

What factors influence employee loyalty? A meta-analysis using VOSviewer



Rudi Rudi^a   | Ika Nurul Qamari^a  | Udin Udin^a 

^aUniversitas Muhammadiyah Yogyakarta, Special Region of Yogyakarta, Indonesia.

Abstract Academic research on employee loyalty, which is a crucial aspect of organizational success in today's competitive business era, is gaining increasing attention in the human resource management literature. Therefore, this study aims to map out concepts to provide a systematic and comprehensive analysis of trends related to employee loyalty through a bibliometric approach. The Scopus database was utilized to analyze and categorize all English-language literature published during the period from 2017 to 2023. VOSviewer software is also employed for graphical mapping of the scholarly landscape. Out of 263 documents retrieved from the Scopus database related to employee loyalty, 148 documents were selected for bibliometric analysis to comprehensively assess the current state and anticipate future trends. The analysis results indicate an increase in the number of publications on employee loyalty from 2017 to 2023. The selected articles cover various topics, including factors influencing employee loyalty, measurement of loyalty, human resource management strategies to enhance employee loyalty, and the impact of employee loyalty on organizational performance. The results indicate a significant increase in the literature, demonstrating that employee loyalty has a substantial impact on organizational sustainability and cohesion among its members. The practical implications of these findings can assist organizations in designing more effective human resource management strategies to retain and enhance employee loyalty, which, in turn, can contribute to the long-term success of the organization.

Keywords: employee loyalty, employee satisfaction, employee engagement, loyalty, job satisfaction

1. Introduction

Employee loyalty is a significant issue for organizations when determining policies. Consequently (Tomic et al., 2018), many organizations emphasize employee sustainability (Cachón-Rodríguez et al., 2021), foster a family-like atmosphere (Aboobaker et al., 2020), and provide clarity in their employees' status (Kot-Radojewska & Timenko, 2018). Employee loyalty is correlated with employee age, job position, and tenure (Strenitzerová & Achimský, 2019). The more loyal the employees are, the easier it is to enhance their performance and satisfaction (Ateeq et al., 2023), supported by a positive organizational culture (Hien & Tuan, 2023).

Flexible work arrangements, including teleworking and remote work, as well as improving management-employee relationships, will not only increase employee satisfaction but also enhance productivity and employee loyalty, thereby reducing turnover (Giovanis, 2019). Job satisfaction, job involvement, organizational citizenship behavior, and transformational leadership help retain employees and attract more potential employees to join the organization (Hsu et al., 2023).

Wages and benefits, job security, growth opportunities, and responsibility satisfaction are responsible for high levels of employee engagement. Neglecting or arguing with others, physically damaging company property, stealing company or employee property, intentionally working slowly or inaccurately, or failing to follow procedures. It is their responsibility to control factors such as missed or longer-than-allowed rest breaks, arriving late or leaving early (Rishipal, 2019). Employee loyalty is closely related to and positively impacts company performance (Tomic et al., 2018).

Employee loyalty is related to organizational values, a sense of belonging has a positive relationship with the intention to stay, and employees' spiritual experiences in the workplace influence organizational commitment (Aboobaker et al., 2020). Loyalty can be enhanced by actively creating business opportunities supported by commitment to the organization, emotional pressure, job satisfaction, work awareness, and innovation. Loyalty increases with leadership, thereby increasing job satisfaction and enhancing it by reducing emotional fatigue (Angeli, 2018).

High unemployment rates in a region influence employee loyalty by depressing wages and increasing the likelihood of job loss. This motivates workers to be more sensitive to the company (Apergis & Georgellis, 2017). The greater the employee loyalty is, the greater the company's performance and competitiveness in creating business strategies that introduce and implement CSR in business operations to enhance competitiveness and overall company results (Stojanovic et al., 2020). Employee loyalty is largely driven by consumer consistency and social suitability, and online and offline retailer interactions



and coordination affect brand experience and consumer retention (Sachdev & Sauber, 2023). When faced with unsatisfactory situations, high-quality employees tend not to engage in exit and neglect behaviors but are more likely to practice loyalty behaviors (J. Lee & Varon, 2020).

Employee loyalty to the employer is high. Workers with unlimited contract employment perceive the impact of their current job form on loyalty to the employer to be greater than that of workers with fixed-term contracts. Individuals with indefinite contract employment assess their level of loyalty to the employer to be greater than those with fixed-term contracts (Kot-Radojewska & Timenko, 2018). A new perspective on employee satisfaction assessment, which not only measures overall satisfaction but also identifies job attributes and sociodemographic characteristics influencing employee satisfaction and loyalty, is a primary concern for sustainable human resource management. The greatest dissatisfaction is related to employee financial rewards and the lack of employer interest in employee views and attitudes. Regression and correlation analyses show that not only employee satisfaction but also the labor market situation in the region, employee age, job position, and tenure have a strong influence on employee loyalty (Strenitzerová & Achimský, 2019).

A transformational leadership style is utilized to motivate job satisfaction, employee engagement, and organizational citizenship behavior. Such an environment not only helps retain employees but also attracts more young generations to join the organization, which can help address fundamental staff shortages (Hsu et al., 2023). A favorable environment within the organization generally allows the efficient utilization of talented employees' potential to the greatest extent possible. Discrimination, envy, and coworker indifference have minimal impacts on the loyalty of talented employees. The creation of more favorable working conditions for talented employees is contradictory and determines the dissatisfaction of other company employees, which can lead to conflicts, including ethnic conflicts (Vinichenko et al., 2019). By implementing flexible employment schemes, including teleworking and remote work, and improving management-employee relationships, not only will employee satisfaction increase, but productivity and employee loyalty will also increase, thus reducing turnover intentions (Giovanis, 2019). The macro environment, work system, and communication directly influence construction workers' loyalty, serving as a long-term strategic orientation to enhance their loyalty. As short-term tactics for enhancing employee loyalty goals, satisfaction, the organizational living environment, and rewards indirectly positively influence construction workers' loyalty (Zhu et al., 2017).

The application of factor analysis followed by structural equation modeling develops a model that illustrates how organizational HR practices influence employee service quality, leading to satisfaction and loyalty, which are indicators of a competitive advantage for a company to strengthen relationships with employees to achieve a high-performance culture in SMEs (Gandhi et al., 2018). Employee job satisfaction toward organizational commitment runs in parallel with employee loyalty to the organization, making it easier to achieve improvements in customer service quality. Therefore, organizations should strive to recruit employees who are suitable for their activities so that employee loyalty can easily form and adhere, thus ensuring the organization's sustainability (Esmailpour & Ranjbar, 2018). Job form influences loyalty to the employer, with high levels of employee loyalty to the employer. Workers with unlimited contract employment perceive the impact of their current job form on loyalty to the employer to be greater than that of workers with fixed-term contracts. Individuals with indefinite contract employment assess their level of loyalty to the employer to be greater than those with fixed-term contracts (Kot-Radojewska & Timenko, 2018).

Several previous studies have examined employee loyalty, including (Hidayati et al., 2019), which investigated the impact of employee stress on loyalty. (Jahanbazi Goujani et al., 2019) explored job satisfaction. (Nadeak & Naibaho, 2020) examined employee loyalty in relation to education and training, internal communication, organizational culture, motivation, and loyalty. (Phuong & Vinh, 2020) studied job satisfaction and job performance. (Shafique & Ahmad, 2022) investigated a company's responsibility for its environment. (Diaz Dumont et al., 2023) looked at human talent in the digital era.

This research aims to examine the changing attractiveness of authors toward the theme of employee loyalty as manifested in research articles indexed in the Scopus database over a period of 5 years. The analysis is developed based on the Scopus database retrieved from 2017 to 2023 using bibliometric analysis, which provides an overview of research related to employee loyalty during a specific period. Some of the insights that can be derived from bibliometric analysis include the number of publications, language usage in articles, the number of references used, the number of authors, author collaboration, and the institutions where the authors work.

2. Literature Review

2.1. Overview of employee loyalty

Employee loyalty refers to the level of commitment, allegiance, and dedication that an employee has toward the company for which he or she works. Employee loyalty and employee performance are influenced by employee satisfaction but do not affect employee loyalty to employee performance. Employee performance and loyalty at the department level influence student loyalty and enhance the influence of student satisfaction on student loyalty (Ganic et al., 2018). Affective, normative, and continuance commitments have clear and varied impacts on employee attitudes and behavioral loyalty. Employee attitude loyalty enhances behavior loyalty. Employee trust and satisfaction are crucial factors in organizational

commitment. Therefore, it has important implications for managing employee turnover and enhancing employee psychological achievement to increase attitude and behavior loyalty (Yao et al., 2019).

Loyalty is a crucial element of organizational performance within educational institutions. It has been found that employee loyalty is a key contributor to organizational performance. Employee loyalty positively influences employee commitment, which in turn affects organizational performance. Employee commitment plays a mediating role between employee loyalty and organizational performance. Additionally, job stress has a negative impact on organizational performance. Therefore, this research provides valuable insights for practitioners in devising strategies for educational institutions. While previous investigations have largely focused on various educational institutions in both developed and developing countries, the education sector in Indonesia remains understudied. In particular, the low performance of the education sector in Indonesia has not been adequately addressed in the literature. Hence, this research aims to bridge this gap by combining employee loyalty and employee commitment (Hidayati et al., 2019).

An overview of employee loyalty may encompass several aspects:

Loyalty to the company: Loyal employees tend to exhibit allegiance to the company for which they work. They feel connected and have a sense of responsibility for the company's success.

In long-term commitment, employee loyalty often leads to long-term commitment. They see their job not only as a source of income but also as part of their long-term career journey.

With regard to active participation, loyal employees are typically more active in various aspects of their work. They do not just perform routine tasks but actively contribute, provide ideas, and participate in company activities.

Loyal employees who are willing to learn and grow often have the motivation to continually learn and grow within the company. They are willing to undergo training, take on new responsibilities, and enhance their skills for better contributions.

In good relationships with colleagues, employee loyalty is also reflected in good relationships with colleagues. They tend to collaborate well, support each other, and create a positive work environment.

With regard to responsibilities toward tasks, loyal employees generally have a high level of responsibility for the tasks and projects they undertake. They strive to deliver the best results and achieve the company's goals.

With respect to resilience to challenges, loyal employees may be more capable of facing challenges and changes in the work environment. They are willing to adapt and remain loyal despite difficulties.

Identification with company values and employee loyalty can also be seen as the extent to which employees identify with the company's values. If employees feel that the company's values align with their personal values, they are likely to be more loyal.

It is important to note that employee loyalty is built through long-term interactions between the company and employees. Company efforts to create a positive work environment, provide development opportunities, and treat employees fairly can contribute to higher levels of loyalty.

2.2. Employee loyalty performance

The concept of employee loyalty performance refers to the evaluation of how much an employee creates a positive impact on the company while demonstrating a high level of loyalty and attachment to the organization for which they work. In this context, performance and loyalty are linked to create a picture of how an employee not only contributes productively but also remains loyal and connected to the company.

The following aspects can help explain the concept of employee loyalty performance:

a. Productivity and Quality of Work

Employee loyalty performance is reflected in the productivity and quality of work delivered by the employee. Loyal employees often demonstrate higher levels of dedication and commitment to their tasks, resulting in consistent and high-quality outputs.

b. Attendance and Punctuality

Loyal employees typically exhibit regular attendance and punctuality. They are reliable in showing up for work on time and are committed to fulfilling their responsibilities consistently.

c. Initiative and innovation

Employee loyalty performance can also be seen in employees' willingness to take initiative and contribute innovative ideas to improve processes or solve problems within the organization. Loyal employees are proactive in seeking ways to add value to the company.

d. Teamwork and Collaboration

Loyal employees actively engage in teamwork and collaboration with colleagues. They foster positive relationships, support their teammates, and contribute to a cohesive and productive work environment.

e. Adaptability and Resilience

Employee loyalty performance includes the ability to adapt to changes and challenges in the workplace. Loyal employees demonstrate resilience in overcoming obstacles and remain committed to the company's goals even in difficult situations.

f. Customer Satisfaction

Loyal employees often play a significant role in enhancing customer satisfaction. Their dedication to providing excellent service and building positive relationships with customers contributes to customer loyalty and retention.

g. Alignment with Company Values

Employee loyalty performance is also reflected in how well the employee aligns with the values and culture of the organization. Loyal employees uphold company values in their actions and decisions, fostering a sense of belonging and alignment with the company's mission and vision.

These aspects collectively contribute to understanding and evaluating employee loyalty performance within an organization.

This study aims to conduct a cross-sectional examination of employee loyalty research. However, this analysis was developed based on the Scopus database, which was retrieved globally from 2017 to 2023 using bibliometric analysis, providing an overview of the level of research on employee loyalty. The bibliometric analysis of employee loyalty includes aspects such as the number of publications, language used in articles, number of references used, number of authors, author collaboration, and institutions where the authors work (Table 1).

3. Methodology

This review employs bibliometric analysis tools to analyze employee loyalty. To evaluate the effectiveness and performance of academic journals and individuals, bibliometric analysis can be applied to journal citations, authors, or other metadata. Citations can represent the relationships between each author and subjects, topics, methodologies, and coauthors. Citation analysis can be used to map areas of study, assess academic implications, evaluate information sources, track the dissemination of ideas and streams of knowledge, aid in information retrieval, organization, and representation, and investigate the use and utilization of academic literature.

3.1. Data collection and search strategy

Scopus was selected for this research due to its comprehensive prereview investigations related to the research topic. After conducting several tests, a search was performed on titles, abstracts, and keywords to identify studies on employee loyalty. The data were collected from 2017 to 2023. Initially, a search was conducted in the Scopus database to identify relevant articles on the topic of employee loyalty. The search was carried out using a carefully selected combination of keywords to ensure the most relevant studies. These keywords may include terms such as "loyalty," "employee loyalty," "workplace commitment," and similar ones. The search was conducted while considering variations in terms and synonyms that may be used in the literature.

This study analyzed data collected using VOSviewer. The mapping stage in this research is carried out through the following process. First, full-text articles were imported into VOSviewer software. This process is conducted to obtain data clusters and visualize the network of research themes.

The data analysis and conceptualization stage involves examining articles that provide data to answer the research questions. During this stage, the data analysis focused on cluster analysis, dominant topics, theme interrelationships, and mapping the topics of employee loyalty studies based on the analysis of 263 articles. Ultimately, this analysis aims to generate a conceptual framework formulated based on this review.

Table 1 presents the criteria and filters we used to gather the data. When selecting articles for review in the research field, we used the term "employee loyalty".

We utilized the PRISMA approach to better describe the sample dataset. Research within the scope of "Employee Loyalty" in the title and subject within the timeframe of 2017-2023 in the Scopus database yielded 263 documents. From these data, documents were further selected, focusing on finalized journals and encompassing themes related to business, management, accounting, social sciences, and business, with documents in the English language. This selection process was conducted on February 5, 2024, at 10:56 AM WIB.

TITLE-ABS-KEY ("employee loyalty") AND PUBYEAR > 2016 AND PUBYEAR < 2024 AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "ECON")) AND (LIMIT-TO (DOCTYPE, "AR")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j"))

Once the selected articles were identified, bibliometric analysis was conducted using a quantitative approach. Several bibliometric metrics have been applied, including the following:

- Publication frequency: The number of articles found each year.
- Keywords: Identification of the most commonly used keywords.
- Cocitation: Identification of works frequently cited together, depicting relationships among research.
- Cluster Analysis: Grouping articles into thematic clusters based on cocitation patterns.

The bibliometric analysis will provide a comprehensive overview of the development of research on employee loyalty during the specified time period, allowing us to identify dominant research trends and focuses.

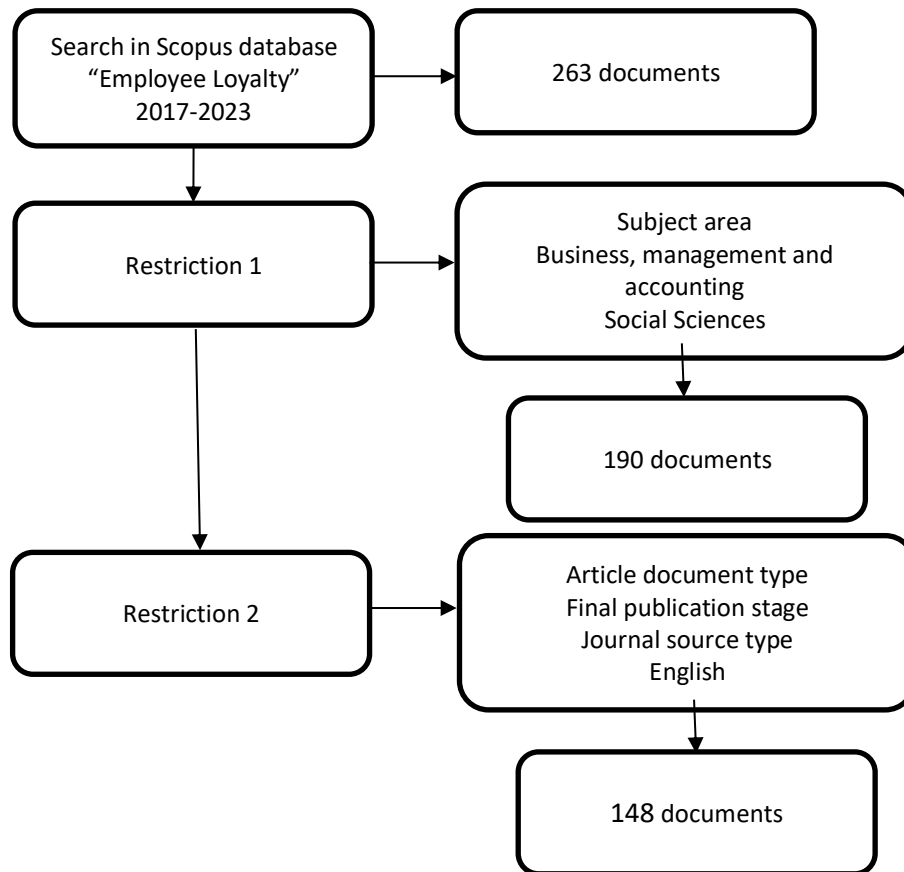


Figure 1 Steps in the identification and screening of sources.

4. Review of the Results and Discussion

4.1. Annual Research

Research conducted on employee loyalty in 2017 broadly explains that the performance of an organization's employees will improve if well-being, clarity, and a supportive work environment are in place (Zhu et al., 2017), in line with established procedures within the organization (Rice et al., 2017). Democratic leadership styles (Akbari et al., 2017) involving employees (Sievert & Scholz, 2017) in every important decision related to organizational progress (Tseng & Wu, 2017) also have a positive effect on employee loyalty (Jyoti et al., 2017).

In 2018, research tended to focus more on employees who demonstrate high loyalty to the company due to performance appraisal systems (Bongga & Susanty, 2018), job training (Al Qudah et al., 2018), and effective motivation. Satisfaction (Esmaeilpour & Ranjbar, 2018; Ganic et al., 2018), commitment (Kot-Radojewska & Timenko, 2018), and job flexibility (Bird & Brown, 2018) add factors to enhancing loyalty to the organization, thereby maximizing organizational performance (Tomic et al., 2018).

In 2019, much was revealed about employee loyalty from the perspective of tension within the organizational environment. Job performance (Phuong & Vinh, 2020), spiritual experiences in the workplace (Aboobaker et al., 2020), employees' loyalty to the company due to comfort in working (Khuong et al., 2020), cohesive colleagues, closeness with colleagues resembling family, salary and benefits, and supportive work environments (Khuong & Linh, 2020) were highlighted. The dominant factors influencing employee loyalty were organizational commitment and the absence of coercion at work (H. H. Nguyen et al., 2020), which became intriguing themes regarding employee loyalty in the following year's publications.

Ethical leadership (Budiawan et al., 2021) encourages employees to be more loyal to the organization (Fan et al., 2021), thus becoming more diligent in their work (Titisari et al., 2021). Training, promotion, and performance evaluation influence employees' loyalty to the organization (Tam & Nguyet, 2021), which is balanced by employees' trust and satisfaction in organizational commitment (Azzam & Harsono, 2021).

Employee loyalty is formed through employee satisfaction at work, followed by organizational management commitment to advancing employee well-being and sustainability, as well as implementing social responsibility (Shafique &

Ahmad, 2022). Technological advancements in the work environment also contribute to employee loyalty (Alolayyan et al., 2022).

Tabel 1 Review of Existing Employee Loyalty.

Author	Theory/Model	Variables or Key Concepts	Adoption or use target	Sample population
(C. M. A. Nguyen & Ha, 2023)	The partial least squares structural equation modeling (PLS-SEM)	The roles of internal communication (IC), job engagement (JE), organization engagement (OE) and job satisfaction (JS), employee loyalty (EL)	Organization management (not specified)	255 respondents from higher education institutions (HEIs) in Binh Duong province
(Hien & Tuan, 2023)	Partial least squared structure equation modeling (PLS-SEM) with Smart PLS software for data analysis.	Employee loyalty, Employee trust, Organizational Culture, Employee job satisfaction	Organization management (not specified)	355 healthcare professionals working.
(Y. K. Lee et al., 2023)	Smart PLS 3.3.3 was used to analyze the data.	Organizational knowledge sharing, Affective and cognitive trust, Employee loyalty,	Human resources management in the hospitality	Employees of 7 hotels managed by expatriate GMs among 16 franchising luxury (5-star) hotels, & 6 hotels operated by local GMs among 9 local luxury hotels located in Korea.
(Ateeq et al., 2023)	SmartPLS4 was	Employee loyalty, job performance, job satisfaction	Organization management (not specified)	One hundred two participants employed by Zain company
(Hien, 2023)	(PLS-SEM) with the SmartPLS 4.0 software.	employee loyalty, employee trust, empowerment leadership, employee job satisfaction	Organization management (not specified)	Involved 374 doctors, nurses, and other medical personnel employed.
(Aristana et al., 2022)	WarpPLS	Employee loyalty, Employee trust, Employee satisfaction, Leadersupport	Organization management (not specified)	206 employees of the 97 hotels in Bali, Indonesia, particularly during pandemic Covid-19.
Author (Kazemi & Elfstrand Corlin, 2022)	Theory/Model Cross-sectional design.	Variables or Key Concepts Professional approach, Market-oriented approach, Person-centered approach, Loyalty, Socioemotional resources	Adoption or use target Practitioners and the outcomes of care.	Sample population Participate in a web survey for frontline elderly care staff.
(Aboobaker et al., 2022)	Structural equation modeling and multigroup analysis were done to test the proposed hypotheses.	Workplace spirituality, Well-being at work, Employee loyalty	Organization management (not specified)	523 educators working in private educational institutions in India.
(Vasumathi et al., 2021)	Using SPSS software.	Employee loyalty, Organisational success Modern, Employee Motivation, Employee organisational commitment, Financial benefits, Employee job satisfaction	Organization management (not specified)	138 employees who are working in the digital design center in Tamil Nadu.
(Fan et al., 2021)	This study provides a mediation-moderation model	Ethical leadership, Employee loyalty, Psychological ownership, Organizational justice, Power distance orientation	Organization management (not specified)	234 hotel employees in Southeast China were
(Veloso et al., 2021)	Employee Satisfaction Index (ESI) model	Satisfaction, Organizational performance, Employee loyalty	Organization management (not specified)	The company's employees
(Titisari et al., 2021)	The Structural Equation model using PLS.	Internal Communication, Work Discipline Employee, Loyalty, Employee Performance	Organization management (not specified)	305 employees and the sample taken is 200 employees.
(Rahimpour et al., 2020)	The analysis (PCA-DEA) method	Intellectual capital, Employee loyalty, Integrating data envelopment analysis with intellectual capital and employee loyalty	Organization management (not specified)	Employees
(Rice et al., 2017)	The analysis of a cross-sectional attitudinal survey of employees within a hospital setting in Australia.	Employee loyalty, employee experience, interprofessional dysfunction, employee job tension	Managing organisational cooperation	Employees within a hospital setting in Australia.

Source: Scopus database

In 2023, authors were more inclined to discuss how employee loyalty is formed and maintained (Ateeq et al., 2023; Hien, 2023; Hien & Tuan, 2023, 2023; Hsu et al., 2023; LaGree et al., 2023; Y. K. Lee et al., 2023; Mitonga-Monga et al., 2023; Tang et al., 2023; Wang & Binti Omar, 2023).

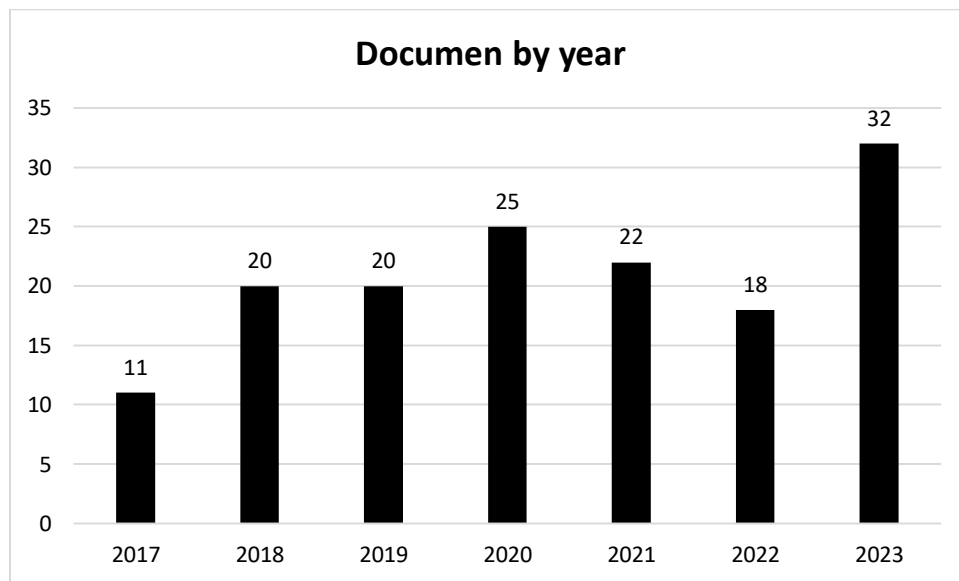


Figure 2 Publication Year.

Source: Scopus database.

4.2. Publications by country

The Scopus database provides an overview of the number of documents published by authors based on their country of origin from 2017 to 2023. Some article titles published from the United States include "The expatriate and local hotel general managers: differing approaches to employees' loyalty," "COVID-19 and the Airline Business: A New Decision-Making Process for Employee Loyalty and Job Insecurity," "Giving to get loyalty: How organizations signal their loyalty to employees," "The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry," and "Managing the Next Generation of Sales, Gen Z/Millennial Cusp: An Exploration of Grit, Entrepreneurship, and Loyalty."

Several articles from India have been published, including "Workplace spirituality, well-being at work and employee loyalty in a gig economy: multigroup analysis across temporary vs permanent employment status," "Employee loyalty on organizational success an empirical study," "Linking employee loyalty with job satisfaction using PLS-SEMing," "Workplace spirituality and employee loyalty: an empirical investigation among millennials in India," "Employee loyalty and counterproductive work behavior among employees in the Indian hospitality sector," and "Impact of service quality and satisfaction on employee loyalty: An empirical investigation in Indian SMEs."

Several articles from China have been published, including "The expatriate and local hotel general managers: differing approaches to employees' loyalty," "Employee Loyalty in the Process of Market-Oriented Reform: Evidence from Chinese State-Owned Performing Arts Organizations," and "Can ethical leadership inspire employee loyalty in hotels in China? -From the perspective of social exchange theory," "On the Influencing Factors and Strategies of Employee Loyalty: Facebook case study," "Transformational training programs and quality orientation of employees: Does employees' loyalty matter?," and "Managerial drivers of Chinese labor loyalty in international construction projects."

Indonesia has also contributed to publishing articles on employee loyalty. Some of these include "Employee loyalty during the slowdown of COVID-19: Do Satisfaction and Trust?," "The role of internal communication, work discipline, and employee loyalty on employee performance," "The Influence of Autocratic Leadership Type and Compensation on Employees' Work Loyalty at XX Motor Bandung, West Java, Indonesia 2021," "Organizational Commitment and Loyalty: A Millennial Generation Perspective in Indonesia," "Work loyalty: Organizational commitment or compulsion," "Motivation and HRM factors' relation to employee loyalty," and "Effect of employee loyalty and commitment on organizational performance considering the role of work stress."

Malaysia has also published several articles related to employee loyalty, including "COVID-19 and the Airline Business: A New Decision-Making Process for Employee Loyalty and Job Insecurity," "The impact of spiritual values on employee loyalty: the moderating role of Islamic work ethic," "Employee ownership and financial performance of state-owned entities: A mediating role of employee loyalty," and "Promoting employees' loyalty: Incorporating the turnover models approach".

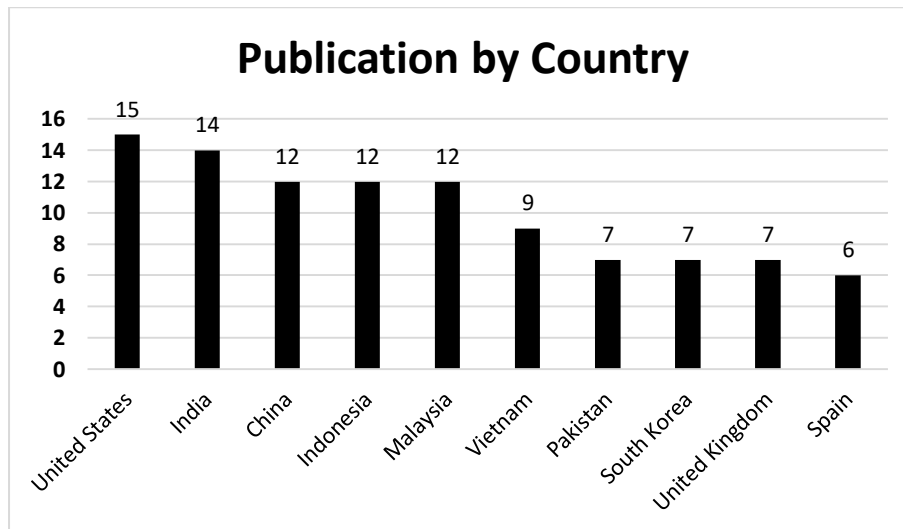


Figure 3 Publication by Country.
 Source: Scopus database.

4.3. Publications by country

It is impressive how Aman-Ullah from the Management Sciences in Islamabad, Pakistan, has contributed significantly to the literature on employee loyalty, with three publications in the last five years. With 120 citations from 82 documents, 27 publications, and a solid h-index of 7, their work is clearly influential in the field. One of their notable articles, "Does Employer Branding Facilitate the Retention of Healthcare Employees? A mediation moderation study through organisational identification, psychological involvement, and employee loyalty has explored the role of employer branding in fostering employee retention by examining factors such as organizational identification, psychological involvement, and, of course, employee loyalty.

Notably, Gabriel Cachón-Rodríguez from Universidad Rey Juan Carlos in Madrid, Spain, has contributed significantly to the research on employee loyalty, with three publications in the last five years. With 144 citations from 96 documents, 14 publications, and a respectable h-index of 6, their work has made a considerable impact. One of their noteworthy articles, "How Sustainable Human Resources Management Helps in the Evaluation and Planning of Employee Loyalty and Retention: Can Social Capital Make a Difference?" explored the role of sustainable HR management in evaluating and planning for employee loyalty and retention, particularly investigating the influence of social capital. Another interesting article is "Sustainability Actions, Employee Loyalty, and Awareness: The Mediating Effect of Organizational Legitimacy."

Mehmood, Waqas Affiliated with Taylor's University Malaysia in Subang Jaya, Malaysia, has collaborated with Aman-Ullah in contributing to research on employee loyalty. With 259 citations from 168 documents and 47 publications and a notable h-index of 10, Mehmood has had a substantial impact on the field.

Camilo Prado Román, a researcher affiliated with Universidad Rey Juan Carlos in Madrid, Spain, has garnered significant recognition in the field of employee loyalty. With 747 citations from 541 documents and 68 publications, as well as an impressive h-index of 14, Prado Román has made substantial contributions to the academic community. Interestingly, three of Prado Román's articles on employee loyalty, indexed in Scopus, were coauthored with Gabriel Cachón-Rodríguez.

Nimitha Aboobaker, affiliated with Cochin University of Science and Technology in Kochi, India, has made notable contributions to the study of employee loyalty. With a commendable h-index of 10 and 296 citations from 260 documents, Aboobaker has authored 21 publications indexed in Scopus. Among these publications, two articles specifically delve into the topic of employee loyalty: "Workplace spirituality, well-being at work and employee loyalty in a gig economy: multigroup analysis across temporary vs permanent employment status" and "Workplace spirituality and employee loyalty: an empirical investigation among millennials in India." These articles shed light on the significance of workplace spirituality and its impact on employee loyalty, particularly in the context of the gig economy and among millennials in India.

Alicia Blanco-González, an author affiliated with Universidad Rey Juan Carlos in Madrid, Spain, has made significant contributions to the field of employee loyalty. With an impressive h-index of 16 and 905 citations from 613 documents, Blanco-González has authored 73 publications indexed in Scopus. Notably, Blanco-González collaborated with Gabriel Cachón-Rodríguez on two articles related to employee loyalty. These articles likely explore various aspects of employee loyalty and its implications for organizational success, drawing on their combined expertise in the field.

Manoj Edward, a researcher affiliated with Cochin University of Science and Technology in Kochi, India, has contributed significantly to the field of employee loyalty. With 17 documents published in Scopus, Edward has garnered 415 citations from 386 documents, resulting in an impressive h-index of 10. Notably, Edward collaborated with Nimitha

Mapping in Figure 4 can aid researchers, especially those new to the field, in initiating their research endeavors. When they discover intriguing topics within their areas of interest, they can explore related articles with the assistance of this research. For instance, in Cluster 1, the associated concepts include affective commitment, career development, employee commitment, and mediating effects, while Cluster 2 emphasizes empirical analysis, employment, and human capital. In Cluster 3, the focus is on the intention to stay, job satisfaction, and workplace spirituality, and in Cluster 4, the focus shifts to ethical leadership, the millennial generation, and organizational commitment. Furthermore, Cluster 5 centers on competitiveness, internal marketing, loyalty, and organizational performance. For writers delving into the theme of employee loyalty, these clusters can aid in analyzing related concepts. For example, when a writer selects Cluster 1, the pertinent topic to be explored as a literature review is career development. Additionally, writers can search for management-related literature using keywords falling under Cluster 1. To further clarify the clusters, they are presented in the following table.

Tabel 2 Theme Grouping in the Employee Loyalty Topic.

Cluster	Topic
Cluster 1	Affective commitment, career development, employee, employee commitment, hospitality sector, human resource management, management practice, mediating effect, mentoring, motivation, organization, productivity, service profit chain, service quality, structural equation modeling
Cluster 2	Empirical analysis, employer, employment, higher education, human capital, innovation, knowledge, labor market, private sector, questionnaire survey, resource management, strategic approach, training.
Cluster 3	Employee loyalty, intention to stay, job satisfaction, job tension, loyalty matrix, millennials, organisational commitment, quantitative, workplace, workplace spirituality
Cluster 4	Ethical leadership, hotel industry, human resource, millennial generation, organizational commitment, organizational identification, organizational justice, sustainability, sustainable development, theoretical study
Cluster 5	Competitiveness, dual system, employees, internal marketing, loyalty, organizational performance, relationship quality, social capital, talent management, transformational leadership.

Source: Created by the author using VOSviewer.

4.5. Clustering Overlay

The overlay visualization is also generated from the analysis of the metadata imported into VOSviewer. The technique used in data analysis aims to cluster areas with similar characteristics into different groups or clusters. In this visualization, node colors represent keywords and the publication year of articles containing those keywords. The darker the color of the node is, the longer the topic has been discussed in research.

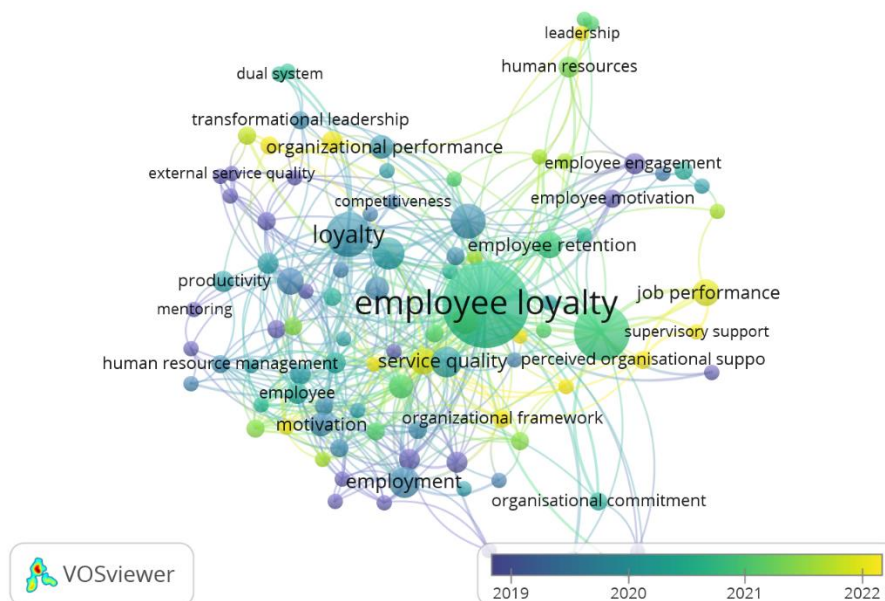


Figure 6 Overlay Visualization.

Source: Created by the author using VOSviewer.



Figure 6 shows that topics related to employment, employee engagement, and loyalty, depicted in purple, were discussed between 2019 and 2020. The themes covering employee loyalty, supervisory support, employee retention, motivation, job performance, and the organizational framework, represented by blue, green, and yellow nodes, were extensively discussed between 2020 and 2021.

4.6. Clustering density

The term used to describe the level of density or concentration of a cluster in cluster analysis or data grouping. It refers to how closely or densely the data points are packed within a cluster. This is depicted in dark yellow as the densest cluster, namely, employee loyalty.



Figure 1 Density Visualization.

Source: Processed by the Author Using VOSviewer.

Based on the illustration above, it is evident that research related to employee loyalty has the densest density level, indicating how frequently authors delve into this theme. Therefore, lighter-colored themes, such as motivation, employee retention, job performance, and productivity, should be considered for exploration. By doing so, the theme of employee loyalty can be further developed by examining various aspects that have not yet been extensively researched.

5. Discussion

Previous research on employee loyalty has revealed that factors such as individual influence (Dhir et al., 2020; Fan et al., 2021), CSR implementation (Stojanovic et al., 2020), motivation (Khuong & Linh, 2020; Nadeak & Naibaho, 2020), job satisfaction (Aristana et al., 2022; Gandhi et al., 2018; Ganic et al., 2018; Giovanis, 2019; Phuong & Vinh, 2020; Shafique & Ahmad, 2022; Strenitzerová & Achimský, 2019; Vasumathi et al., 2021; Veloso et al., 2021), internal communication (Titisari et al., 2021), organizational climate (Vinichenko et al., 2019), and job perception (Kot-Radojewaska & Timenko, 2018) have been the main focuses in understanding the level of employee loyalty. Bibliometric analysis of employee loyalty has highlighted citation patterns that lead to a deeper understanding of the impact and implications of various variables on loyalty levels. By utilizing methods such as cocitation analysis, previous research has successfully identified concepts frequently associated with employee loyalty, such as job satisfaction and organizational commitment (Yao et al., 2019).

Meanwhile, recent research in the same context has shown significant developments in the analysis and understanding of employee loyalty. There has been an increase in the use of network analysis methods to visualize the relationships between relevant variables and understand the complex structures influencing employee loyalty. (Abd-El-Salam, 2023; Hien & Tuan, 2023; Hsu et al., 2023; Y. K. Lee et al., 2023; Sachdev & Sauber, 2023) Recent studies have focused on leadership styles. Additionally, recent research has also integrated broader interdisciplinary approaches, including

organizational psychology, sociology, and human resource management, to gain a more holistic understanding of the phenomenon.

For future research, one promising area is the exploration of clustering density in the context of employee loyalty. By leveraging more advanced network analysis techniques, future studies can delve deeper into understanding the interconnected clusters of variables and how their interactions influence the level of employee loyalty. Additionally, future studies can broaden the scope to include external factors that may affect employee loyalty, such as government regulations, social pressures, and political dynamics in the workplace environment. Thus, future research is expected to provide more comprehensive and relevant insights for practitioners and policymakers in strengthening employee loyalty.

Based on the findings presented above, there are implications that need to be considered, including theoretical and practical implications.

5.1. Theoretical Implications

Theoretical implications serve as a reflection for every study, providing insights into the comparison of references used in the research, both in terms of previous research and the findings of the current study. The theoretical implications developed in this research contribute to strengthening the support for previous studies referenced in this research, as well as introducing novelty and potential development of conceptual frameworks for future research in the field of knowledge. On the other hand, the research's contribution allows us to identify the tendencies of previous researchers in examining a phenomenon and the concepts used in analyzing that phenomenon. Research on employee loyalty is often influenced by factors such as well-being and job clarity. This study establishes a new intellectual foundation that research on employee loyalty greatly influences and is influenced by, thus indicating that over time, research on this topic remains compelling.

5.2. Practical Implications

The practical implications of this research are based on the findings that studies related to loyalty have many practical implications relevant to human resource management and overall organizational development. Some practical implications of this research include the following:

Strategic HRM: Understanding the factors influencing employee loyalty can inform strategic human resource management practices. To foster employee loyalty, organizations can tailor their HR strategies to enhance factors such as job satisfaction, organizational commitment, and leadership styles.

Employee Retention: Identifying the determinants of employee loyalty can help organizations develop retention strategies. By addressing factors such as job satisfaction, career development opportunities, and work-life balance, organizations can improve employee retention rates and reduce turnover.

Leadership Development: Recognizing the impact of leadership styles on employee loyalty, organizations can invest in leadership development programs to cultivate ethical, transformational, and empowering leadership behaviors that promote loyalty among employees.

Organizational Culture: Creating a positive and supportive organizational culture can contribute to employee loyalty. Organizations can foster a culture of trust, respect, and transparency in which employees feel valued, empowered, and engaged in their work.

Training and Development: Providing training and development opportunities that align with employee career goals and aspirations can enhance loyalty. Organizations can invest in employee development programs to upskill employees, increase job satisfaction, and foster a sense of commitment to the organization.

Overall, understanding the practical implications of employee loyalty research can guide organizational practices and initiatives aimed at increasing employee engagement, satisfaction, and retention, ultimately contributing to organizational success and competitiveness. These initiatives not only benefit individual employees but also contribute to the long-term success and sustainability of the organization.

6. Final Considerations

Based on the discussion results, the following conclusions can be drawn. The most published articles on employee loyalty research were published during the period from 2017 to 2023. The journal with the greatest number of published articles related to employee loyalty is the Sustainability Switzerland journal. Universiti Utara Malaysia has emerged as the most productive institution/affiliation for publishing research on employee loyalty. The United States stands out as the most productive country for publishing articles on research related to employee loyalty. Additionally, the predominant type of research conducted during the period from 2017 to 2023 is articles.

Furthermore, this research also delves into employee loyalty, which encompasses five clusters and addresses five main topics. Additionally, 98 concepts from 148 articles were obtained from the Scopus database. The results of the review using VOSviewer reveal eleven cluster concepts, namely, in Cluster 1, the related concepts include affective commitment, career development, employee commitment, and mediating effects, while Cluster 2 emphasizes empirical analysis,

employment, and human capital. In Cluster 3, the concepts are directed toward the intention to stay, job satisfaction, and workplace spirituality, and in Cluster 4, the focus is on ethical leadership, millennial generation, and organizational commitment. Furthermore, Cluster 5 focuses on competitiveness, internal marketing, loyalty, and organizational performance.

Therefore, this study contributes to mapping the research on employee loyalty, providing an overview of the dominant topics discussed. Specifically, it elucidates how loyalty is perceived in terms of benefits and consequences. However, a limitation of this research is that the reviewed articles were sourced only from the Scopus database and lacked comparative data. Hence, future studies should employ a comparative analysis approach involving both the Scopus and Web of Science databases.

Ethical considerations

Not applicable.

Conflict of Interest

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