

# A Bibliometric Analysis of Employee Retention in Digital Era: Trends, Key Contributors, and Future Direction

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ABSTRACT

**Introduction/Main Objectives:** In today’s digital era, employee retention has become a critical challenge for organizations. High turnover rates negatively affect both productivity and profitability. This study examines the role of digital technology in strengthening human resource management strategies to retain talent in a highly competitive environment. **Background Problems:** This research investigates the economic and organizational implications of employee retention, with a particular focus on how digital technology influences HR practices. It addresses the central research question: “How does digital technology contribute to innovative human resource strategies that enhance employee retention?”. **Novelty:** This study contributes to the existing literature by filling a gap concerning the role of digital technology in employee retention. It employs a bibliometric approach to analyze three decades of research trends, offering new insights into adaptive work environments. **Research Methods:** The study applies bibliometric analysis to 269 articles indexed in Scopus between 1989 and 2024. The data were processed and visualized using VOSviewer software to identify major themes, emerging trends, and influential factors in employee retention research. **Finding/Results:** The analysis highlights several critical factors influencing employee retention, such as dynamics in emerging economies, the rise of hybrid work models, and the importance of leadership, work-life balance, and flexibility in the post-pandemic era. **Conclusion:** The study concludes that digital technologies play a vital role in improving HR strategies and enhancing employee retention. It emphasizes the need to further explore retention issues in developing countries and to invest in technology and training programs. Such investments can strengthen employee engagement and ensure long-term organizational success.

ARTICLE INFO

Keywords:  
Employee Retention\_1,  
Organization  
Commitment\_2,  
Employee  
Involvement\_3,  
Bibliometric\_4

*Submitted: 10 January 2025*  
*Reviewed: 20 January 2025*  
*Accepted: 19 May 2025*  
*Published: 26 September 2025*

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## 1. Introduction

In recent years, organizations have faced important challenges related to employee retention, due to the high cost of employee the phenomenon of high turnover rates has been demonstrated to have a deleterious effect on productivity and overall company success. Amidst the fierce competition job market, maintaining the best talent is crucial to ensure continued productivity. Conversely, if employees feel valued by the company and management, they tend to have higher loyalty and stay longer, especially when the benefits provided are aligned to their needs (Al-Suraihi et al., 2021). Human capital is recognized as a key competitive advantage, so organizations implement policies to retain talented employees to improve motivation, capability, cost efficiency, and long-term success (Aman-Ullah et al., 2020).

On another hand, one of the biggest challenges in the 21st century, especially in the hospitality industry, is employee retention. As the hospitality industry continues to face labor turnover issues, retention becomes an ongoing and evolving effort to maintain its skilled workforce (Ohunakin et al., 2020). According to Alshamrani et al., (2023), research shows that employee retention has a positive correlation with six factors, including benefits or salary, work environment, relationships with colleagues, corporate culture, employee motivation, and leadership in the organization.

In the study Jena & Nayak (2024) explains the mediating function performed by work engagement and organizational involvement in relation between organizational career development and employee retention. This study further elaborates on job satisfaction, continuous training, work-life balance, and leadership support. In addition, it examines the impact of digital technology on strengthening human resource management strategies and highlights the importance of enhancing digital skills to address existing knowledge gaps.

Studies have been conducted and strategies have been devised to retain employees in research by Naz et al., (2020) shows the importance of continuing to develop mechanisms that can instill employee well-being to create positive exchange relationships with individuals, which will ultimately increase employee retention. This research shows that employee retention has become an important topic, but there are some research gaps that need to be explored further that explore retention dynamics in developing countries or regions with different workforce characteristics. Also, new trends in hybrid work models have not been thoroughly explored as a strategic approach to improving employee retention.

This study aims to systematically map the global research landscape on employee retention through bibliometric analysis. By examining publications indexed in Scopus from 1989 to 2024, it seeks to identify dominant themes, key contributors, and emerging trends in employee retention research. Specifically, the study addresses the following research questions:

RQ 1: What are the major trends and dominant themes in employee retention research based on bibliometric analysis?

RQ 2: Which countries, institutions, authors are major contributors to employee retention research?

RQ 3: What research gaps and future research directions can be identified through the bibliometric analysis of employee retention?

Research that has been conducted by Al Kurdi et al., (2020) explained that the purpose of the study was to determine the main factors that influence employee retention including economic security, psychological security, affiliation, and self-actualization factors. The results show that employee retention is influenced by economic, psychological, affiliation, and self-actualization factors. This study also reviews the theoretical and practical implications related to these findings.

Meanwhile, in research Yamin (2020) which aims to investigate organizational environmental factors, intrinsic motivation, organizational learning, knowledge management, entrepreneurial orientation, external relations. This research reveals that intrinsic motivation has the greatest priority compared to other factors. As a result, managers need to pay attention to intrinsic motivation to improve employee retention.

This research contributes bibliometric analysis of research trend mapping to help understand the evolution of employee retention research from 1989 to 2024, especially in the context of digital technology adoption. This research summarizes the key factors that influence employee retention, such as job satisfaction, work-life balance, and leadership support, which are relevant for practical strategies in organizations. It also provides insights into how companies can improve retention through continuous learning, and better organizational support, which is important in the competitive digital age. This research discusses in depth how technologies such as Artificial Intelligence (AI) and big data analytics specifically improve the effectiveness of employee retention strategies.

A quantitative, bibliometric-based approach is the main advantage of this study, presents a thorough analysis of research trends in the field of employee retention. By identifying relationships between keywords, temporal distribution, as well as geographical contributions that show the evolution of research from a global perspective. From the research Wang et al., (2023) shows that digital innovation has improved organizations' ability to predict turnover risk and improve employee retention. The results show how understanding retention dynamics amidst changes in digitalization, especially in the last decade, has begun to influence retention strategies through technologies such as AI and offer data-driven strategies for decision-making in organizations (De Vos et al., 2024).

This research utilizes bibliometric data to map the contributions of authors, institutions, and countries in employee retention research. Provides insights that shape the literature on employee retention. With research focusing on aspects such as leadership support and technology-based

strategies. In particular, training emerged as the strongest factor, followed by compensation and leadership support (Kim Yew et al., 2024). While research by Krishnan & Poorani (2023), examines the effects of work practices on retention emphasizing the importance of work flexibility in retaining employees. By mapping these contributions, the research provides guidance to academics and practitioners to expand the impact of the research.

Effective human resource management is key in creating a competent and tech-savvy workforce in the industrial era 4.0. By utilizing the momentum of the demographic bonus that lasts from 2020 to 2030, Indonesia has a great opportunity to develop into a developed country (Prasetya, 2025). The application of artificial intelligence (AI) and automation in various industrial sectors has further emphasized the importance of developing employee skills to remain relevant and competitive. This highlights the need to evaluate and strengthen digital infrastructure as a key success factor for training programs, investment in digital learning technologies (e-learning) continues to increase rapidly, with data recording a 156% growth in investment in this sector in the last two years (Widihartono & Ahmadi, 2024).

Based on empirical findings and gaps in the literature, this study recommends future research directions. One of the key findings is the need for further exploration on retention dynamics in developing countries, which often face unique challenges such as lack of technology adoption and limited organizational infrastructure. In addition, the trend of hybrid work models, which have become increasingly popular post-COVID-19 pandemic, has rarely been explored in depth as a potential retention strategy. Research by J. Zhang & Jamil (2024) highlights the importance of big data analytics and artificial intelligence in predicting employee behavior. With these recommendations, the research opens up opportunities for innovation in retention strategies that are relevant to modern organizations looking to remain competitive amidst the changes of digitalization.

## **2. Literature Review**

### **2.1. Employee Retention Development**

In the late 1980s and early 1990s, there were major economic and organizational changes, such as globalization, downsizing, restructuring, and corporate mergers and acquisitions. These transformations created significant challenges in employee retention, as organizations sought to maintain workforce stability amidst the dynamics of these changes. During this period, there has been increasing awareness of the importance of creating a diverse and inclusive workplace. However, groups such as ethnic and racial minorities, women, the elderly and people with disability still face challenges in achieving full inclusion, which affects their retention rates in organizations (Mor Barak & Bargal 2013).

Lack of opportunities for career development and advancement is a major factor in employees leaving their jobs, suggesting that they want not only job satisfaction, but also long-term employment opportunities (Tetteh et al., 2021). Effective leadership and regular leadership training are important for building employee trust and satisfaction, which in turn increases retention (Doh et al., 2012).

## **2.2. Employee Retention Impact**

High employee turnover negatively impacts organizational productivity. It also negatively impacts organizational morale and increases operational costs (Mishra & Sahoo 2018). Retaining employees will ensure that the organization retains a talented and experienced workforce. Therefore, retaining employees is critical to achieving organizational goals and maintaining productivity (Alshehhi et al., 2021).

Elsafty & Oraby (2022) examined effect of training, organizational environment and culture, and job factors on both voluntary and involuntary employee turnover. The findings indicated that these factors exert a substantial influence on involuntary turnover. Therefore, this research suggests managers to use retention techniques to reduce turnover.

Investment in employee training and development is a key factor influencing retention. Employees who receive regular training and development opportunities tend to indicate greater loyalty to the organization. This is true in industries such as hospitality, where employee training programs have a significant impact on retention rates (Utete, 2022). Employee organizational commitment is influenced by several factors such as the nature of work, benefits, and relationships with co-workers, is critical to retention. High degree of organizational commitment reduce the likelihood of employee turnover (Gelencsér et al., 2024).

## **2.3. Employee Retention Challenges in Organizations**

Organizations face challenges in predicting and managing employee turnover due to differences in workforce behavior across industries. Therefore, strategies such as the use of dynamic models to predict changes in job satisfaction and employee turnover rates are explored to support retention efforts (Tong et al., 2015).

According to Rifai et al., (2021), employee retention can help to minimize the waste of effort, time, and cost that the company has to spend on the hiring and training of new employees. In order to manage employee retention well, it is important for companies to manage employee retention. If less attention is paid, employee retention is likely to not run optimally.

Organizations find it difficult to retain key employees in the face of fierce competition and an unstable business environment (Mutsuddi & Sinha, 2017). For example, the IT sector in India faces major challenges due to the high demand for skilled professionals, both domestically and internationally, leading to high employee turnover rates (Vijayalatha et al., 2015). Implementing work-

life balance initiatives, as they impact male and female employees differently, depends on the inclusiveness of organizational practices (Chordiya, 2019). A positive work culture, which includes effective leadership, social support and balanced demands, plays an important role in retaining employees. Conversely, a negative work culture can increase employee turnover rates (Lock & Carrieri 2022).

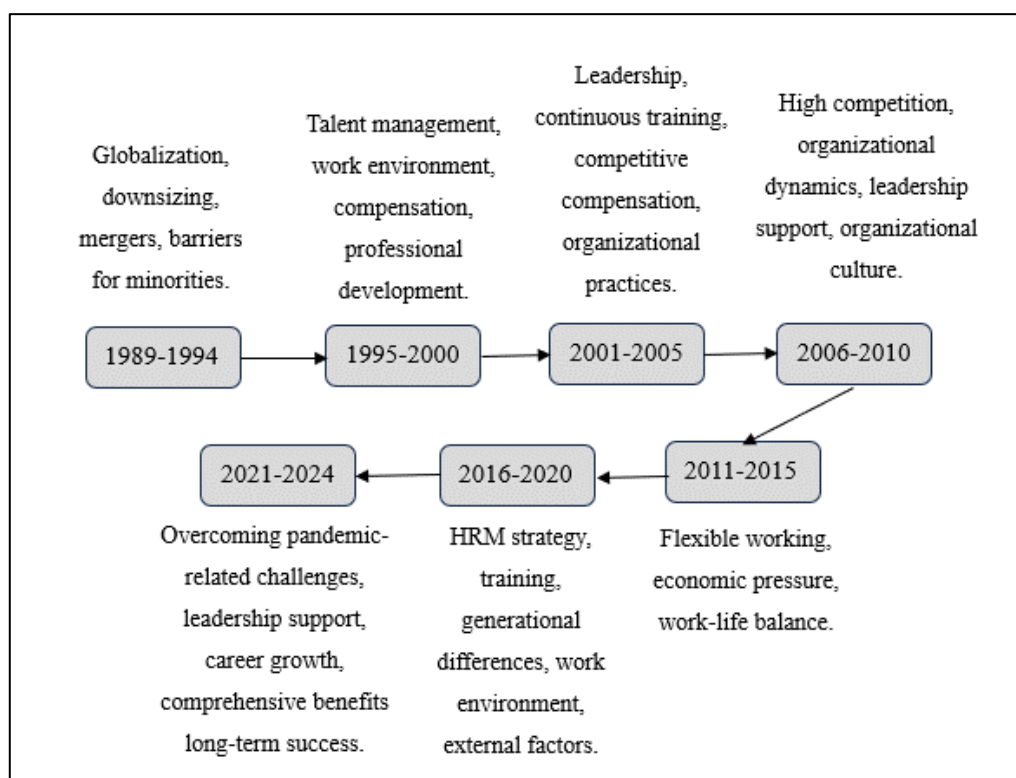
#### **2.4. The Development of Employee Retention Concepts from Classical, Modern, and Digital Technology Theories**

According to Halim et al., (2020) Herzberg's Two-Factor Theory is a classic theory in the field. This theory differentiates between motivators, which are intrinsic factors, and hygiene factors, which are extrinsic factors. Motivators, like recognition and achievement, can skyrocket job satisfaction and performance. Meanwhile, factors such as salary and working conditions, although not always conducive to enhancing satisfaction, but they certainly prevent dissatisfaction. There is also Expectancy Theory which states that employees are motivated by the belief that their efforts will result in the desired performance and rewards. This theoretical framework underscores the significance of explicit expectations and attainable objectives.

Contemporary theories, as posited by Wang et al., (2023), encompass the Resource Job Demand Theory, which underscores the equilibrium between job demands and resources. High work pressure has the potential to trigger burnout, while the presence of adequate resources, such as support, can increase engagement and retain individuals at work. As well as Job Attachment Theory which states that employee retention is influenced by their fit with the organization, the relationships they have with others, and the sacrifices they would make if they left. This theory goes beyond the traditional turnover model by considering the broader context of an employee's life.

While in digital theory according to Issa et al., (2019) Adaptive Project Management by taking an approach that focuses on flexibility and continuous improvement. Supports employee retention by creating alignment with best practices that increase job satisfaction and motivation. This method helps organizations maintain a productive and professional workforce.

Organizational Commitment Theory explains the psychological attachment that employees feel towards the organization. This will influence the decision to stay. This attachment is divided into three types: affective commitment, which includes emotional connection, identification, and involvement with the organization (Živković, 2020), continuance commitment, which is based on an awareness of the consequences or costs of leaving the organization (Gelencsér et al., 2024), and normative commitment, which arises from a sense of moral obligation to stay with the organization (Suárez-Amaya et al., 2024).



**Figure 1.** Employee Retention Development from 1989-2024

Source: *Proceed by Author* (C. Zhang & Stewart, 2017), (Arnold, 2005), (Kyndt et al., 2009), (Heslin et al., 2008), (Ghani et al., 2022), (Conroy et al., 2023), (Claes et al., 2018), (Balanagalakshmi & Kumari, 2019), (Gellert et al., 2022), (Xuecheng et al., 2022), (Gupte, 2020), (Bogaert et al., 2023).

### 3. Method, Data, and Analysis

In this study, researchers used data obtained from the Scopus database. The reason researcher uses the Scopus database because it is able to reach widely at both global and regional levels for scientific journals, books, and conference proceedings. Scopus guarantees high data quality by implementing a very strict content selection process. Scopus runs a thorough quality assurance process to consistently monitor and refine each data element, thus ensuring an excellent level of accuracy and reliability (Baas et al., 2020).

Whereas Web of Science offers longer historical coverage dating back to 1900, Scopus provides more modern and extensive coverage starting in 1996, with particular prominence in the field of applied research (Li et al., 2010). When compared to Google Scholar, Scopus provides more reliable and curated data. In contrast, Google Scholar faces challenges related to standardization and is vulnerable to manipulation of bibliometric indicators (Torres-Salinas et al., 2009).

The researcher decision to focus on the issue of employee retention in various companies stems from an understanding of this phenomenon as a critical challenge in the field of human resource management. The workforce is constantly changing, with millennials projected to dominate by 2025. This group tends to change jobs more frequently, creating challenges for employee retention.

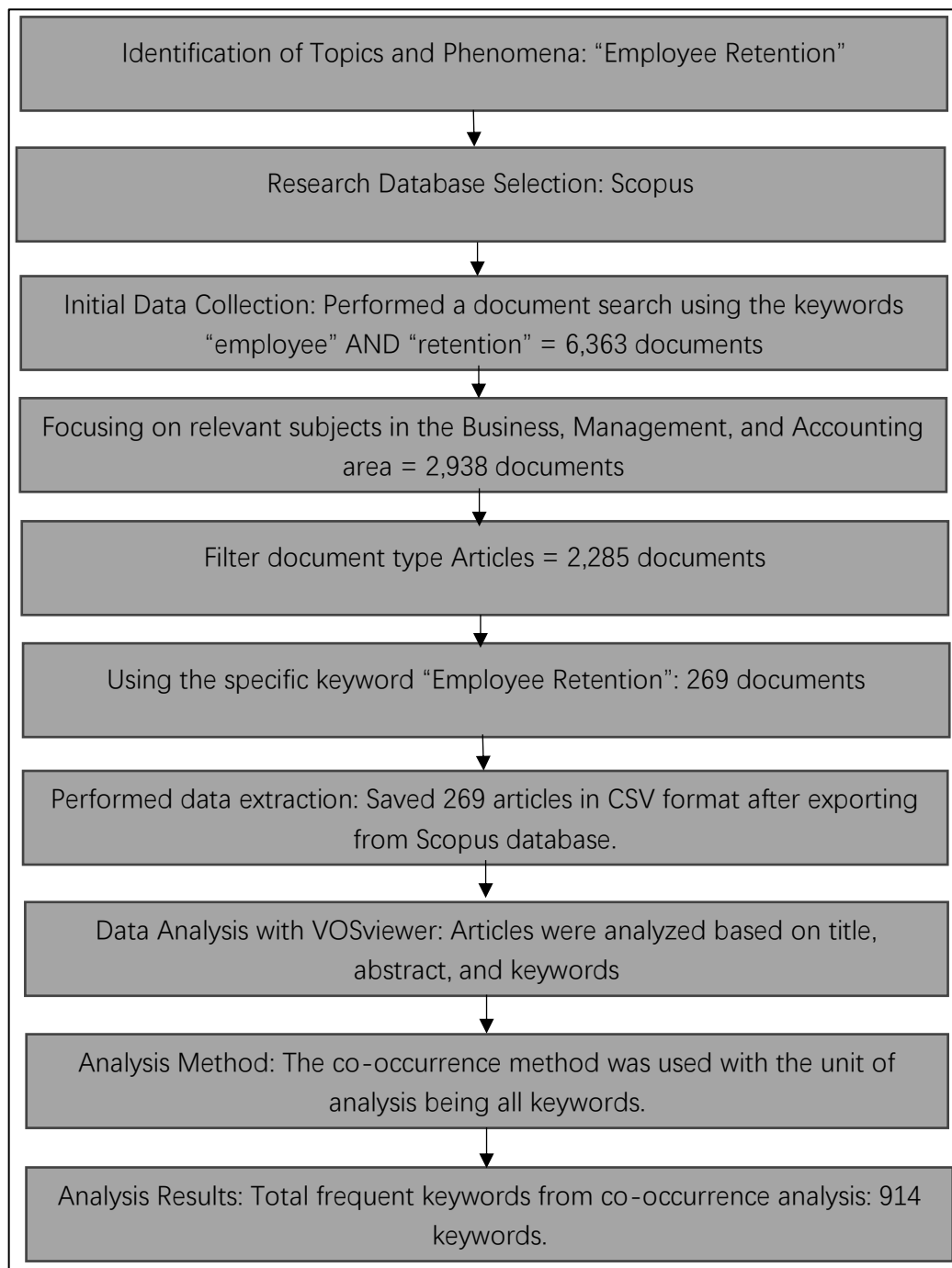
Understanding and meeting their needs for career growth and work-life balance is key to reducing turnover in this demographic (Tetteh et al., 2021).

Researchers collect and analyze references in the form of scientific articles related to employee retention. Retrieving articles by searching for “employee” AND “retention” documents there are 6,363 documents. Found from 1989-2024 as many as 6,351 documents. A total of 2,938 documents were identified in the business, management, and accounting subject area. From the document type in the form of articles, 2,285 documents were found. And by using the keyword “Employee Retention” 269 article documents were found. Thus, researchers found 269 articles indexed by Scopus, then exported and selected the CSV type after that it was saved. This CSV type will be used for bibliometric analysis, which will be processed using VOSviewer software.

Articles were analyzed based on the title, abstract, and keywords extracted in a format according to the database requirements to be processed by VOSviewer. The analysis was performed using the **co-occurrence method** on the unit of analysis in the form of all keywords, to identify the relationship between frequently occurring keywords. After that, determining thresholds 1, 3, and 5 to filter words specifically. Threshold 1, 3 and 5 are used to manage large data sets by focusing on the most relevant items, identifying the most relevant terms from a large set and narrowing them down to the most relevant topics (Rahayu et al., 2023). With a minimum number of co-occurrences of 1 and 914 keywords found, to filter out relevant keywords, authors and journals. Then with co-occurrences 3, 73 keywords were found. While with co-occurrences 5, 37 relevant keywords were found.



The following is an overview of the research method flow that describes the stages:



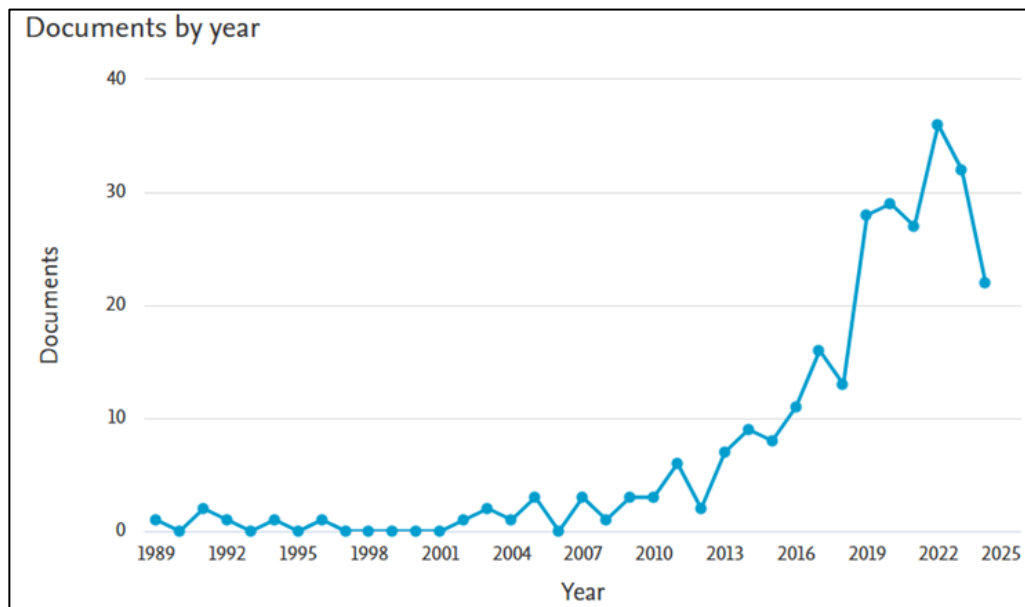
**Figure 2.** Overview of Employee Retention Research Methods

Source: (Rahayu et al., 2023)

#### 4. Result and Discussion

This research discusses the development of research related to employee retention from 1989 to 2024, focusing on the impact of digital technology in changing corporate strategies to retain employees, and linking these trends with global industry dynamics.

##### 4.1. Employee Retention Development by Year



**Figure 3.** Employee Retention Research Development (1989-2024)

Source: *Scopus Results Analysis*

Figure 3 shows the development of the annual number of documents from 1989 to 2025. In the early years 1989 to 2004, the number of documents was relatively stable at under 10 documents per year. There was a gradual increase from 2005 to 2013, reaching a peak around 2022 with more than 30 documents. Then there was a decrease in 2023, which became an increasing concern on this topic.

The period 1989-2000 marked the era of early digitalization, where basic information technologies such as email and data processing software began to be adopted in the workplace. These technologies increased operational efficiency and improved internal communication, allowing employees to complete tasks in a faster and more organized manner. Automating some administrative tasks also gave employees more time to focus on core work, creating a smoother and more productive work experience. Although simple, these technologies begin to build better relationships between companies and employees, creating the foundation for more advanced digital approaches to supporting future employee retention (Jafari, 2022).

The company endeavored to enhance employee satisfaction and retention by fostering a supportive work environment during the nascent digitization phase. By utilizing technologies such as email and automation of routine tasks, communication and work efficiency improved, creating a more productive atmosphere. This approach helped employees feel more supported, strengthening their loyalty to the company (Majumder & Biswas, 2020).

In the period 2000-2010, the advent of internet and basic digital tools brought significant changes in employee training. Companies started utilizing online platforms and software to provide more flexible and efficient training programs, allowing employees to develop their skills as per job requirements. This approach not only improved employees' capabilities but also created a sense of reward and opportunities for growth, which became an important factor in improving their retention (Pandey et al., 2023).

In the period 2010-2020, significant advancements in technology, including artificial intelligence (AI), machine learning, and big data analytics, profoundly impacted human resources (HR) practices. Companies are starting to use data to understand employee needs, predict turnover risks and improve retention through proactive measures. These technologies are also streamlining the hiring, training, and performance management processes, creating a more personalized and efficient work experience. As a result, the work environment becomes more adaptive and supportive, helping companies retain talent in the digital age (Alaghbari et al., 2024).

In human resources, technologies such as Artificial Intelligence (AI) and predictive analytics have been widely applied to support talent acquisition, performance management, and employee engagement. The utilization of these technologies facilitates the capacity of companies to accurately ascertain the needs and potential of their employees. Consequently, this enables the development of more effective, data-driven strategies for employee retention (Kadirov et al., 2024).

In the period 2020 to 2024 the covid-19 pandemic has become a key driver in digital transformation across various sectors, forcing organizations to overhaul their human resource strategies. With the growing demand for remote work, virtual training, and digital collaboration tools, many companies have rapidly adapted to these changes to remain operational and competitive. This transformation has not only altered traditional ways of working but has also reshaped organizational structures and employee expectations. Concurrently, this dynamic precipitated the swift integration of technological advancements such as electronic commerce and telemedicine, which were previously underutilized. In addition, the pandemic highlighted the importance of robust digital infrastructure and digital talent skills to support economic growth in this new era (Hurzhyi et al., 2022).

Digital transformation has driven a significant shift towards hybrid working models, which combine elements of remote and in-office work. This model not only provides flexibility to employees,

but is also an important factor in employee retention strategies. By combining the convenience of working from home with the social interaction of an office environment, organizations can increase employee satisfaction and productivity, while attracting and retaining best talent amidst growing competition (Dutta et al., 2024).

The utilization of big data analytics in the domain of human resource management has revolutionized the way organizations understand and manage employee behavior. By leveraging data collected from various sources, organizations can now predict trends in employee behavior and identify factors that influence their satisfaction and engagement (J. Zhang & Jamil, 2024). Therefore, the development of digital technology has greatly influenced employee retention strategies from 1989 to 2024. The integration of Artificial Intelligence (AI), machine learning, and big data analytics into HR practices has enhanced organizations' ability to retain talent by improving operational efficiency, employee engagement, and satisfaction.

Virtual communication tools have become very important, especially with the rise of teleworking. These platforms help build relationships, create bonds, and increase trust between leaders and employees, which contributes greatly to employee retention. In addition, employee engagement platforms increase the sense of belonging and productivity, which ensures that the best employees remain in the company (Mateus, 2022). Companies are now increasingly prioritizing continuous learning as part of their human capital development strategy, by providing relevant digital upskilling programs. This reflects the organization's commitment to dealing with rapid technological change while ensuring that its workforce possesses the requisite competencies to maintain competitiveness in the digital era (Oktari Rabiatussyifa, 2022).

Organizations are increasingly focusing on digital upskilling initiatives to address knowledge gaps and ensure employees have appropriate technological capabilities. Not only does this have a positive impact on performance, but it also helps improve retention, as employees feel valued and better prepared for technological change (Sundarrajan & Krishnan, 2023). Continuous learning is key to keeping employees relevant and avoiding obsolescence, so companies are able to retain talent amidst the fast-paced digital world (Gómez Gandía et al., 2024).

In analyzing and predicting employee retention rates, organizations need to consider the role of predictive rewards and recognition, which empirically support the determination of employee retention rates (Korsakienė et al., 2015). In studies show that organizations can obtain and retain the best workforce if they use effective recruitment and promotion methods (DeVaro & Morita, 2013). Organizations need to build a role in organizational commitment, (Mitchell & Lee, 2001) explain that with the alignment between individual and organizational culture, it will create engenders a profound sense of belonging, thereby facilitating enhanced employee retention.

The existence of “organizational support” strengthens employees' emotional and affective bonds, while strengthening their relationship with the organization, explained through social support theory and organizational support theory. When employees feel they are working in a supportive environment, they tend to be more engaged in their work and show higher productivity (Prieto & Pérez-Santana, 2014). Previous research has also shown a strong correlation between job satisfaction and employee retention, indicating that higher satisfaction is associated with lower turnover rates. Employees who experience job satisfaction are often more likely to demonstrate loyalty and elect to continue their contributions to the organization (Hadiyat et al., 2021).

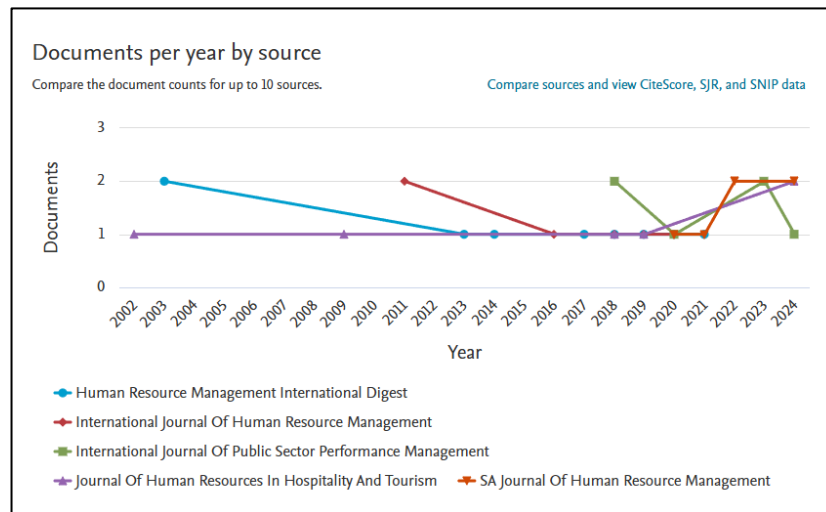
Strong organizational commitment plays an important role in improving employee retention. Engaged employees tend to have stronger levels of commitment to the organization, reducing their likelihood of leaving their jobs (Walden et al., 2017). Engaged employees tend to have high energy and dedication, making them more likely to remain in the organization. This engagement becomes a link between job satisfaction and commitment to the organization, which directly contributes to increased employee retention (Yalabik et al., 2013).

By using predictive HR analytics that leverages historical employee data to predict retention rates and identify employees who are likely to leave the organization. With this approach, companies can be proactive in designing retention strategies. Focused so as to minimize talent loss (De Vos et al., 2024).

A supportive work environment and appropriate work design can influence the connection between recruitment and retention practices, emphasizing the importance of creating a conducive work atmosphere (Subramaniam et al., 2019). In addition, adequate training and development also play a big role. Because employees who get training tend to be more loyal and choose to stay in the organization (Alshehhi et al., 2021).

The influence of technology and work flexibility on employee engagement and retention is an evolving area that requires further research. Therefore, it is necessary to explore the role of technological advances and work flexibility in improving employee engagement and retention. By considering the dynamics of the modern work environment (Suárez-Amaya et al., 2024).

#### 4.2. Employee Retention Development Based on Top Journals

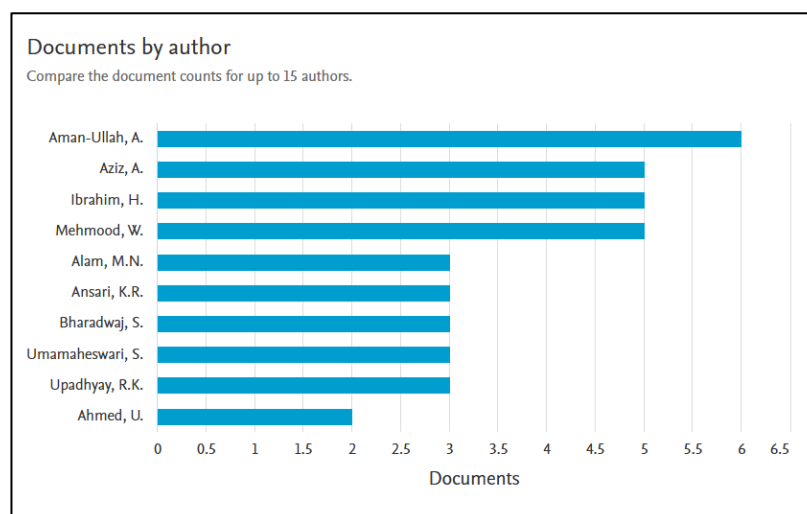


**Figure 4.** Number of Publications by Top Journals

Source: *Scopus Results Analysis*

Figure 4 illustrates the number of documents published per year from various journals in the field of human resource management and related sectors, from 2002 to 2024. Journals such as Human Resource Management International Digest and International Journal of Human Resource Management have been actively publishing since the beginning of the year. Overall, this graph illustrates the variation in publication contributions from different journals with increased activity seen from newer sources.

#### 4.3. Employee Retention Development Based on Writers



**Figure 5.** Top 10 Lead Authors in Employee Retention ResearchSource: *Scopus Results Analysis*

Figure 5 illustrates the number of documents published by authors with the number of documents related to employee retention research that have been published by ranking the number of publications up to 15 authors. The most productive author is Aman-Ullah, A., with the number of documents around 6. This author is the main contributor to the research on employee retention compared to other authors such as Aziz, A., Ibrahim, H., and Mehmood, W., who also have significant contributions with the number of documents around 5 to 6. In the graph, it shows the contribution of publications from each author has a higher level of productivity compared to other authors.

Information about the most productive authors is highlighted in this study who are faculty members with more than 25 years of experience in the fields of sociology, public health, demography, and communication. Research focuses on young populations, health, climate change, disaster mitigation, migration, risk communication, HIV/AIDS, nutrition, water and sanitation, and social protection. Collaborates with international organizations such as the World Bank, UNICEF, UNFPA, Save the Children, and renowned universities (Amanullah, 2016).

#### 4.4. Employee Retention Development by Country

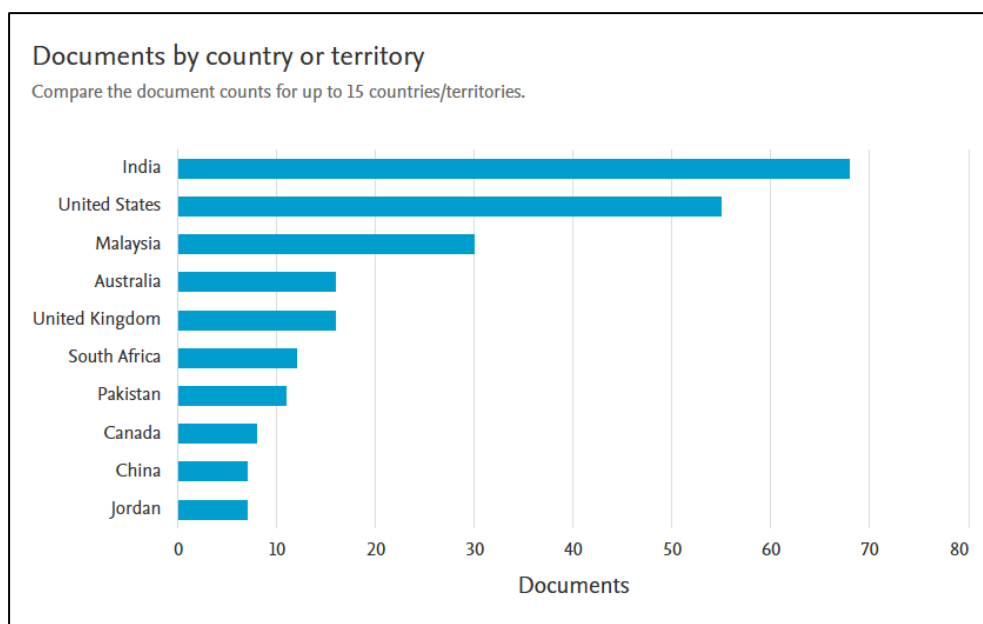
**Figure 6.** Number of Publications in Various CountriesSource: *Scopus Results Analysis*

Figure 6 shows that in the country of India there is more research on this topic of employee retention, and there are 15 other countries where there is a phenomenon in this topic. This graph shows the number of documents related to different countries or regions, giving an indication of the attention or

focus given to a particular topic perhaps related to employee retention or a company's digital approach.

Based on the graph, India is the main contributor to the research on employee retention with the highest number of documents, which is around 70 documents. This is followed by the United States, which has a significant contribution with around 50 documents. Malaysia is ranked third with a lower number of documents, around 30. Contributions from other countries such as Australia, the UK and South Africa are smaller than these three countries. This data suggests that research on employee retention has a large focus in India, possibly due to the relevant workforce issues and organizational dynamics in the country.

Overall, the graph illustrates that the emphasis on digital technology and employee retention varies across countries, reflecting diverse levels of technological advancement and workforce challenges. To remain competitive, companies must continuously assess and adopt digital technologies that address employee needs. Such efforts foster a more inclusive, productive, and attractive work environment for the global workforce.

In recent years, the issue of employee retention has garnered significant attention. While the understanding of employee turnover has grown considerably, further research is needed to explore the unidentified aspects (Mowday, 1982).

The hospitality sector loses at least 60% of its workforce every year, with the cost of each employee turnover estimated at \$2,500 per resignation (Wasmuth & Davis, 1983). Previous research has explored employee turnover from two perspectives. From a labor market perspective, the factors that predict employee turnover are examined, and it is acknowledged that these factors are largely influenced by elements external to the firm, such as unemployment rates (Carsten & Spector, 1987) or the availability of alternative employment opportunities (Gerhart, 1990).

In addition to facing challenges related to employee turnover, organizations must also acknowledge that labor shortages are a reality that must be faced. According to the US Bureau of Labor Statistics report, the growth rate of the labor force has been gradually decreasing and is projected to be negative by 2015 (Fullerton, 1999). (Dana, 2000) tried to delve deeper into the history of entrepreneurship in India. Seeing the potential in India is great thanks to its diverse culture and vast population. Some organizations support this potential by building people's confidence and providing resources to help entrepreneurs succeed.

In an international context, employee retention is faced with more complex challenges. For example, research has examined the differences between retention-oriented HR management practices and factors that influence employee turnover in overseas subsidiaries of multinational corporations (MNCs) (Reiche, 2007).



(Irshad & Afridi, 2011) identified operational aspects of human resource management (HRM) and their impact on employee retention in an organization. The results shows that HR practices have a significant influence on the duration an employee stays in the organization. Other influencing factors include compensation, rewards, working time flexibility, training, and promotion opportunities.

(Sageer, 2012) sought to explore the various factors that can influence employee motivation in the work environment. Research shows that successful companies are able to design strategies to create a positive work environment. These strategies not only boost employee morale and satisfaction, but also encourage better productivity and performance. Ultimately, these benefits contribute to increased profits, customer satisfaction, and most importantly, higher employee retention.

The COVID-19 pandemic has had a considerable impact on various sectors of the economy, affecting worker satisfaction and employee retention. Around the world, the pandemic has created social and economic chaos and crisis, causing many workers depression and anxiety (Rotas & Cahapay, 2020).

Nazia & Begum (2013) aimed to formulate the rules of retention in organizations and revealed that employee retention rests on three main elements: respect, recognition, and reward. These three elements play an important role in retaining productive employees and companies need to implement each of these three elements. Emphasizing the importance of company efforts to ease the workload of employees, such as making workplace adjustments and providing recreational activities. In addition, it is believed that the implementation of these three elements will significantly increase employee retention rates.

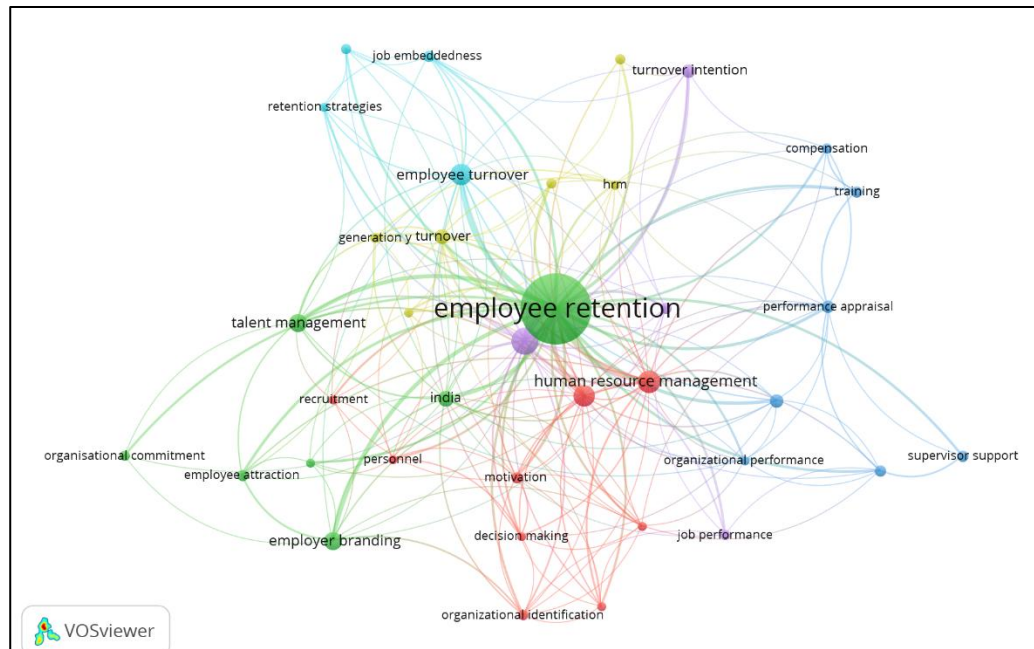
In research Shakeel & But (2015) focuses on identifying integrated factors that affect employee retention in an organization, as well as factors that are considered important by employees. That in addition to financial factors, there are also significant non-financial factors, such as job content, training, job conditions, flexible working hours, and opportunities for self-development. These factors play a pivotal role in determining an employee's decision to remain with an employer.

Employee retention strategies are methods used by companies to prevent important employees from leaving the company. This strategy includes the company's systematic efforts to create a better work environment that encourages employees to stay with the company by creating policies and practices that meet various needs (Mathimaran & Kumar, 2017).

According to Damei (2020), found in his research, that it is important for organizations to consider a number of factors that positively affect employee retention for consideration for organizations. These include management support, work-life balance, job prospects, and benefits. According to Bhati & Borde (2021) studied organizations in India, understanding the value of employee commitment and retention, the actions taken by managers to prevent job transfer of their key talent.



Illustrates that employee retention is a complex topic, influenced by various managerial, technological and psychological factors. Further research can provide solutions to improve employee retention.

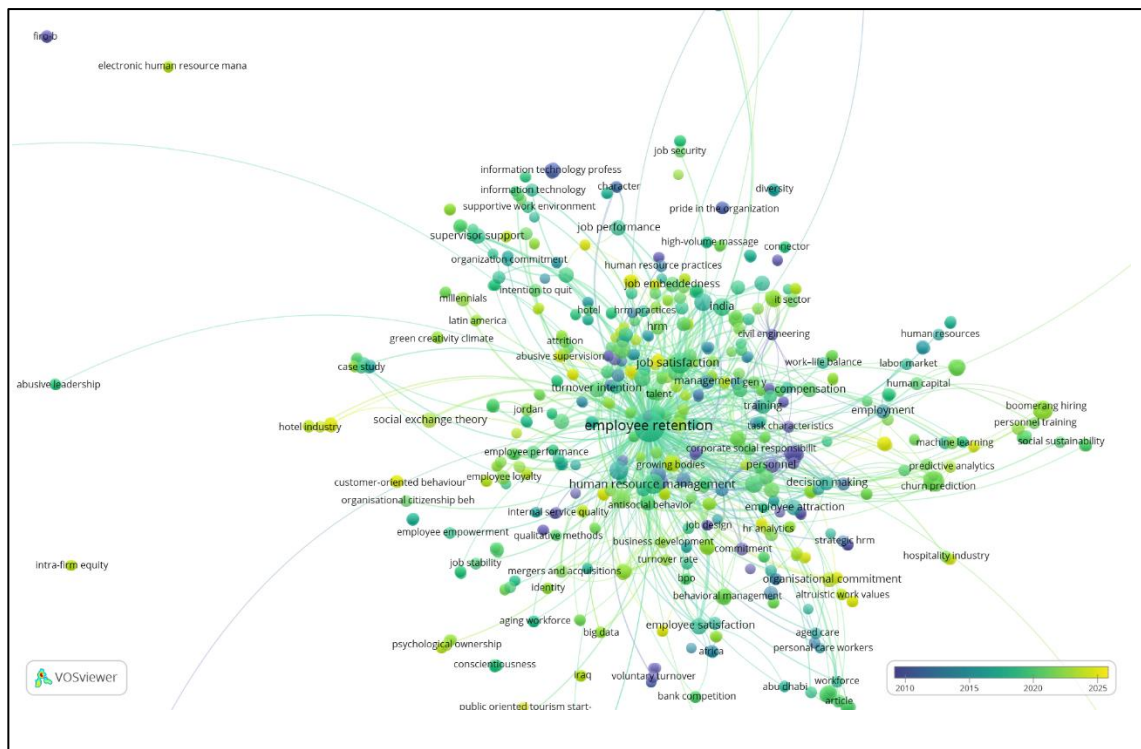


**Figure 8.** VOSviewer Network Visualization Threshold 5

Source: *VOSviewer*

Bibliometric analysis at threshold 5 shows that the topic of employee retention is a central topic that is connected to various themes such as human resource management, employer branding, talent management, compensation, training, and supervisor support. Includes exploration of the role of technology and intrinsic factors such as motivation. Item filtering and threshold setting help simplify the visualization of big data by displaying only significant items, such as items that appear at least five times, so that the focus is on the most relevant and influential elements (Asthana, 2022).

#### 4.6. VOSviewer Overlay Visualization Analysis

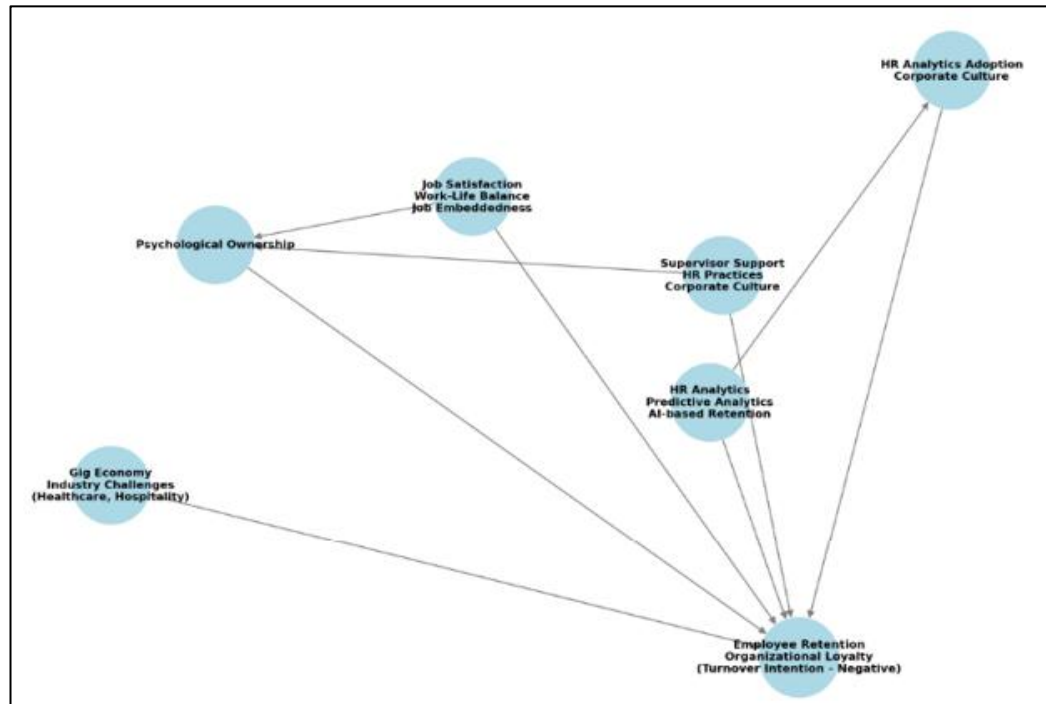


**Figure 9.** VOSviewer Overlay Visualization Threshold 1

Source: *VOSviewer*

This bibliometric analysis displays a VOSviewer overlay visualization used to trend changes in data from year to year, focusing on how elements such as keywords, terms, or references evolve over time. In this VOSviewer, colors on the map such as blue, green, and yellow indicate the time period in which the document was published. Employee retention continues to evolve, with a focus on the traditional such as job satisfaction, loyalty, balance and modern predictive analytics, social sustainability. Technology and innovation are gaining importance in retention strategies, reflecting the new paradigm in the modern world of work. Various industry sectors are studied to understand the diverse retention dynamics. This bibliometric is useful for human resources researchers and practitioners to understand current research needs and identify new trends that might influence future human resources policies, as well as useful for research topics that are affected by specific events or phenomena, such as the COVID-19 pandemic and digital transformation.





**Figure 11.** Outline Of Future Direction Model

The results of the bibliometric analysis on employee retention analyzed using VOSviewer, obtained related keywords. In detail, the ones that are more related to employee retention are as follows:

**Table 1.** Keywords Employee Retention

No	Keywords	Occurrences	Total Link Strength
1	Employee retention	269	1392
2	Talent Management	17	81
3	Work-Life Balance	3	23
4	Organizational Commitment	8	36
5	Supervisor Support	7	30

Source: VOSviewer

In the bibliometric analysis conducted using VOSviewer, *occurrences* refer to the frequency with which keywords appear, while *total link strength* reflects the extent of their relationship with other relevant concepts. The keyword *employee retention* appears 269 times with a total link strength of 1,392, indicating that it represents the central focus of this study. The second keyword talent management with 17 occurrences 81 total link strength which indicates that the relevance with employee retention is at a moderate level. The third keyword work-life balance with 3 occurrences 23 total link strength which shows that this topic is less frequently discussed but still has a relationship

with employee retention. The fourth keyword organizational commitment with 8 occurrences 36 total link strength which shows that its role as a supporting factor in employee retention. The fifth keyword supervisor support with 7 occurrences 30 total link strength which shows that the importance of support from superiors in employee retention.

## 5. Conclusion and Suggestion

Employee retention has emerged as a critical issue in human resource management, particularly in the digital era. This study demonstrates that factors such as job satisfaction, work-life balance, training, compensation, and leadership support significantly influence employees' decisions to remain within an organization. In addition, digital transformation through technologies such as artificial intelligence (AI), big data analytics and machine learning enables companies to more effectively manage retention strategies, improve employee engagement and minimize turnover.

The findings reveal several dominant factors affecting employee retention, including intrinsic motivation, managerial relationships, continuous training, and a supportive work environment. Moreover, the adoption of hybrid work models has been found to enhance employee satisfaction and loyalty by offering greater flexibility.

Therefore, practical recommendations for companies are suggested to use predictive analytics technology to proactively identify and address turnover risks. Companies should provide flexible and sustainable digital-based training programs are also important to maintain employee relevance in the era of global competition. In addition, companies should strengthen inclusive work cultures, support work-life balance, and the provision of flexible working hours and hybrid work options to address the needs of contemporary employees.

From a strategic perspective, companies must invest in both technology and training as essential measures to retain top talent and enhance competitiveness. This research also highlights opportunities for further exploration of the role of digital technology in employee retention across different sectors, particularly in developing countries where workforce management presents unique challenges.

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