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# A Study of Turnover Intention Research using Bibliometric Analysis

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## Abstract

Research on turnover generally focuses more on intent to turnover than actual turnover. The main aim of this research is to map out "Turnover Intention's" growth from 2005 to 2023. This research is based on a comprehensive literature review from numerous scientific publications using the keywords "Turnover" and "Intention" to search the Scopus Database. The 454 turnover intention publications published up to 2023 were evaluated using the following bibliometric techniques: author contribution, citation analysis, publication by year, documents by source and subject area. The analysis findings indicate that 2022 is the year with the most significant turnover intention trends. Maximum study on turnover intention was published in Sustainability Switzerland Journal. Based on subject area analysis more paper published business, management, and accounting area then social science area. Ribeiro, N., is the author who wrote about turnover intention the most frequently.

**KEYWORDS:** Turnover Intention; Job Dissatisfaction; Work-Stress; Bibliometric; SCOPUS; VOSviewer.

## 1. INTRODUCTION

Any firm that is operated needs its owners to be able to fight off competition and future developments to stay alive. Any business must pay attention to managing its human resources when conducting business. For a company to succeed in running its business and accomplishing its goals, it must resolve problems with its human resources. This is because successful employees are essential to reaching objectives (Hidayat & Latief, 2018). It is never isolated from staff turnover in a firm or organisation (turnover intention). The migration of labour away from the company is another name for turnover. Moreover, turnover refers to no. of employees departing the company

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in a specific time frame (Nelissen, et. al., 2017). Employee entry and turnover are two things that can have an impact on the business. Employee turnover can benefit, but most changes harm the organisation. As a result, the company must consider all factors that might impact a worker's desire not to quit the organization (Hasibuan, et. al., 2019). Employee retention or departure depends on their level of satisfaction. Since employee satisfaction is the intended reason for turnover, the business must raise employee work satisfaction levels to decrease the likelihood of job turnover (Mardhiyana & Nasution, 2019). HRM tasks need to be completed. Employee behaviour related to intention to leave is examined. Turnover Intention is an action that demonstrates a desire to leave a job to accept one that feels better than the one he currently holds. A firm with a high goal of turning over personnel may be less successful, put itself in danger, and diminish productivity. As a result, the company may lose people with expertise and a positive reputation, necessitating hiring and training new hires (Joarder et. al., 2011). A Covid-19 epidemic like this one, which results in numerous layoffs in practically all businesses, can lead to substantial staff turnover rates. Many workers will look for a new firm they believe to be superior to the one they previously worked for. In light of this, a corporate leader must constantly assess the business' performance and the factors influencing employee turnover (Uzkiyyah, et. al., 2022).

## **2. LITERATURE REVIEW**

Businesses have struggled with staff turnover for decades. Every industry is experiencing a constant rise in employee turnover. Thus, it's vital to look into a study of lowering employee turnover intentions. As a result, adverse effects may affect how well organizations and businesses operate and how much they spend. Significant organizational expenses are imposed when workers must be paid a salary while changing positions, as well as additional costs for hiring and training new staff. Conversely, when the business or organization deals with staff turnover, it will incur a median expense of 6 to 9 months' salary (Chiat & Panatik, 2019; Rajput & Ahmad, 2021). Work satisfaction measures the qualities of the work as perceived, the job place, and the emotional learning experience. In addition, job happiness refers to an employee's evaluation, attitude, or feeling towards their work. It is influenced by various elements, including the work nature, the workplace environment, relationships among coworkers and social interactions with others (Buchan, et. al., 2019).

A measurement of an employee's organisational commitment is his level of identification with the company. In other words, organisational commitment is a process whereby corporate members are at the level of demonstrating their attention to the organisation, and organisational commitment is apparent in employees who are devoted to the organisation, work assiduously to further its objectives, and have loyalty to the organisation to continue working there (Al-Jabari, &

Ghazzawi, 2019). An organization must pay a high price and contend with the issue of meeting the employees' shifting needs in order to reduce employee turnover. Employees are influenced to leave their jobs, which have recently become many chances, by career advancement, greater pay, and perks, some even for unrelated reasons. Also, modern employees consider how well the company treats them, how much it values their diversity, and how they are treated socially and psychologically. If not, the likelihood of staff turnover will rise (Chen, et. al., 2014; Susan, et. al., 2021).

Employee turnover begins with turnover intention when a worker intends to quit the company voluntarily or has expressed interest. The substantial personnel turnover observed is a factor in the loss of innovation. The expenses include direct costs like hiring and training & indirect expenses like lost enthusiasm and peer pressure (Sharma, et. al., 2021). A person must survive, and develop available resources to respond effectively to environmental demands. This theory is the foundation for understanding turnover intention. These resources come in willpower, societal acceptance, health, & personality (Las Heras, et. al., 2015).

### **3. METHODOLOGY**

This study obtained data from world renowned SCOPUS database as of March 2023. The consonant keywords have been usage to search article "Turnover" and "Intention". We pay attention to the titles of the papers since they indicate the appropriate subject that is emergent to the research goal and research field. A total of 454 items have been acquired based on the query, allowing us to perform the bibliometric analysis. For this article, we utilized VOSviewer to build and visualize the bibliometric networks and Microsoft Excel to compute the frequency bands of the published works and develop the appropriate chart and graph.

### **4. RESULTS AND DISCUSSION**

This study examines bibliometric variables: citation analysis, publication by year, source of documents, sponsor organization, authorship analysis and keywords analysis using the VOSviewer software and Scopus database.

#### **4.1 YEAR OF PUBLICATION**

The publication on turnover intention had yet to develop significantly for a few years before the word became well-known in 2014. Since then, the volume of publications has grown dramatically year after year. Figure 1 displays the total number of documents published on turnover intention,

their proportion, cumulative percentage, and growth percentage. The year 2022 saw the utmost no. of publications, as seen in Figure 1, with a maximum of 94, or 20.9 % of all turnover intention publications. It is anticipated that the number is expected to rise in 2023 because of the industry revolution 4.0 and technology advancement.

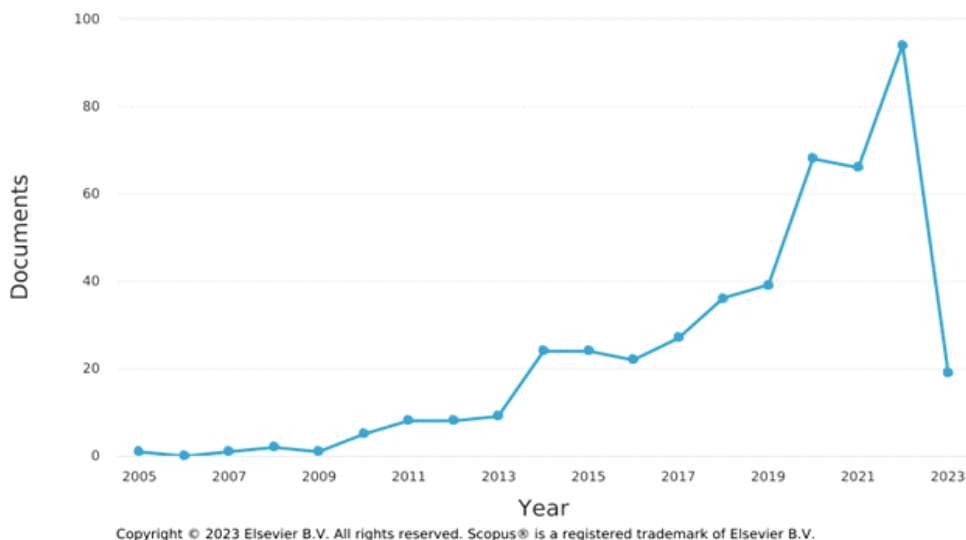


Figure – 1: No. of publications on turnover intention (Yearly)

## 4.2 CITATION ANALYSIS

The number of citations per year indicates a researcher's output. The citation ratings for the papers retrieved as of March 2023 are summarised in Table 1. Table 1 lists all retrieved documents' cumulative citation counts and the average number of citations each year. As shown, there have been 7732 citations registered for 454 retrieved publications over 18 years (2005 – 2023), with an average of 429.55 citations each year.

Table-1: Citations Metrics

Metrics	Data
Publications Year	2005-2023
Citation Year	18
Papers	454
Citations	7732
Citation Per Year	429.55
Citation Per Paper	17
H-Index	43
G-Index	71
i10-Index	177

According to the Scopus database, Table 2 lists the top 10 articles mentioned most times. The paper by Alfes, K., Shantz, A. D., Truss, & Soane, E. C. (2013), published in The international journal of human resource management with the title "The link between perceived human resource management practises, engagement and employee behaviour: a moderated mediation model," has received the most citations to date, with 410 total sources (TC) and an average of 41 citations per year (TC/Y). The papers by Alfes, Abbas, and Webster are among the most influential publications, receiving 41, 32, and 25.17 citations each year, respectively, when we look at the most impactful articles based on the number of citations per year.

Table-2: Top 10 Cited Documents

S.N	Author	Title of Documents	Source	TC	TC/Y
1	Alfes, Shantz, et al (2013)	Link between perceived HRM practices, engagement & employee behavior : a moderated mediation model.	International journal of HRM.	410	41
2	Webster, Love, et al (2011).	Extending challenge hindrance model of occupational stress : The role of appraisal.	Journal of Vocational Behavior	302	25.17
3	Abbas, Raja, et al (2014).	Combined effects of perceived politics & psychological capital on job satisfaction, turnover intentions, & performance.	Journal of Management	291	32.33
4	Zopiatis, Constanti, et al (2014).	Job involvement, commitment, satisfaction & turnover: Evidence from hotel employees in Cyprus.	Tourism Management	211	23.44
5	Baranik, Eby, et al (2010).	Why does mentoring work? The role of perceived organizational support.	Journal of vocational behavior	169	13
6	Bonenberger , Aikins, et al (2014).	The effects of health worker motivation and job satisfaction on turnover intention in Ghana: a cross-sectional study.	Human resources for health	136	15.11
7	Laschinger & Fida (2014).	New nurse's burnout and workplace wellbeing: The influence of authentic leadership and psychological capital.	Burnout research	136	15.11
8	Guan, Zhou, et al (2015).	Perceived organizational career management & career adaptability as predictors of success & turnover intention among Chinese employees.	Journal of Vocational Behavior	135	16.88
9	Khan, Abbas, et al (2015).	Organizational justice & job outcomes : Moderating role of Islamic work ethic.	Journal of business ethics	125	15.63
10	Newman, Hui, et al (2011).	The impact of employee perceptions of training on organizational commitment & turnover intentions: a study of Chinese service sector.	International journal of HRM	120	10



This study initially created a word cloud using WordSift for the keyword analysis. The word cloud's outcome is shown in Figure 2, with a maximum of 100 words and a scale setting. The chart displayed the top 100 keywords (or portions of keywords) used in the turnover intention article. The magnitude of each word indicates the overall frequency of the keywords. Moreover, the keyword used to query the document's title, the 'word cloud' software displays other recently popular terms like job stress, employee satisfaction, commitment, COVID and career. Additional keywords are significant because they have been utilized to address the subject of turnover intention research. As a result, we anticipate that the future turnover intention research will concentrate on these keywords.

#### 4.5 SUBJECT AREA

The published materials in this study are then categorized based on the topic, as shown in Figure 3. The social sciences (24.4%, 111), business, management, and accounting (31.1%, 141), economics, econometrics, and finance (7%, 32), and others (8.8%, 40) make up the majority of the research on turnover intention. Yet, as shown in Figure 3, other fields have also written studies on turnover intention, including the humanities, engineering, decision sciences, and psychology.

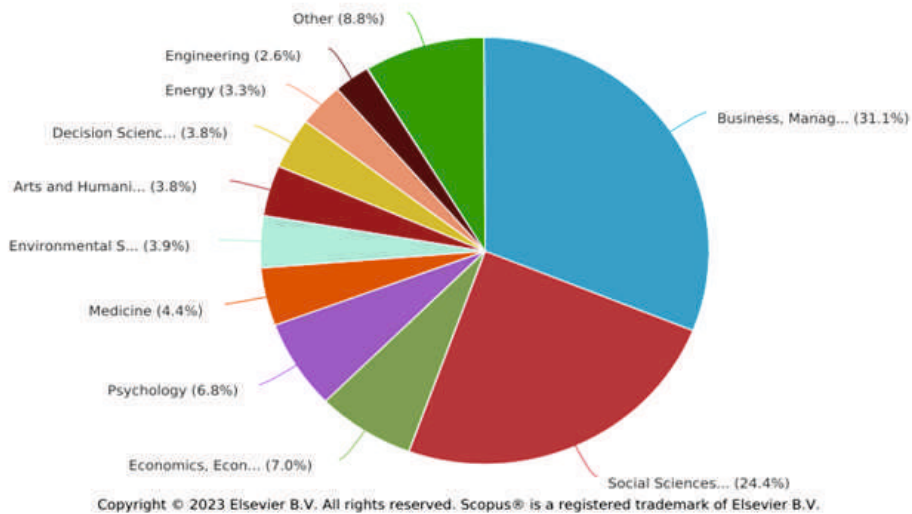


Figure – 3: Subject area

## 4.6 AUTHORSHIP

The number of authors for each document is displayed in Table 4. The documents (316; 69.61%) are listed as multi-authored publications, with authors ranging from two to 10, while 127 (27.97%) are single-authored articles. There have been 11 (2.42%) documents for which it is impossible to find the author's name in the Scopus database.

Author Count	Frequency	% N (454)	Total Contribution
0	11	2.42	0
1	127	27.97	127
2	103	22.69	206
3	92	20.26	276
4	69	15.20	276
5	33	7.27	165
6	10	2.20	60
7	4	0.88	28
8	3	0.66	24
9	1	0.22	9
10	1	0.22	10

## 5. FUTURE DIRECTIONS

The rise of articles during the past few years, particularly in 2022, is evidence of the growing interest in the turnover intention subject. Publications in recognized journals demonstrate the academic community's keen interest. But because this interest is still in its cradle, there have only been a few books produced on the subject, especially when contrasted to the more significant number of journal articles & conference papers that have been published. According to analysis, the most common terms are "Turnover Intention," "Technostress," "Job Engagement," "Work Environment," and "Employee Satisfaction". The aware of digital stress and its growing impact on turnover intention would increase scholarly interest in and publications related to the subject. As a result, a similar study may be carried out later with more observations to evaluate the accuracy of the findings reported in this work with fresh trends. Finding new raw data from technology-related databases and publications is crucial because jobstress and turnover intention is a effect of modern technologies.

## 6. CONCLUSION

The industry's rapid growth shows that turnover intention study is essential and should not be restricted solely to management areas. For significant sample validation, the SCOPUS data sample



is insufficient. Results from these studies can be used to assess the contribution of particular authors, sponsor institutions, nations, and publications in addition to their popularity. The analysis reveals that the conversation surrounding turnover started to pick up steam in 2014 and significantly increased in 2022. English is the most common language because paper published in English has vast publications. The National Natural Science Foundation of China funding the most in this discipline and most paper published in Sustainability Switzerland. Generally, poor management system, lack of job engagement, unhealthy work place and job stress are the reasons of job turnover intention.

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