



ORGANIZATIONAL ENVIRONMENT AND EMPLOYEE RETENTION: AN EXAMINATION BASED ON BIBLIOMETRIC ANALYSIS

Udit Kumar Pandey^{1a,b}, Dr. Sumit Prasad² Dr. Asheesh Bisht, Mr. Rohit Chaturvedi & Mr. Bhavesh Joshi

1. a. Research Scholar, School of Management Studies, Uttarakhand Open University, 263139, Haldwani, Uttarakhand, India Email: uditpandey83@gmail.com
- b. Assistant Professor, School of Management, Graphic Era Hill University 263139, Haldwani, Uttarakhand, India Email: ukpandey@gehu.ac.in
2. Assistant Professor, School of Management Studies, Uttarakhand Open University, 263139, Haldwani, Uttarakhand, India Email: sprasad@uou.ac.in
- 3 Assistant Professor, Department of Management Studies, Sir J C Bose Technical Campus, Bhimtal, Kumaun University, Nainital, Uttarakhand 263136, India. Email: asheeshbisht12@gmail.com
4. Assistant Professor, Department of Management Studies, Sir J C Bose Technical Campus, Bhimtal, Kumaun University, Nainital, Uttarakhand 263136, India. Email: rohitchaturvedi2492@gmail.com
5. Assistant Professor, School of Management, Graphic Era Hill University 263139, Bhimtal, Uttarakhand Email: bhaveshjoshi@gehu.ac.in

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ABSTRACT

Purpose: This article presents the bibliometric overview of academic research on organization environment and employee retention in the area of researcher study. The purpose of the study is to identify the prominent subject opted, the authors' contribution, national and institution-wise influential work, and thematic development in the subject matter.

Design/Methodology/Approach: Methods of bibliometric analysis used in the study include performance analysis, thematic analysis, and science mapping of the respective fields. The performance analysis includes a bibliometric indicator as Trend in publication, citation analysis, thematic analysis, and trends whereas scientific mapping uses co-citation, and the concurrency of keywords. In addition, VOSviewer software is used to map the bibliographical material. References were collected from the Scopus database. The analysis consists database of 231 articles in different journals, book chapters, and conferences.

Findings: The results indicate that the studies in the field have significantly increased in United State and the United Kingdom is among the nation with a major footprint in the area of the study. It is important to consider that with the rapid change in science, the variation in the data is rapid too with time.

Research Limitation: The study is limited to the bibliometric data received from the SCOPUS database. The future bibliometric study may have the inclusion of a web of science data for additional inputs. The study may also limit some findings due to the data source limitation to SCOPUS only.

Practical Implications: The insights of the present examination are useful for the organization to draft their strategies and in the identification of dimensions that can be included by organizations in their practices. The present study contributes to the organizational environment to be healthy by engaging employees and attaining employee commitment.

Social Implications: The HR practitioners can use the results of the bibliometric examination to identify the concentration of different period practices and can implement outcomes in the strategic decision making.

Originality/Value: The present paper is the first attempt at a bibliometric examination of employee retention in an organizational environment.

1. Introduction

Organization with handful of talented resources always has a constant concern of keeping their employee while making their stay satisfactory in the employment. The intention of employee to stay and leave an organization decides the stability factor of the organization and contributes in organization growth. The stay intention factors of importance in different industries are the matter of concern among the researchers like hospitality industry factors confirmation carried in the review work of (Ghani et al., 2022). The understanding about employee retention contributes in organizational development and employee performance enhancement too.

Employee retention never lost the attention of the researcher since 1988 till present. The dimensions in the retentions added from retention, work environment, (Islam et al, 2022) to employee engagement (Khan, 2022). The retention studies required the attention of researchers to study the factors in different environment pertaining to organizations. Employee engagement and workplace environment has received interest of researchers.

In early studies areas like organizational citizenship (Arefin et at, 2020), organizational environment (Yamin, 2020), work life balance (Dias et al, 2020), gender difference, company leave policies (Marx, 2021) are the retention associated areas of researchers interest. The retention of employees remains constant challenge for the employer. The change in the employees' category to millennials has different features which makes the understanding about retention strategies an ongoing process for the employers. The current bibliometric study tries to cover the studies in the area of employee retention in organizational environment.

2. Bibliometric Methodology

2.1 Appropriate meaning of search terms

Current study comprises two dimensions of human resource management functional and influential areas as organizational environment and employee retention. The organizational environment can be understood using the similar terms as work environment, organizational culture, organization climate, work culture whereas the term employee retention meaning can be reflected under employment stability, retaining employee, employee loyalty. The mentioned keywords were utilized to fetch the data from Scopus database, Table 1 provide description of extracted data after preliminary filtrations. All contributions in Journals, conferences, book chapters and reviews along with English language are also used as criteria of screening the articles to qualify the bibliometric analysis.

Table1: Organizational environment and Employee retention Scopus database extraction Criteria

Selection Criteria	Exclusion	Inclusion
Data Source: "Scopus"		
Date of Search: "24 January 2023"		
Period of Publication: 1988-2022	--	231

Search Terms: "organi* environment" OR " work environment" OR " organi* culture" OR "organi* climate" OR "work culture") AND ("employee retention" OR "employee stay" OR "employee loyalty" OR "employment stability" OR " retaining employee"	--	231
Subject Area: Business Management and accounting, Social Science, Arts and Humanities, and Multidisciplinary	89	142
Publication Type: Article, Review, Book Chapter, Conference paper	--	142
Language Screening: English	4	138
Erroneous Entries/Records	1	137
Content Screening:	-	137

2.2 Data gathering

The data from Scopus is taken due to high impact factor journal with double peered review publication in its database (Groff et al., 2020). Application of methodology has extracted final 231 articles mentioned in **Table 1** using keyword search criteria as “organizational environment”, “organizational culture”, organization climate”, “work culture”, “work environment” AND “employee retention”, employee stay”, “employee loyalty”, “employment stability”, “retaining employee”. Inclusion of business management accounting, social science, arts and humanities and multidisciplinary subject areas articles, reviews, book chapters and submissions in conference while written in English language were identification criteria for final retrieval of 138 articles.

Data downloaded from the Scopus database has chances of error due to innovative publication inclusion in different articles (Donthu et al., 2021). The data cleaning is carried to rectify the errors from the download. This supported and asks for bibliometric data visualization and interpretation suggested by Zupic and Cater (2015) and Donthu et al. (2021). Use of VOSviewer has helped in cleaning the data and merging the similar keywords with plural or singular form or American or British spelling differences available in different article. For example “organization”, “organization” is merged to organization “employees”, “employees” changed to employee. Such multiple methods of clean up aided in attainment of uniformity for theme analysis.

2.3 Analysis technique selection

Bibliometric analysis through quantitative method examines and measures information and text (Mishra et al., 2018; Goyal and Kumar, 2021). It enables research supplementation using new information from the literature review (Suominen et al., 2016; Groff et al., 2020). The bibliometric method provides the status and direction of the research in the area of the bibliometric analysis (Gao et al., 2021; Hossain et al., 2022). Investigators use citation, authorship, co-citation, etc. to analyze the bibliographic data Donthu et al. (2021).

3. Outcomes

3.1 Performance Analysis

The publication trend in the area of employee retention in organizational environment is represented through fig.1. The publications in the area have increased in the year 2021 and 2022 whereas the research has begun in the area by Goll G.E. (1988). Initial researches were based on retention word which later on turned towards employee commitment, work life balance dimensions by Kar S., Misra K.C.(2013). The researches in current

time has employee engagement, organization commitment and employee retention in higher education sector Tyagi N.(2021) and millennial employees retention in recent studies Islam M.A., Hack-Polay D., Rahman M., Hosen M., Hunt A., Shafique S.(2022). The increase in domain study can be enhanced in recent years.

Documents by year

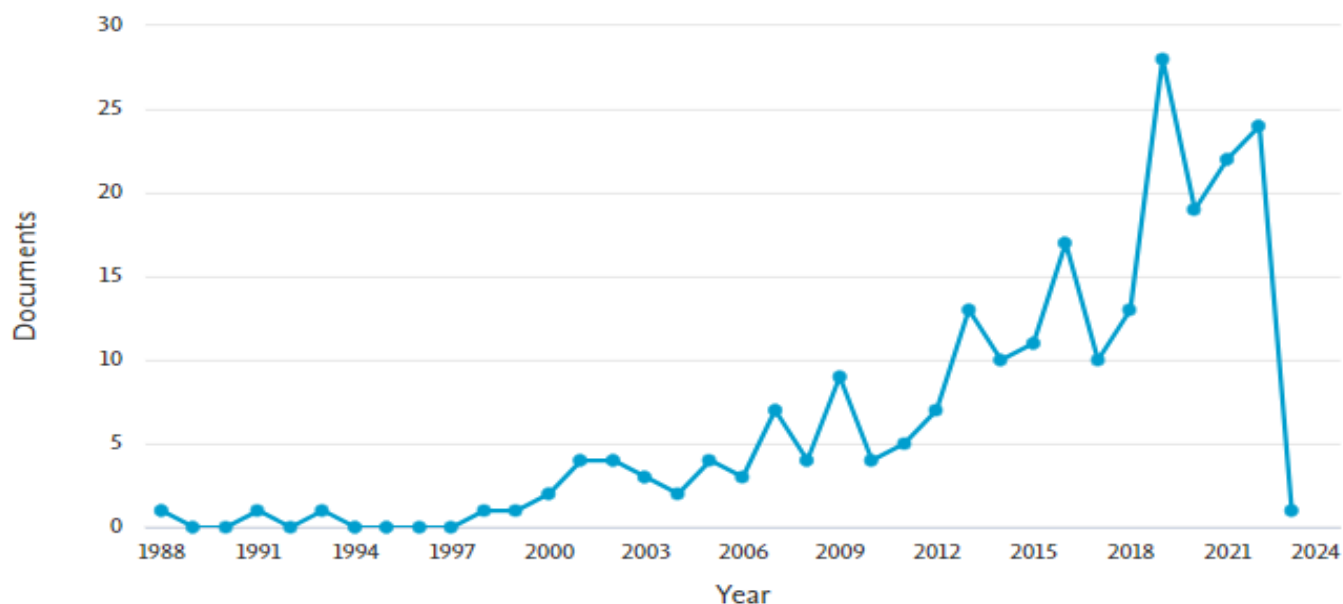


Figure 1: Publication trend in Employee retention in Organizational Environment

3.2 Influential Authors, Institutions and Nations for Organizational Environment and Employee retention

Table 2 explains that Reichheld f.f. is the most influential author in the area organizational environment and employee retention with 756 citations in a single publication. Deery m. and Jago l. have 197 citations individually in their single publication. ‘University of Canberra, Australia’ and ‘University of Surrey, UK’ are the universities with 197 citation followed by ‘University of Kent, UK’ with 168 citations respectively in their single publication. ‘University of Sheffield, UK’, ‘Nottingham Trent University, UK’ and ‘University of Warwick, UK’ are also with the 168 citation similar to ‘University of Kent, UK’. United states is among the most influential nation in publication against organizational environment and employee retention with 1061 citation in 44 publications. United Kingdom has produced 7 publications with 369 citations and Australia had 6 publications with 346 citations.

Table2: Influential Authors, Institutions and Nation

TC	Author(s)	TP	TC	Institutions	TP	TC	Nation	TP
756	Reichheld f.f.	1	197	Uni. of Canberra, Australia	1	1061	United States	44
197	Deery m.	1	197	Uni. of Surrey, UK	1	369	United Kingdom	7
197	Jago l.	1	168	The Uni. of Kent, UK	1	346	Australia	6
168	Ahammad m.f.	1	168	Uni. of Sheffield, UK	1	206	India	21

168	Glaister k.w.	1	168	Nottingham Trent Uni., UK	1	146	Turkey	1
168	Liu y.	1	168	Uni. of Warwick, UK	1	114	Belgium	1
168	Tarba s.y.	1	146	Appalachian State Uni., US	1	101	Malaysia	19
146	Karatepe o.m.	1	146	Eastern Mediterranean Uni., Turkey	1	71	New Zealand	5
146	Westerman j.w.	1	146	Uni. of Nevada Reno, US	1	66	Canada	7
146	Yamamura j.h.	1	132	Syracuse Uni., US	1	58	Bangladesh	4
132	Kim s.	1	132	Syracuse Uni., US	1	55	South Korea	2
129	Ellett a.j.	3	114	Uni. of Leuven, Belgium	1	40	Pakistan	5
100	Langford p.h.	1	84	Uni. of Alabama, US	1	25	China	3
100	Parkes l.p.	1	82	Victoria Uni., US	1	21	South Africa	4
84	Lee c.	1	73	Bank of india, India	1	19	Saudi arabia	2
84	Way k.	1	73	Schneider Electric Infrastructure ltd, Allahabad, India	1	16	Bahrain	2

Note: TP= Total publication(s), TC=Total citations

3.3 Top ranked Journals for Organizational Environment and Employee retention

Among the most influential sources for publication in the area of employee retention in organizational environment ‘Harvard Business Review’ has 766 citations in 2 publications in 1998-99 and 2000-06 periods. ‘International Journal of Contemporary Hospitality Management’ with 348 citations in 3 publications in the periods of 2007-13 and 2014-20. In 2020-2023, period had 7 publications with 147 citations in 5 publications and remaining 2 publications with 36 citations published in ‘International journal of organizational analysis’ and ‘Industrial and commercial training’ respectively.

Table3: Most influential sources for Employee retention in Organizational environment

Sources	TC	TP	1988-1999	2000-2006	2007-2013	2014-2020	2020-2023
Harvard business review	766	2	1	1	-	-	-
International journal of contemporary hospitality management	348	3	-	-	1	2	-
International business review	168	1	-	-	-	1	-
International journal of hospitality management	150	3	-	-	2	1	-

International journal of organizational analysis	147	5	-	-	2	2	1
Career development international	146	1	-	-	1	-	-
Children and youth services review	137	3	-	-	3	-	-
American review of public administration	132	1	-	1	-	-	-
Journal of workplace learning	132	2	-	-	1	1	-
Journal of management and organization	100	1	-	-	1	-	-
Journal of hospitality and tourism research	97	2	1	1	-	-	-
Health care manager	77	3	-	2	1	-	-
International journal of selection and assessment	60	1	-	-	1	-	-
Journal of service research	44	2	-	-	1	1	-
Industrial and commercial training	36	2	-	-	-	1	1
Plos one	32	1	-	-	-	1	-
Accident analysis and prevention	30	1	-	-	-	1	-
Human resource management	26	1	-	-	-	1	-
International journal of hospitality and tourism administration	24	2	-	-	1	1	-
Maritime policy and management	24	1	-	-	1	-	-
Social science and medicine	24	1	-	1	-	-	-

Note: TP=Total publications, TC=Total citation, Source: Journal, conference, Books, Review

3.4 Most Influential article for Organizational Environment and Employee retention

Table 4 provides the most influential article in the area of organizational environment and employee retention with the title ‘Loyalty-based Management’ written by Reichheld F.F. with 756 citations. (Reichheld , 1993) has identified that loyalty can be received while giving focus on alignment among customers, product/service offerings, employees and measurement system. A satisfied customer enhances profit which on circulation with employees contributes in employee retention. In the study ‘Revisiting talent management, work-life balance and retention strategies’ by Deery M., Jago L. has 197 citations. The study (Deery & Jago, 2015) identified work life balance is the most influential in context to employee management and retention. In retaining the talented employees’ job satisfaction, organizational commitment and personal dimensions and work life balance are in close loop with each other.

Table 4: Most influential topics in employee retention in organizational environment

Authors	Title	TC
Reichheld F.F.	Loyalty-based management.	756
Deery M., Jago L.	Revisiting talent management, work-life balance and retention strategies	197
Ahammad M.F., Tarba S.Y., Liu Y., Glaister K.W.	Knowledge transfer and cross-border acquisition performance: The impact of cultural distance and employee retention	168
Westerman J.W.,	Generational preferences for work environment fit: Effects on employee	146

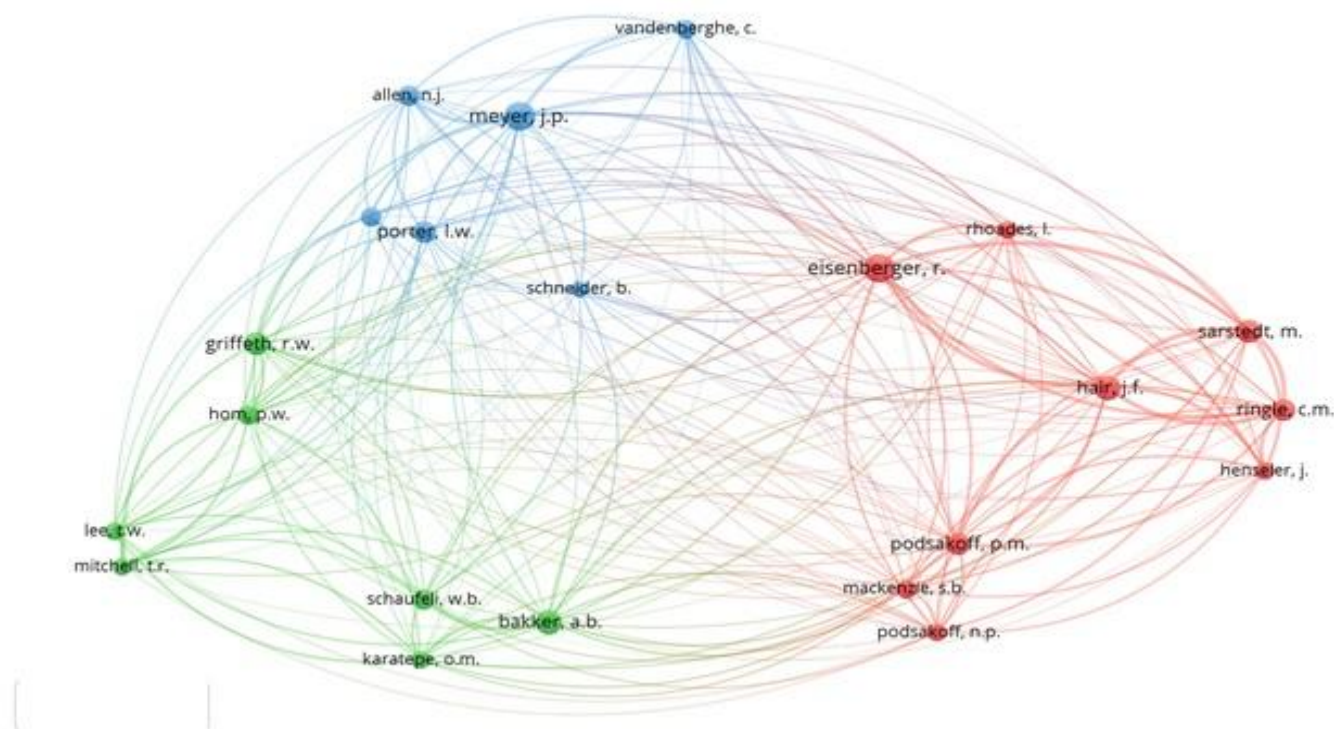
Yamamura J.H.	outcomes	
Karatepe O.M.	The effects of work overload and work-family conflict on job embeddedness and job performance: The mediation of emotional exhaustion	146
Kim S.	Factors affecting state government information technology employee turnover intentions	132
Govaerts N., Kyndt E., Dochy F., Baert H.	Influence of learning and working climate on the retention of talented employees	114
Ellett A.J.	Intentions to remain employed in child welfare: The role of human caring, self-efficacy beliefs, and professional organizational culture	102
Parkes L.P., Langford P.H.	Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organizations	100
Lee C., Way K.	Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention	84
Deery M.A., Shaw R.N.	An investigation of the relationship between employee turnover and organizational culture	82
Ghosh P., Satyawadi R., Joshi J.P., Shadman M.	Who stays with you? Factors predicting employees' intention to stay	73
McCulloch M.C., Turban D.B.	Using person-organization fit to select employees for high-turnover jobs	60
Kundu S.C., Lata K.	Effects of supportive work environment on employee retention: Mediating role of organizational engagement	54
Frye W.D., Kang S., Huh C., Lee M.J.M.	What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach	51
Arnold E.	Managing human resources to improve employee retention	34
Masum A.K.M., Azad Md.A.K., Beh L.-S.	Determinants of academics' job satisfaction: Empirical evidence from private universities in Bangladesh	32
McGuire M., Houser J., Jarrar T., Moy W., Wall M.	Retention: It's all about respect	31
Arasanmi C.N., Krishna A.	Employer branding: perceived organizational support and employee retention – the mediating role of organizational commitment	31
Manapragada A., Bruk-Lee V.	Staying silent about safety issues: Conceptualizing and measuring safety silence motives	30

Note: TC=Total citations

3.5 Co-citation Analysis of Organizational Environment and Employee retention

Figure 2 displays the co-citation map of authors those have worked together in the area of organizational environment and employee retention. Vandenberghe, C., Allen, N.J., Meyer, J.P, Porter, I.W., and Schneider, B. have worked together (denoted through blue dots) with Griffeth, R.W., Horn, P.W., Lee, T.W., Mitchel, T.R., Schaufeli, W.B., Bakker, A.B., and Karatepe, O.M. have worked together (denoted through green dots) and Rhoades, I., Eisenberger, R., Hair, J.F., Ringle, C.M., Henseler, J., Podsakoff, P.M., Mackenzie, S.B., and

Podsakoff, N.P. have worked together (denoted through red dots).



Note: A cited references and semantic cluster of references based on theme similarity represented by nodes. The size of nodes represents the degree of citation.

Figure2: Co-citation of references cited by articles on employee retention in organizational environment

3.6 Thematic clusters of employee retention in organizational environment

Figure3 depicts 6 clusters representing different colours in the area of organizational environment and employee retention.

In table 5, list of most influential three articles from the cluster of organizational environment and employee retention. Employee engagement, commitment and satisfaction, Turnover and working environment, Organization culture and Employee retention, Turnover Intentions and work life balance, Compensation and Supervisor support and Career development and Appraisal are 6 topic groups.

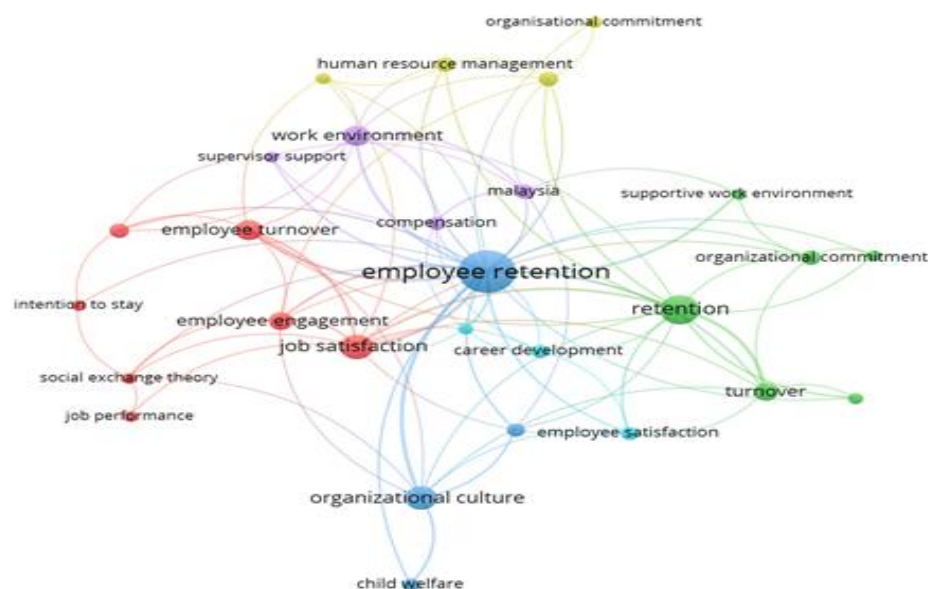


Figure3: Thematic cluster of employee retention in organizational environment

Table5: Thematic clusters of Employee retention and Organizational Environment through bibliographic coupling

Theme	Author	Title	TC
Employee engagement, commitment and satisfaction	Parkes L.P., Langford P.H.	Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organizations	100
	Westerman J.W., Yamamura J.H.	Generational preferences for work environment fit: Effects on employee outcomes	146
	Umamaheswari S., Krishnan J.	Work force retention: Role of work environment, organization commitment, supervisor support and training & development in ceramic sanitary ware industries in India	19
Working Environment	Kundu S.C., Lata K.	Effects of supportive work environment on employee retention: Mediating role of organizational engagement	54
	Naz S., Li C., Nisar Q.A., Khan M.A.S., Ahmad N., Anwar F.	A Study in the Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators	20
	Kim S.	Factors affecting state government information technology employee turnover intentions	132
Organization culture	Ahammad M.F., Tarba S.Y., Liu Y., Glaister K.W.	Knowledge transfer and cross-border acquisition performance: The impact of cultural distance and employee retention	168

	Ellett A.J.	Intentions to remain employed in child welfare: The role of human caring, self-efficacy beliefs, and professional organizational culture	102
	Ghosh P., Satyawadi R., Joshi J.P., Shadman M.	Who stays with you? Factors predicting employees' intention to stay	73
Work life balance	Deery M., Jago L.	Revisiting talent management, work-life balance and retention strategies	197
	Kim S.	Factors affecting state government information technology employee turnover intentions	132
	Kar S., Misra K.C.	Nexus between work life balance practices and employee retention - The mediating effect of a supportive culture	22
Compensation and Supervisor support	Beck-Krala E., Klimkiewicz K.	Occupational safety and health as an element of a complex compensation system evaluation within an organization	7
	Dhanya J.S., Kinslin D.	A study on impact of work life balance on retention of women teachers in management colleges in Kerala	6
	Bibi P., Ahmad A., Majid A.H.A.	The impact of training and development and supervisors support on employees retention in academic institutions in Pakistan: The moderating role of the work environment	22
Career development	Ashraf M.A.	The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction	18
	Tawana B., Barkhuizen N.E., Plessis Y.D.	A comparative analysis of the antecedents and consequences of employee satisfaction for urban and rural healthcare workers in Kwazulu-Natal Province, South Africa	2
	Cravens K.S., Oliver E.G., Oishi S., Stewart J.S.	Workplace culture mediates performance appraisal effectiveness and employee outcomes: A study in a retail setting	14

Note: TC=Total citations

Cluster1: It is connected with Employee engagement, commitment and satisfaction. (Parkes & Langford, 2008) investigated connection between intentions of employees to stay with work life balance. The results depict that organizational climate factors, and work life balance has least significance in employee engagement and intention to stay. The study (Westerman & Yamamura, 2007), has identified that significance of goal orientation and system of environment fit makes it satisfactory and intention to stay with the organization for younger generation. Similarly (S & Krishnan, 2016) study has found that organization commitment is an important factor of employee retention. Work environment, supervisor support and training development are antecedents' increases organizational commitment.

Cluster2: This cluster is linked with Working Environment. In the study (Kundu & Lata, 2017) have identified that employee retention practices in the form of development and empowerment and supportive organizational culture are positively related with the performance. Further (Naz et al., 2020) have identified that supportive work environment has significant effect on employee retention which is positive in nature. Organizational culture and person-organization fit is the mediator in the relationship of supportive work environment and employee retention. (Kim, 2005) has identified that work exhaustion, emphasis on participatory management and opportunities for advancement are significantly related to the intention to stay whereas salary related satisfaction is not found significant in same context.

Cluster3; Organization culture was taken theme in this cluster. (Ahammad et al., 2016) have identified that cross border acquisition influenced by knowledge transfer and employee retention. Organizational culture differences has negative role on cross border acquisition performance but works as mediator for knowledge transfer and CBA. The employee engaged in Child welfare intends to remain employed due to human caring (Ellett, 2009). Self-efficacy is strongly associated with the human caring variable. (Ghosh et al., 2013) in there study found that the intention to stay or leave an organization is based on affective commitment, normative commitment and goal clarity.

Cluster4: The theme for the cluster being work life balance in the area of organizational environment and employee retention. In the study regarding retention strategies, (Deery & Jago, 2015) have found that work life balance holds core relevance with work life balance. The organizations should have core competency in strategy related to work life balance. The Indian IT sector reflects that the culture supporting work life balance works as mediator for effecting organizational performance via work life balance practices (Kar & Misra, 2013).

Cluster5: Insight the cluster compensation and supervisor supports are basis of the theme. The compensation system analysis with the consideration of occupational safety and health promotes the responsible behavior of the stakeholders (Beck-Krala & Klimkiewicz, 2016). (Dhanya, J.S. & Kinslin, D., 2017) in their study found that a favorable work place is created by the support received from the colleagues. Woman faculty retention can be obtained through work life balance and superior support. Woman faculty retention has significant impact in organizational development and its goal attainment. In the study (Bibi et al., 2018) have identified that supervisor support and training and development practices has significant impact on the employee retention which is moderated through the work environment in the organization.

Cluster6: The organizational environment and employee retention being studied with emphasis over career development in organizations. In the study (Ashraf, 2019) has identified that employees' job satisfaction in the environment and support of supervisor is influenced by mediating role of work atmosphere. Work atmosphere creates opportunities for supportive supervisory role and attainment of job satisfaction among employees. (Tawana, Brian et al, 2019) in there study found that there is a significant difference between satisfaction related to work duties, compensation, service delivery, career development and turnover intention of employees of urban and rural area employees. Similarly study by (Cravens, Karen et al, 2015) has provided that effectiveness of performance appraisal process and job satisfaction, employee retention and self-reported performance enhances with the mediation of workplace culture.

3.7 Thematic trend of employee retention in organizational environment

Thematic analysis on employee retention in organizational environment using co-occurrence analysis carried through co-citation analysis and bibliographic coupling. Authors' keywords are used to conduct co-occurrence analysis. The keywords are subjected to chronological order to find the development in the area of employee retention in organizational environment. Figure 4-9 depicts the trend in themes related to the employee retention in organizational environment.

In the 1988-2009 the organizational environment and employee retention studied by the authors using different keywords. In the beginning 1988 author used consistency, predictability and retention words for the study. In this long duration of 1988-2009, many keywords like employee turnover, turnover culture, staff shortage, seasonal employment, turnover intention, work environment, were used keywords. Towards the end of this period in year 2009 work life balance, organizational climate studies were emphasized. The fig 4 depicts the mostly occurred keywords of the duration.



Figure4: Prominent topics during period-1988-2009

In the period from 2010-2014 employee retention in organizational environment studied with reference to employee satisfaction. The studies followed organizational commitment, job commitment, and organizational culture were the area of study in this period depicted in figure 5.



Figure 5: Prominent topics during period-2010-2014

During 2015-2017 the prominent areas studied by authors were majorly three areas as Job satisfaction, organization culture, and work environment with employee retention while in India the studies were also prominent in that duration. The duration of 2018-2019 had two major areas as work environment and employee engagement and job satisfaction and organizational support depicted in fig 7. In 2020-2021 period different dimension of interest covered six dimensions namely organizational commitment, organization citizen ship behavior, organizational culture, training and development and organizational commitment represented in fig. 8. In recent period of 2022, employee engagement and work environment were the prominent interest area dimensions among the author in the recent years studied along with employee retention.



Figure6: Prominent topics during period-2015-2017



Figure7: Prominent topics during period-2018-2019

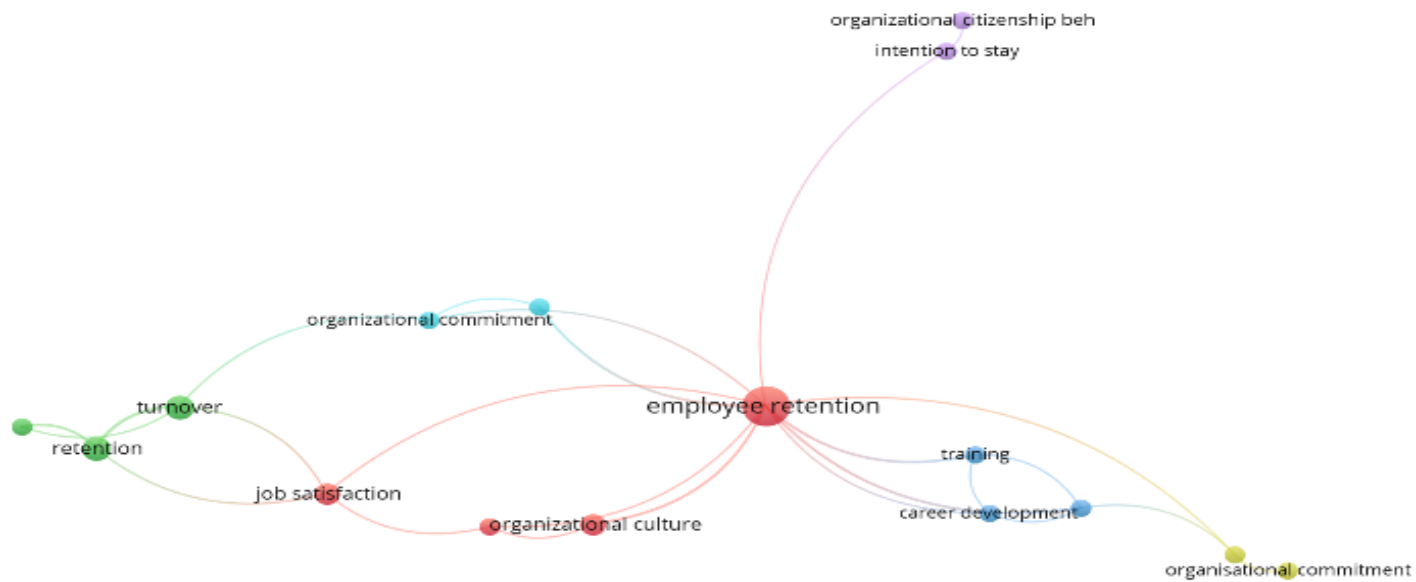


Figure8: Prominent topics during period-2020-2021

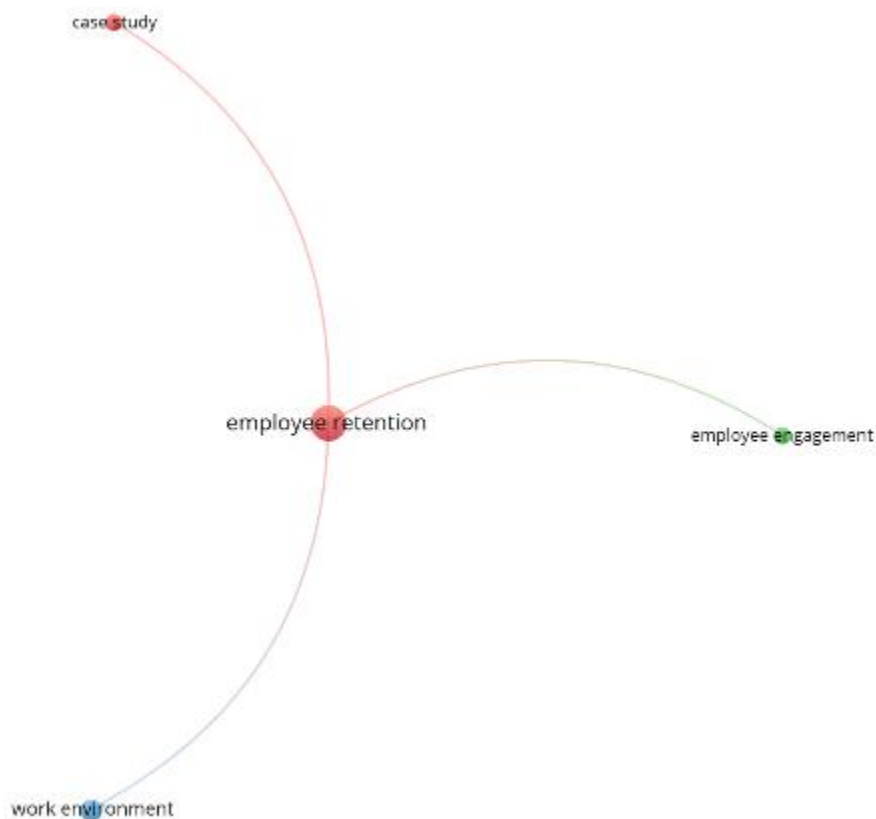


Figure9: Prominent topics in2022.

4. Future Research Scope

Examination of organizational environment regards the retention of employees from the initial of the studies in the area of retention till present provides that the retention context is still relevant for the different industry employers. The current examination paves the path for future study to be more focused in the organizational environment and retention area to attain the benefits of study in making organization environment and retention studies more fruitful for organizational strategies.

The examination provides that the studies in the period from 1988-2009 majorly concentrated on child welfare and human resource management, the period of 2010-2014 had researchers intentions towards organizational commitment, organizational culture and job satisfaction, 2015-2017 period researcher inclination was towards work environment and organizational culture, In 2018-2019 added the employee engagement and organizational support with retention, Organizational commitment, career development and organizational citizenship behavior were the factors combined with employee retention in the period of 2020-2021 and 2022 year researchers had concentration on work environment and employee engagement.

The millennial generation with new challenges at technology and organization level demands different strategic action to cope with retention challenge. Employee retention in different organization requires continuous assessment. Future study concentrating on the organizational environment factors confirmation and their relationship with retention is most likely area of researchers' inclination. The determination of factors can establish the environment, culture, climate supporting the organizations in establishing strategies assisting in employee retention.

5. Conclusion

The bibliometric examination provides that information regarding studies in the represented area. It describes the institutional strength in research along with the nation wise contribution in the research area. This provides citation based categorization of articles along with their co-citation mapping. This additionally contributes in thematic evolution understanding about the employee retention in organizational environment. The study carried out of the largest data base of SCOPUS for understanding the studies in the employee retention in organizational environment. This study represents the path followed in the research journey of employee retention in organizational environment. It suggests the researcher the future area of studies in the advanced version of understanding the employees and employer to create the healthy environment for attaining the retention objectives.

The study is limited to the bibliometric data received from the SCOPUS database. The future bibliometric study may have inclusion of web of science data for additional inputs. The study may also limit some finding due to the data source limitation to SCOPUS only.

6. Implication of the study

The insights of the present examination are useful for the organization to draft their strategies and in identification of dimensions which can be included by organizations in their practices. The present study contributes in organizational environment to be healthy by engaging employees, attaining employee commitment. The study can be referred by the researcher to obtain the new direction in the employee retention in organizational environment.

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