

A Bibliometric Analysis of the Structure and Trends of Job Embeddedness (JE) In Business and Management.

Shibla Sherin P

(Research scholar, LEAD College of Management, Palakkad).

Dr.Afsal EM

(Associate professor, Kerala University of Fisheries and Ocean Studies (KUFOS), Kochi.Dr. Thomas George
(Research Guide, LEAD College of Management, Palakkad).

Dr.Balamourougane.R

(Associate professor, LEAD College of Management, Palakkad).

Abstract Purpose

Research in job embeddedness (JE) has gained momentum in the last decade thanks to its growing popularity among scholars and practitioners. Job embeddedness (JE) theory emphasizes the critical decision factors that explain why employees are willing to stay (Allen).JE scholars have also studied the construct in the context of business and management. Scholars used Hofstede's categorization of cultures as either individualist or collectivist to explain the need for various JE methods across nations, and the field has subsequently appeared to be developing. The ever-growing interest of JE scholars in Business and Management and cross-cultural scenarios requires a comprehensive and scientific review of the literature. The intellectual structure of job embeddedness research in business and management is mapped in this study using bibliometric analysis, filling a significant gap in the literature and offering future research options to researchers in this field.

Design/methodology/approach – The authors have used Biblioshiny software packages to conduct a bibliometric analysis of 271 articles in the domain.

Findings – The significant findings include the most influential countries, journals, articles, and authors, the different research streams and their development, and the future research directions in the domain. Three broad themes emerge when JE is considered in the Business and Management context. The first theme is about differences in job embeddedness behaviors across cultures. The second theme is about the development of Job embeddedness and related constructs. The fourth theme is all about the conceptual and methodological support for the study of JE.

Originality/value – This study is a novel attempt to provide a comprehensive bibliometric analysis of JE research in the context of business and management using a combination of Biblioshiny software packages.

Keywords-Job Embeddedness, Business, and Management, Bibliometric analysis, Biblioshiny

Paper type- Research paper.

Introduction

Human resource strategies in enterprises have evolved into a truly sustainable sector in which employee engagement, commitment, and loyalty may be handled to preserve individual and organizational performance requirements in the contemporary work environment (Nafei, 2014; Vorina et al., 2017). The roles of organizational (on-the-job) and community (off-the-job) embeddedness have been crucial in assessing employment outcomes such as job satisfaction, commitment, and desire to leave (Takawira et al., 2014; Khan et al., 2018). Employees typically leave their jobs because of volunteer turnover, which is brought on by conflicting administrative policies and the unwelcoming demeanour of top management. This causes firms to lose valuable employees (Jiang et al., 2012; Rehman, 2012). Job Embeddedness (JE) is a new concept focusing on the elements motivating workers to remain in organizations (Holtom et al., 2008). The influence of job embeddedness (JE) on employee retention-related decisions has become a significant problem in the workplace.

Many previous research studies reveal that job embeddedness forecasts incremental variation in turnover after controlling for traditional turnover predictors, such as job satisfaction and quit intentions (Crossley et al., 2007; Mallol et al., 2007). The study of Wageeh Nafei (2015) identified that job embeddedness has a significant positive effect on employee performance. The study also found that job embeddedness makes the employees fit for the organizations.

The study of Ng and Feldman (2010) identified that job embeddedness has a positive effect on social capital; however, social capital development reduces with time. Similarly, the study of Holtom et al. (2006) found that JE represents socially solid relationships, a fit in the workplace, and personal involvement in a career, organization, and community, all of which provide chances for the employee to broaden and deepen existing social connections and generate new ones. According to Mitchell et al. (2001), job embeddedness attracts employees to survive the organization, and it develops human and social capital. The previous studies identified that job embeddedness consists of three aspects. Firstly, the link which one must have another; secondly, the fit with the institution and its environment; and the third aspect is how much one would have to sacrifice to change jobs (Lee et al., 2004; Holtom and Inderrieden, 2006).

Previous research studies show that a dearth of literature on job embeddedness status has resulted in the necessity of reviewing the basic understanding of job embeddedness theory and its implications (Alqarni, 2016). Few studies have looked at JE and TOI at the three levels of JE to figure out what role JE plays in the workplace (Karatepe and Shahriari, 2014; Rubenstein et al., 2019; Spain et al., 2014; Shehawy et al., 2018). This study also looks at how other factors related to the firm and the employee affect each other so a complete path of employee turnover framework can be made. In the same way, some studies focus on the effect of job embeddedness on job satisfaction and firm performance (Crossley et al., 2007; Mallol et al., 2007; Wageeh Nafei, 2015). Thus, this paper aims to conduct a bibliometric analysis of the structure and trends of job embeddedness (JE) in business and management. Literature reviews are an essential part of putting together a summary of scientific information and describing the current state of the field (Aria and Cuccurullo, 2017). The bibliometric approach is a systematic and objective method that is trustworthy, easy to repeat, and based on statistical techniques (Diodato and Gellatly, 2013; Aria et al., 2020). This method can be used to look at knowledge's social, intellectual, and conceptual structure through network visualization and data exploration.

This ever-growing interest of JE scholars in business and Management and cross-cultural scenarios requires a comprehensive and scientific review of literature in the domain. The present study, therefore, attempts to address the following research questions (RQs):

RQ1. Among the various countries, journals, articles, and authors contributing to literature about JE in Business and Management, who or which are the most influential?

RQ2. Can JE articles in the context of Business and Management be categorized into different research streams, and how can these research streams develop?

RQ3. What are the future research directions in the field, and what are the opportunities for JE researchers in the context of Business and Management? The rest of the paper is structured as follows: literature review, followed by materials and methods, findings, implications, and conclusion.

Literature review

Prior studies in various academic disciplines have investigated Job embeddedness, such as Business and Management (Terence R. Mitchell, 2001), Psychology (Lee, Thomas W. 2022), and Hospitality and Tourism (Emmanuel Twumasi Ampofo, Osman M. Karatepe, 2021). Extensively examined in the literature, different approaches characterize the concept of trust (Debjani Ghosh, 2014).

For decades, research on employee turnover has focused on job dissatisfaction and perceived alternatives as catalysts for quitting one's job. Indeed, March and Simon's (1958) seminal work suggested that turnover is a function of the perceived ease of movement and the desirability of leaving one's job. In the wake of this research, much of the theoretical landscape of voluntary turnover to date has been shaped by conceptual models posited in the 1970s and early 1980s by scholars such as Mobley (1977; Mobley, Horner, & Hollingsworth, 1978); Katzell, Korman, and Levine (1971); Muchinsky and Morrow (1980); Price (1977); and Steers and Mowday (1981). One notable exception to this traditional paradigm is Lee and Mitchell's (1994) unfolding model of voluntary turnover. This unique perspective on turnover posits alternative pathways to voluntary turnover that are not induced by job dissatisfaction. One crucial implication emerging from this research is that quitting a job is often preceded by some degree of mental consideration (e.g., comparison with alternative jobs), remaining with an organization may simply result from

maintaining the status quo. Based on this notion (Lee, Mitchell, Sablinski, Burton, and Holtom (2004; Mitchell, Holtom, Lee, Sablinski, & Erez, 2001; Mitchell & Lee, 2001) argued that people can become stuck or "embedded" in their job because of various organizational and community-related forces. Job embeddedness has been defined as "the combined forces that keep a person from leaving his or her job" (Yao, Lee, Mitchell, Burton, & Sablinski, 2004, p. 159) and includes factors such as marital status, community involvement, and job tenure.

Mitchell et al. (2001) also found the critical dimensions of JE that are linked with lower TOI above and beyond other factors such as job satisfaction and commitment. Holtom and Inderrieden (2006) also presented a model of JE for describing a unique perspective on "why people stay or leave" their jobs. Several researchers have worked on embeddedness performance and turnover. Their empirical findings suggest that JE characteristics predict employees' intention to quit or turnover. Bergiel et al. (2009) found a significant mediation of JE between organizational practices to embed an employee and intention to leave. They argued that if organizational practices are sufficiently compelling to embed their employees, they would show turnover. Meta-analytic data from various studies also suggest that JE has a reliable and adverse effect on TOI (Jiang et al., 2012). Other studies have found that enhancing JE reduces voluntary TOI (VTOI) in organizations (Chan et al., 2019; Reitz, 2014).

The critical dimensions of job embeddedness include (1) 'link' which refers to formal or informal connections that an employee holds with individuals, organizations, and community, and 2) 'fit', which is the perceived compatibility or comfort of the employee with an organization and with the environment, and (3) 'sacrifice' that represents the perceived cost of material or psychological benefits that are forfeited when quitting the organization. These dimensions include both on-the-job and off-the-job, represented by a three-by-two matrix that includes six dimensions—links, fit, and sacrifice associated with the organization and the community (Holtom and Edward J. Inderrieden 2013).

Different frameworks and applications of JE in the manufacturing and service sectors have been discussed using different factors (J. Cheng & O-Yang, 2018). In the services sector, which includes academics, the hospital industry, business centers, IT firms, home-based jobs, and banking sectors, JE has been widely discussed in the literature, addressing key job performance, commitment, and TOI (Chan et al., 2019). The issue of JE has also been addressed in the manufacturing sector, including the chamber of commerce and industry, oil and gas companies, and the automotive industry (Wheeler et al., 2007). We identified a recent research domain in business and management literature related to voluntary turnover, work performance, etc. JE contends that a person's personal life affects their decision to remain in their current position. According to the job embeddedness theory, increased organizational and community perceptions of job security will boost employees' creative work performance (CWP) within the company and reduce their inclination to hunt for other employment (Osman M. Karatepe).

Scholars view job embeddedness as one of the most decisive variables in voluntary turnover. That significantly lowers the turnover intentions. (Dechawatanapaisa Rahimnia). The ever-growing interest of JE scholars in Business and

Management and cross-cultural scenarios requires a comprehensive and scientific review of the literature. The intellectual structure of job embeddedness research in business and management is mapped in this study using bibliometric analysis, filling a significant gap in the literature and offering future research options to researchers in this field.

Resources and techniques

We followed the recommendation from (Slack) when doing the literature review. It comprises a five-stage literature review process, which is covered in the following parts (Figure 1). Thanks to this process, we could identify the research themes and future research directions.

Database selection

We initially explored Scopus and Web of Science (WoS), the most popular bibliographic databases. As per Elsevier's records, with over 77.8m publications, Web of Science has 1.7bn citations against 1.6bn citations listed on Scopus (Elsevier, 2020; WoS, 2021). Due to the better coverage offered, we chose the Web of Science database for data collection, which is consistent with prior bibliometric studies. 343 studies are in the Web of Science in business and management compared to 323 documents in Scopus.

WoS is one of the most extensive electronic information sources with a scientific and multidisciplinary focus, and this study's data were gathered from WoS. Through the University of the Algarve's virtual private network (VPN), data was collected in July 2022. All indexers of the Web of Science Core Collection were searched for the term "job embeddedness" [JE = ("Job embeddedness")], and peer-reviewed English articles published in reputable scientific journals were chosen based on the eligibility requirements. According to the methodology's criteria, we selected the Web of Science studies, the most relevant database that validates the studies' quality.

Search strategy

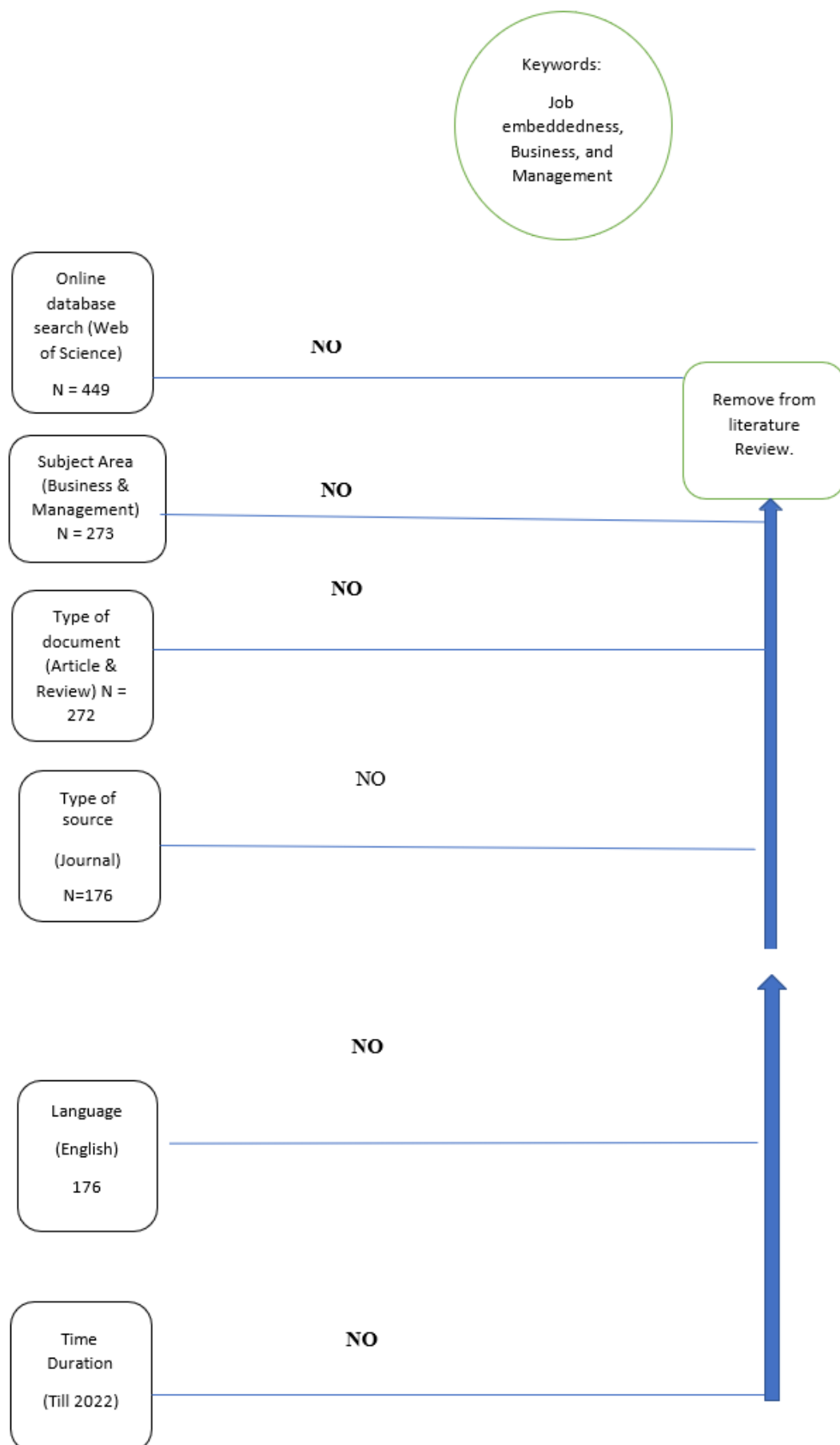
The initial search query included "embedded/ Job embeddedness" and "Business/ Management." We also used synonyms of job embeddedness such as job situatedness, work embeddedness, and foreign with Boolean operators "OR" to obtain the universal set of documents. We used the Boolean operator "AND" to extract documents covering JE Business and Management. The initial search resulted in 449 documents.

Inclusion/exclusion criteria

We restricted the subject area to "Business and Management," due to which 273 documents remained in the output. Since they are regarded as "certified knowledge" (RAMOS-RODRÍGUEZ), we restricted our search to published papers and reviews regarding inclusion criteria, yielding 272 documents. After excluding all non-English items, 271 articles were still included in the search results. These 271 publications' citation data, bibliographic data, abstracts, keywords, and references were acquired in plain text form from the Web of Science.

Data analysis plan

We used Biblioshiny software to analyze the data collected. Biblioshiny is a recently launched (2019) web-based graphical interface of the R-based tool "Bibliometrix" developed by Massimo Aria and Corrado Cuccurullo (2017). It is a sophisticated tool with various analysis and visualisation options for scientific mapping bibliometric analysis (SMA) (Moral-Munoz et al., 2020). Only 59 documents were returned by the search term "TOPIC-ABS-KEY ('bibliometric analysis' AND biblioshiny)" on the Web of Science.



Only eight belong to “Business, Management, domain,” and none pertains to “Human Resource Management. “Our study would be among the first attempts to employ “Biblioshiny” to conduct SMA in the “HR” subject area by using the Web of Science. The most significant papers, authors, journals, organizations, and nations are also progressively tabulated using this method (Waltman). 1399 documents were found when "TITLE-ABS-KEY (Biblioshiny)" was searched on the Web of Science for all years (June 2022). According to data from the last five years (2018–2022), this tool was referenced in 1331 articles, increasing popularity among bibliometric researchers. According to Moral-Munoz et al. (2020), practitioners may benefit from the broad range of techniques provided by Bibliometrix/Biblioshiny when combined with a fantastic visualization tool, such as Bibilioshiny. This combination is currently widely used by bibliometric experts (Aristovnik) (Kawuki). The top ten most influential authors, journals, nations, and publications were found using Bibilioshiny. The co-citation study was conducted using Bibliometric coupling. Three-field plots, keyword analysis, and other analyses were done using Biblioshiny. First, we used keyword analysis to create a thematic map, tree map, word cloud, and trend topic matrix. We next got three field plots to view the connection between countries, keywords, and journals. The graph of annual scientific production, the map of national scientific production, and the most frequently cited local sources were all produced by further analyses.

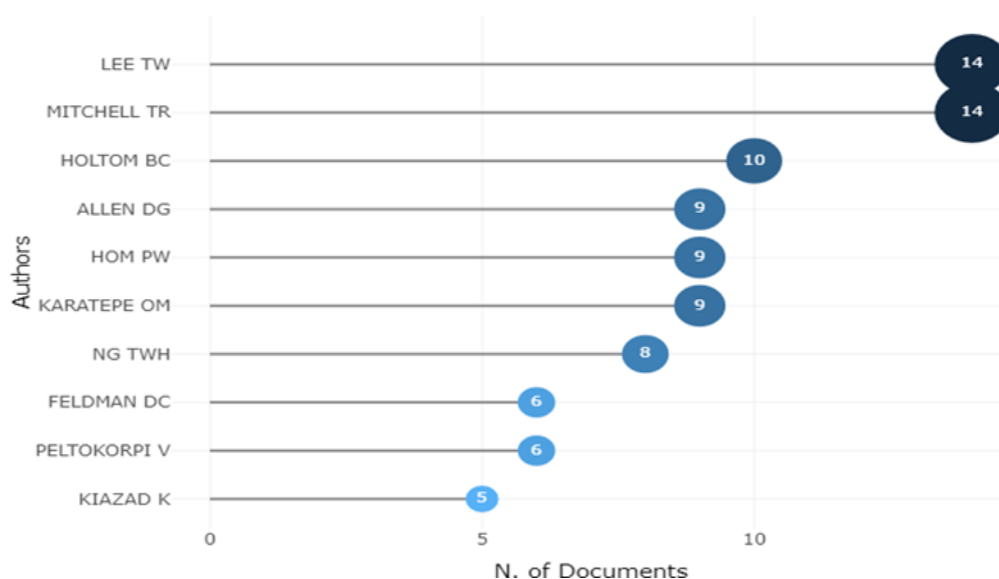
Identification of research gap and future research directions

Study gaps are identified, and future research directions are suggested. We also used cluster analysis and content analysis to locate the study themes and new clusters in the area. We performed a systematic content analysis of the papers from each cluster to propose guidelines for future research under each of them.

Findings

Descriptive details of publications

Figure 1 presents the annual scientific production of articles in the domain. The figure shows that JE research in the context of Business and Management has gained momentum after 2011 and is now witnessing growth with an annual growth rate of 15.32%. The figure indicates three seminal studies in the domain (Chu and Choi, 2011; Dijkmans et al., 2015; Font et al., 2012). The top ten most influential papers in the domain are represented in the Web Appendix. The article-wise analysis resulted in 66 documents with at least three citations (See Web Appendix). The figure indicates three seminal studies in the domain (Chu and Choi, 2011; Dijkmans et al., 2015; Font et al., 2012). The top ten most influential papers in the domain are presented in the Web Appendix. An author-wise analysis of Biblioshiny revealed that 812 authors have at least one document and three citations. The web appendix presents the top ten most influential authors in the domain. The top three authors are Lee, TW, Mitchell, and Holtom BC. They have 485 citations for the paper they authored together (Dijkmans et al., 2015).



We also conducted source-wise analysis on Biblioshiny, which resulted in 23 journals with at least two articles published in the domain with at least two citations (See Web Appendix). Psychology is at the top position with 21 documents and 353 citations, followed by the Journal of Business Research (7 documents, 186 citations) and the Journal of Global Marketing (two documents, 169 citations). We also analyzed the most local cited sources (See Web Appendix). Journal of Applied Psychology is the most locally cited journal, with 2205 journals. 151 local citations (LC), followed by the Academy of Management journal with 1823 Articles. (149 LC) and Journal of Management with 837 Articles. (102 LC). Our next analysis was a country-wise analysis. The geographic spread of the top five countries in the domain as per the number of citations, is presented in the Web Appendix. The USA stands at the top position with 332 documents and 508 citations, followed by China (92 documents, 442 citations). Though India has only 6 documents, as against 44 documents from Australia, it appears at the number 3 position because the most influential authors, Beukeboom C.J., Dijkmans C., and Kerkhof P., belong to this country.

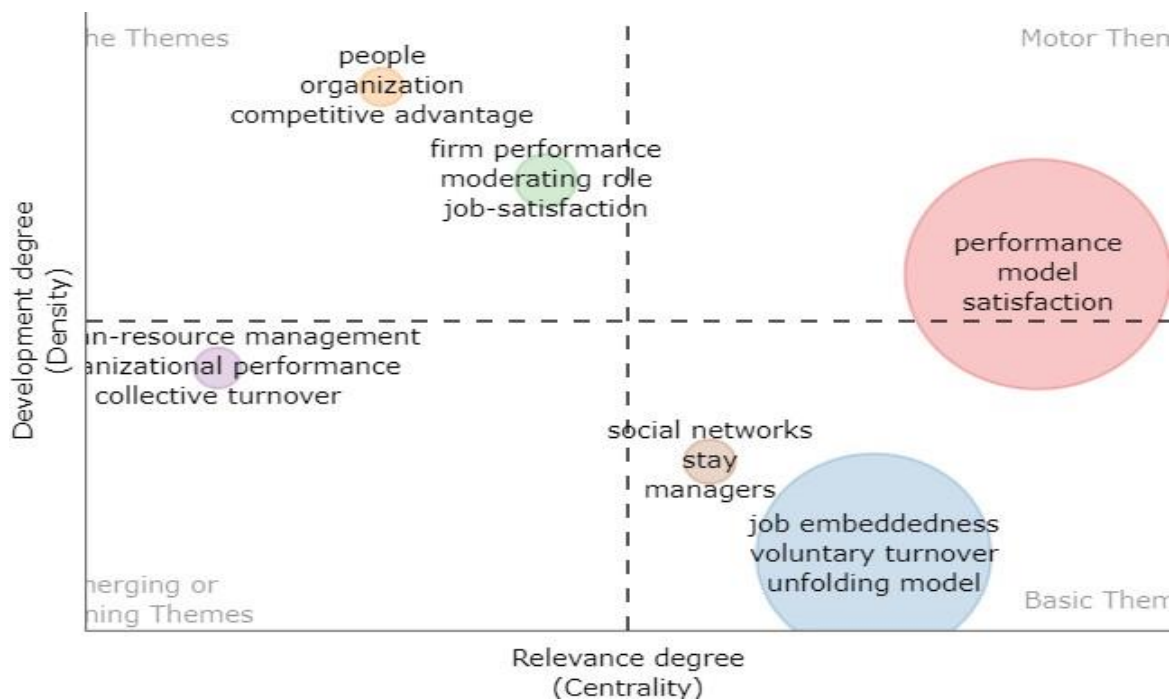
Keyword analyses

We analysed the top 30 most prominent keywords and created the tree map of the top ten keywords (See Web Appendix). We can see that “job embeddedness” is the most used keyword (13%), followed by “performance” (9%) and “Voluntary Turnover” (8%). The word cloud (See Web Appendix) reiterated that “job embeddedness” is the most prominently used keyword in the domain.

The word growth analysis (See Web Appendix) depicts that “Voluntary Turnover” and “Performance” are the keywords that are growing in the domain. We also performed a trend topic analysis (See Web Appendix) to understand the domain's top three most trending topics. We chose “abstract” as the analysis field, while “minimum word frequency” was set to 10. The figure (See Web Appendix) shows that in the year 2021-2022, “community embeddedness,” “intention,” and “satisfaction” are the top three trending keywords, while “voluntary turnover,” “performance,” and “leader-member exchange” were the top-three trending topics in the year 2006 to 2019. We can also conclude from the analysis that the topics change continuously yearly, demonstrating the domain's evolving nature. Finally, to obtain the evolving themes in the domain, we conducted a thematic map analysis through Biblioshiny (See Web Appendix). We ran the analysis with 200 keywords and a minimum cluster frequency of ten (per thousand documents), which resulted in ten clusters. The size of the circles is proportional to the number of keywords occurring in that cluster (Cobo et al., 2011). For instance, under the “research question” theme, 32 separate keywords have appeared 33 times cumulatively, making it the most significant cluster, followed by “satisfaction,” having 2 separate keywords with 58 occurrences. The “job embeddedness” theme has 4 keywords with 7 cumulative occurrences. We see from the figure that the map has two dimensions: centrality and density. The centrality of a given cluster measures “the intensity of its links with other clusters” (Callon et al., 1991). It measures the significance of a theme in developing a particular domain (Cobo et al., 2011).

Thematic map analysis shows that “job embeddedness” is the most significant theme in the domain since it has maximum linkages with the other clusters and has the highest centrality. On the other hand, the theme “Decision Making” has very low centrality, meaning it has minimum linkages with other clusters in the domain. Density is “the strength of the links that tie the words making up the cluster together” (Callon et al., 1991). It represents the theme's ability to maintain and develop itself over a period in the domain (Callon et al., 1991; Cobo et al., 2011). Thematic map analysis shows that the maximum density theme is “research questions.” This represents that the keywords falling within this cluster are closely linked. While “job embeddedness” has low density.

Web Appendix L: Thematic map analysis



Source: *Biblioshiny*

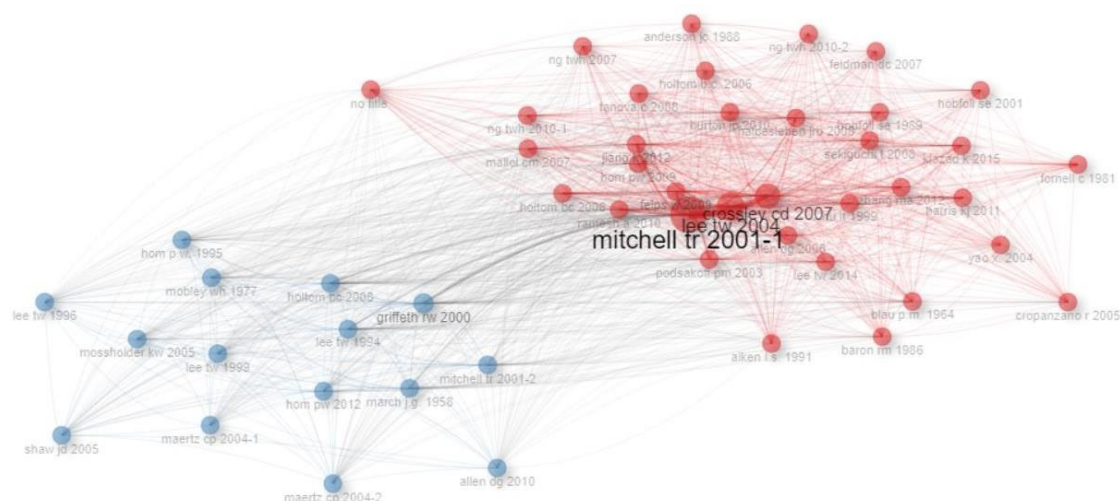
Job embeddedness in business and management, indicating its lesser ability to maintain and further develop itself in due course of time, it may soon disappear in the domain. In a nutshell, we can say that centrality indicates “importance” while density indicates the “development” of a theme. From the figure, we can conclude that “performance model satisfaction” is a motor theme since it is an essential and well-developed theme (Cobo et al., 2011). However, “voluntary turnover” is a highly developed but isolated theme and hence losing its importance in the domain (Cobo et al., 2011). “Context-emergent turnover, as per Cobo et al. (2011), since they carry both low centrality and low density.

Three-field plot

We created a three-field plot for the country, keywords, and journal (See Web Appendix). This figure is based on the more popular Sankey diagrams. The size of the boxes is proportional to the frequency of occurrences (Riehmann et al., 2005); hence, we can say that the USA has the maximum number of publications in the domain, and its scholars are publishing more on “Turnover” “Job embeddedness.” The main interest of scholars in the domain of JE in Business and Management in China is “Embeddedness,” “Job satisfaction,” and “Commitment,” while in Australia, it is “Commitment.” Indian scholars are publishing mainly on “Human capital.” Regarding journals, The Journal of Applied Psychology is publishing mostly on “Turnover” and “Job embeddedness” in the domain. The keyword “Human resource” is popular in the Journal of the Academy of Management.

Co-citation Analysis

Co-citation analysis provides the intellectual structure of the research domain. Co-citation represents the frequency with which another document quotes together two items of extant literature. Many authors must quote the two previous documents to be strongly co-cited. Thus, cocitation is a relationship that the citing authors establish. Since co-citation strength is a function of citing authors, these patterns change with the field’s interests and intellectual patterns (Small, 1973). The domain is classified as clusters using between-centrality index computation (Newman, 2005). Figure 3 presents the cocitation network analysis. Strong relationships among articles help cluster them. Two clusters emerged from the cocitation analysis. Cluster 1 had some seminal articles about JE.



The traditional response to why people leave may have once been that they had other options if they didn't like their jobs. Correspondingly, the answer to why people stay may well have been the vacuous opposite of the reason for turnover: because they like their jobs and don't have any other option. High levels of job satisfaction, organisational commitment, and job involvement served as the main justifications for staying, and these ideas also predominated the turnover study for a long time (Holtom et al. 2008). The concept of job embeddedness was first proposed by American psychologist Mitchell in 2001 and introduced into employee active resignation research. Mitchell, Holtom, Lee, Sablinski, and Erez (2001) focused on why people stay rather than on how they leave. A study by Mitchell (2001) found that job embeddedness is more predictive of employee turnover than traditional attitude variables.

Cluster 2 has some in-depth job embeddedness-related articles. Lee (2004) finds that the concept of job embeddedness can be used to predict the performance of employees and finds that the embeddedness of employees has a significant impact on employee performance. According to Holtom (2006), surveys of Fortune 100 employees also suggest that employees with high levels of job involvement are often associated with high levels of social capital stock. Halbesleben and Wheeler (2008), based on long-term surveys of 573 employees in different industries, found a link between job embeddedness change and fluctuations in employee performance.

Mitchell and his co-authors called these three dimensions *links*, *fit*, and *sacrifice*, respectively, and they are essential both on and off the job. Thus, one can think of a three-by-two matrix that shows six dimensions: links, fit, and sacrifice in an organization and a community. Job embeddedness refers to a state of mind where an employee decides to stay with an organization. This is due to certain organizational-related decision factors (Robinson et al., 2014). These decision factors are related to on-the-job (organizational) or off-the-job (community) embeddedness and affect both the employee's performance and turnover (Peachey et al., 2014). JE can be measured through three constructs: links, fit, and sacrifice. Fit is defined as the compatibility of an employee with the current organizational culture and the surrounding community. Links refer to the employee's connections within the organization or with an external community that may influence the decision process. Sacrifice describes the opportunity cost for the employee when leaving the job (Reitz, 2014).

Implications

As this study provides an overall understanding of extant research on JE in Business and Management, it has implications for researchers and practitioners. In this section, we discuss the scholarly and managerial implications.

Scholarly Implications.

This bibliometric analysis offers valuable insights into the research landscape of job embeddedness within the fields of business and management. The findings of this study hold significant implications for both researchers and practitioners. For researchers, this study identifies the most influential authors, publications, and research topics related to job embeddedness. These insights can guide future research directions and help pinpoint gaps in the existing literature. For instance, the analysis may highlight certain aspects of job embeddedness that have received less attention, or reveal

opportunities to apply job embeddedness theory to new contexts or populations. For practitioners, these findings can inform HR policies and practices aimed at employee retention. By understanding the factors that contribute to job embeddedness, organizations can develop strategies to enhance employees' connections to their jobs, organizations, and communities. For example, companies might focus on fostering a sense of community among employees or offering opportunities that allow individuals to form deeper connections with their work. In summary, this bibliometric analysis provides a comprehensive overview of the job embeddedness literature in business and management and has important implications for anyone interested in this topic, whether in research or practice.

Managerial Implications

The results of this bibliometric analysis on job embeddedness have significant managerial implications for businesses and organizations. By identifying the most influential authors, publications, and research topics in the field, managers can gain valuable insights into the factors contributing to employee retention and engagement. This can inform the development of effective HR policies and practices that increase job embeddedness and employee commitment.

One key implication of this analysis is the importance of organizational and community factors in job embeddedness. Managers can use this information to create a workplace culture that fosters a sense of community among employees through team-building exercises or social events. Encouraging employees to participate in community activities outside of work can also build a sense of connection and engagement. Also, Managers can use this knowledge to develop holistic approaches to job embeddedness that address both employee and organizational needs. For example, managers can provide opportunities for employees to develop their skills and take on new responsibilities while ensuring that the work environment is supportive and conducive to employee well-being.

Another implication of this analysis is that job embeddedness is closely linked to employee engagement and retention. By developing strategies to increase job embeddedness, managers can help to reduce turnover and increase employee commitment. This can result in significant organizational cost savings and a more stable and productive workforce. Additionally, the analysis highlights the role of job satisfaction and organizational commitment in job embeddedness. Managers can use this information to ensure employees are satisfied with their jobs and committed to the organization. This can be achieved through strategies such as providing opportunities for professional development and career advancement, creating a positive work environment, and recognizing and rewarding employees for their contributions.

Finally, the analysis underscores the importance of understanding job embeddedness in diverse populations and contexts. For example, the analysis might reveal that certain demographic groups or industries experience higher levels of job embeddedness than others. Managers can use this information to tailor their HR policies and practices to specific groups by offering more flexible work arrangements or customized training programs.

Overall, the findings of this bibliometric analysis can provide valuable guidance for managers seeking to increase job embeddedness and employee retention in their organizations.

Conclusion and limitations

The primary objective of our study was to understand the evolving nature of JE (Job embeddedness) in the context of business and management and suggest possible areas for future exploration. We set out to answer three RQs in this study. RQ1. Among the various countries, journals, articles, and authors that have contributed to literature pertaining to JE in the context of Business and Management, who or which are the most influential?

RQ2. Can JE articles in the context of Business and Management be categorized into different research streams, and how can these research streams develop?

RQ3. What are the future research directions in the field, and what are the opportunities for JE researchers in the context of Business and Management? The rest of the paper is structured as follows: literature review, followed by materials and methods, findings, implications, and conclusion.

RQ1 was about the most relative influence in the area of interest. We found that the USA is the most influential country, the Journal of Applied Psychology is the most influential, the article by Thomas W. Lee (2004) is the most influential. Holtom is the most influential author in the domain. Finally, RQ3 was about future directions. We discussed this partially

in the earlier section under “Scholarly Implications and Managerial Implication.”. One of the critical implications of this analysis is that job embeddedness is a multifaceted concept that includes both individual and organizational factors. Managers can use this knowledge to develop holistic approaches to job embeddedness that address employee and organizational needs. For example, managers can provide opportunities for employees to develop their skills and take on new responsibilities while ensuring that the work environment is supportive and conducive to employee well-being.

The analysis also highlights the importance of measuring job embeddedness and monitoring changes overtime. By regularly assessing employee levels of job embeddedness, managers can identify areas for improvement and track the effectiveness of their retention strategies. This can help managers to make data-driven decisions and adjust their approach as needed. Finally, the analysis underscores the need for organizations to prioritize job embeddedness as a key factor in employee retention and engagement. By emphasizing job embeddedness in HR policies and practices, organizations can create a culture that values employee well-being and promotes long-term commitment to the organization.

The discussion on emerging themes from this study will help JE scholars plan their future research in this field. However, like many other studies, this study has limitations that must be acknowledged. We utilize the Web of Science as a single source for collecting data, which may have excluded publications from other databases. Future scholars would also like to explore other databases to minimize this bias. Since the domain is relatively new (Michael Clinton al., 2012), similar studies need to be carried out to understand the topic's evolving nature. Despite these limitations, this study offers a holistic view of this field and provides several possible approaches for researchers exploring this topic further. Overall, this bibliometric analysis provides important insights for managers seeking to increase job embeddedness and retention in their organizations. Managers can create a more engaged, committed, and productive workforce by understanding the factors that contribute to job embeddedness and developing effective strategies to increase it.

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