewison, 2003). However, the relationship between quantity and quality is complex, with the true quality of impactful papers often only becoming apparent over time (Mujumdar, 2013). With a total of 27 journal articles, the year 2020 had the most publications overall. In the meanwhile, the article published in the journal with the most citations "Combined Effects of Perceived Politics and Psychological Capital on Job Satisfaction, Turnover Intentions, and Performance" written by M. Abbas in 2014, which has been cited 32 times per year.

Q3: How is the relationship between the number of authors, the number of papers, and the number of top citations depicted in network visualization?

Bibliometric network visualization can reveal the relationship between the number of authors, the number of papers, and the number of top citations. In such visualizations, it is observed that there exist clusters representing a significant number of top citations, which are likely connected to larger numbers of papers and authors.The relationship between the number of authors, papers, and top citations in network visualization is complex and multifaceted. Noel (2003) highlights the impact of different similarity measures on influence network visualizations,

with count-based visualizations being more consistent with the expectation of authoritative documents as hubs. Chen (1999) and Brandes (2011) both emphasize the importance of visualizing semantic structures and citation patterns in digital libraries, with the latter proposing a method based on shared references. These studies collectively underscore the significance of network visualization in understanding the relationships between authors, papers, and citations.

Q4: What are the advantages of using network visualization in analyzing the relationship between the number of authors, the number of papers, and the number of top citations?

With network visualization, we can observe clusters that represent a significant number of top citations, which are likely connected to larger numbers of papers and authors. This visualization provides an overview of frequently used keywords in these articles and their relationships with other keywords, organized into 12 distinct clusters represented by different colors such as yellow, green, and blue. One prominent cluster in the figure is Cluster 4, represented by the color yellow. This cluster is characterized by the keyword "job satisfaction" and exhibits a total of 87 connections with other keywords. Additionally, this cluster demonstrates a total strength of connections of 597, indicating strong relationships between the keyword "job satisfaction" and other keywords within the network. This cluster may reflect the significant focus and attention given to measuring job satisfaction and understanding its influencing factors during the research conducted in this period.

While bibliometric analysis provides valuable insights, it is important to acknowledge certain limitations. The data used in this study came from the Scopus database, which might not have included all pertinent articles about work satisfaction and employee turnover intention. Furthermore, the scope of this study is restricted to the chosen keywords and the 10-year period from 2013 to 2023, which may result in the exclusion of pertinent studies conducted beyond this time. Moreover, the precision and comprehensiveness of the information found in the Scopus database will determine the study's conclusions. For the purpose of providing a more thorough knowledge of research trends in this sector, future study might benefit from extending the scope of analysis to encompass a wider variety of keywords and a longer time span.

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