

DECODING TRENDS IN JOB SATISFACTION AND EMPLOYEE LOYALTY: A 24-YEAR BIBLIOMETRIC STUDY

Tareq Almagrouk M Elagili, S. M. Ferdous Azam, Jacqueline Tham, Ali Khatibi
Postgraduate Centre, Management and Science University, Shah Alam, Malaysia

Abstract

This study undertakes a comprehensive bibliometric analysis of scholarly publications on employee job satisfaction and loyalty, drawing from the Scopus database. Utilizing Microsoft Excel for data analysis and VOS viewer for data visualization, the research examines a total of 480 publications from 2000 to 2024. These publications incorporate keywords such as "job satisfaction," "employee* satisfaction," "staff satisfaction," "employee happiness," and "employee* loyalty." The analysis reveals a consistent increase in the volume of research over the years, with English emerging as the predominant language and the United States as the leading country in terms of research output.

The study identifies contributions from 159 experts across 95 countries and 160 universities, highlighting the diverse and collaborative nature of research in this field. The findings indicate a rich relationship of multiple authorships in studies addressing customer loyalty. Despite the robustness of the analysis, researchers are encouraged to carefully scrutinize individual studies to assess their relevance and contributions towards specific research questions in the realm of employee satisfaction and loyalty.

Looking forward, this bibliometric review serves as a valuable resource for scholars aiming to fill gaps in the current literature. Future research can further expand the knowledge base by exploring additional keywords, titles, and abstracts that enrich our understanding of employee job satisfaction and loyalty. Moreover, integrating the concept of "customer satisfaction" with employee loyalty studies is recommended to yield insights that resonate with contemporary trends in customer loyalty research. This approach promises to offer novel perspectives and align with the evolving landscape of employee and customer relations in the workplace.

Keywords: Employee Job Satisfaction, Employee Loyalty, Bibliometric Analysis, Organizational Behavior, Workplace Dynamics.

1 Introduction

In the rapidly evolving landscape of modern business and organizational management, the concepts of employee job satisfaction and loyalty have emerged as pivotal elements influencing organizational success and sustainability. As technology advances and global markets shift, understanding these dynamics has become crucial for enterprises seeking to navigate the complexities of the 21st-century workplace. The extensive body of literature, as collated in the recent compilation of scholarly articles (2000-2024), underscores the growing academic and practical interest in these topics. This interest reflects a broader societal and economic shift towards acknowledging the critical role of employee well-being in the overall health of organizations (Aman-Ullah and Mehmood, 2023; Duc, 2022).

The transformation of work environments and organizational structures, propelled by digitalization, has brought into focus the diverse factors that influence employee satisfaction and loyalty. Studies have explored how aspects like organizational culture, leadership styles, work-life balance, and employee engagement strategies affect the overall job satisfaction and loyalty of employees. Notably, Fettouh (2022) have contributed to our understanding of how leadership and management practices play a critical role in shaping these dynamics. Similarly, the work of authors like Kazakov et al. (2020) has shed light on the impact of technological advancements and digitalization on employee perceptions and experiences in the workplace.

Additionally, the changing nature of work, marked by the rise of remote working arrangements and flexible work policies, has further complicated the understanding of job satisfaction and employee loyalty. This shift necessitates a reevaluation of traditional models and theories of employee engagement and satisfaction, as seen in the works of Ratten (2014). The integration of technology in work processes, as examined by Hashim et al. (2020) and Elias (2021), poses new challenges and opportunities for enhancing employee satisfaction and fostering loyalty.

However, this growing body of research presents a challenge in synthesizing and understanding the vast array of findings and perspectives. The need for a comprehensive analysis is imperative to map out the intellectual structure, identify key contributors, and trace the evolution of research themes in this field. Such an analysis is not only beneficial for academic purposes but also provides practical insights for organizations striving to enhance their workplace environments and employee relations. The work of Lepkowska-White et al. (2019) and Setkute and Dibb (2022), for example, offers valuable perspectives on the application of these research findings in real-world scenarios.

Despite the wealth of research, there remains a gap in the consolidated overview of how these studies interconnect and evolve over time. A bibliometric analysis of the literature spanning from 2000 to 2024 can provide invaluable insights into the thematic progression, methodological trends, and influential works in the field of employee job satisfaction and loyalty. This analysis is not only instrumental in identifying the most impactful studies and authors but also crucial in understanding the shifts in research focus and methodologies over nearly a quarter of a century.

The aim of this study is to conduct a bibliometric analysis that maps the research trajectory on employee job satisfaction and loyalty. It seeks to uncover the thematic structures, trace the chronological development of research themes, and highlight the most influential publications and authors in this domain. Through this analysis, the study intends to fill the existing gap in the literature by providing a comprehensive overview of the field's maturity and evolution.

Employing advanced bibliometric techniques, such as citation and co-citation analysis, this study will analyze data from a rich repository of scholarly articles. This approach will enable a detailed examination of the interconnections among studies, revealing the underlying patterns and trends in the research landscape. The outcomes of this study are anticipated to guide future research directions, inform organizational strategies and practices, and serve as a cornerstone for scholars and practitioners interested in the dynamics of employee satisfaction and loyalty in modern organizational contexts.

In essence, this bibliometric study aims to offer a novel and comprehensive perspective on the existing literature, providing a structured and insightful understanding of how the concepts of employee job satisfaction and loyalty have been explored, discussed, and developed in academic research from 2000 to 2024. By doing so, it aspires to contribute significantly to the field of organizational behavior and human resource management, underlining the importance of these elements in shaping the future of work and organizational success.

2 Background of Research on Employee Job Satisfaction and Loyalty

Employee job satisfaction and loyalty are critical components in the success of organizations, contributing significantly to their performance, growth, and competitiveness. This holds true across diverse sectors and sizes, from Small and Medium Enterprises (SMEs) to large corporations. The evolution of research in this area reflects a growing understanding of its importance in fostering a resilient and productive workforce (Ambrogio *et al.*, 2022; Azadeh and Zarrin, 2016; Chowdhury *et al.*, 2022; Chowdhury and Quaddus, 2017).

Since the early 2000s, the volume and depth of research into job satisfaction and loyalty have expanded considerably. Early studies primarily focused on understanding the basic determinants of job satisfaction, gradually incorporating more complex aspects such as employee loyalty and the influence of organizational culture (Kim *et al.*, 2005; Rodrigues and Carlos M., 2010).

Between 2011 and 2015, there was a notable shift in research themes, with studies increasingly exploring the dynamics of work-life balance, the impact of leadership styles on employee satisfaction, and the relationship between employee engagement and overall organizational performance. This period marked a significant increase in scholarly output, introducing new dimensions like the psychological aspects of job satisfaction and the role of employee engagement in driving business success (Karanika-Murray *et al.*, 2015; Rayton and Yalabik, 2014).

From 2016 to the present, research in this field has continued to gain momentum, with scholars exploring various facets of employee satisfaction and loyalty. Contemporary studies have delved into the impacts of digital transformation, remote working, and technological advancements on employee experiences. Emerging research trends include the exploration of AI-driven engagement strategies, the use of data analytics in understanding employee satisfaction, and the influence of technology on workplace loyalty (Jankovic and Curovic, 2023; Prentice *et al.*, 2020).

Understanding the drivers and challenges of employee satisfaction and loyalty is of paramount interest to both practitioners and academics. Research indicates that a positive work environment not only enhances employee well-being but also equips organizations to effectively compete in their respective industries. However, implementing effective employee satisfaction and loyalty strategies is not without its challenges. Overcoming these barriers is essential for the successful cultivation of a committed and satisfied workforce (Safdar and Liu, 2020; Xu *et al.*, 2021).

The digital era has brought a transformation in how organizations engage with their employees (Schneider and Sting, 2019). The use of digital tools and platforms has facilitated more efficient communication, knowledge sharing, and problem-solving, contributing to enhanced job satisfaction and loyalty (Abualoush *et al.*, 2018). Additionally, the integration of social media and

other digital platforms in the workplace has been shown to reduce operational costs, improve employee relationships, and foster a more connected and satisfied workforce (Moqbel *et al.*, 2020). The landscape of research on employee job satisfaction and loyalty has evolved to encompass a wide range of factors, from traditional workplace dynamics to the impact of modern technological advancements. This research is crucial for organizations seeking to understand and improve the work experience of their employees. Future studies are expected to further explore the intersection of technology, employee satisfaction, and loyalty, providing deeper insights into how businesses can adapt to the changing work environment while maintaining a committed and satisfied workforce.

3 Bibliometric research method

3.1 Defining the Appropriate Search Terms

This study aimed to thoroughly explore the interconnected realms of "employee job satisfaction" and "employee loyalty." To capture the full breadth of literature in these areas, a comprehensive combination of related terms was employed. The search, conducted on January 4, 2024, utilized the Scopus database, encompassing research from the period 2000 to 2024. As detailed in Table 1, the chosen search query was TITLE-ABS-KEY ("job satisfaction" OR "employee* satisfaction" OR "staff satisfaction" OR "employee happiness") AND ("employee* loyalty"). This specific combination of terms was selected after a preliminary review of pertinent literature, ensuring coverage of various aspects of employee satisfaction and loyalty.

To refine the search further, the focus was narrowed to publications within certain subject areas, namely Business, Management and Accounting, Social Sciences, Arts and Humanities, Economics, Econometrics, and Finance. This refinement led to the identification of 379 documents, excluding 101 entries from unrelated fields. The types of publications incorporated into this study included Articles, Reviews, Book Chapters, and Conference Papers, amounting to a total of 379. Subsequent to an additional language-based refinement, which limited the dataset to documents published in English, the final tally of pertinent documents was 374. This strategic and focused approach ensured the compilation of a comprehensive and relevant dataset, optimal for an in-depth bibliometric analysis.

Table 1: Article inclusion and exclusion criteria

Selected criteria	Exclude	Include
Database “Scopus”		
Date of search: 04 Jan 2024		
Research period: 2000 - 2024		
Term of Search TITLE-ABS-KEY ("job satisfaction" OR "employee* satisfaction" OR "staff satisfaction" OR "employee happiness") AND ("employee* loyalty")	-	480
Subject Area: Business, Management and Accounting, Social Science, Arts and Humanists, Economics, Econometrics and Finance	101	379
Type of Publication: Article, Review, Book Chapter and Conference Paper	-	379

3.2 Data Collection

For this bibliometric analysis, we selected Scopus as the primary data source due to its comprehensive collection of double-blind peer-reviewed publications across high-impact factor journals. A systematic approach was adopted to refine our search, leading to the final dataset as outlined in Table 1. The search employed TITLE-ABS-KEY ("job satisfaction" OR "employee* satisfaction" OR "staff satisfaction" OR "employee happiness") AND ("employee* loyalty"), initially yielding 480 documents.

The dataset was further refined by focusing on specific subject areas: Business, Management and Accounting, Social Science, Arts and Humanities, Economics, Econometrics, and Finance. This focus reduced the set to 379 documents, excluding 101 from unrelated fields. Subsequent filtering included only Articles, Reviews, Book Chapters, and Conference Papers, maintaining the count at 379. The final selection criterion was the language, where only English-published documents were considered, resulting in a total of 374 relevant articles.

Given that data extracted from Scopus and similar online databases may contain inaccuracies due to erroneous bibliographical and bibliometric information, additional steps were undertaken to ensure data quality. We adhered to the cleaning and organizing procedures recommended by Zupic and Čater (2015) and Donthu, Kumar, Mukherjee, et al. (2021).

To enhance the precision of our analysis, we utilized the "natural language processing" tool within the VOSviewer software. This tool was instrumental in cleaning and standardizing terms found in the articles' titles, abstracts, and keywords. Our process included converting plural nouns to their singular forms (e.g., "enterprises" to "enterprise"), unifying different spellings of similar concepts (e.g., merging 'optimisation' and 'optimization' into "Optimization"), and expanding abbreviations to their full forms (e.g., translating "KSFs" to "Key Success Factors"). These cleanup methods were crucial in achieving thematic consistency, thus ensuring a more accurate and reliable bibliometric analysis.

3.3 Selecting the Techniques for Analysis

In our bibliometric study, a variety of quantitative methodologies were utilized to scrutinize and interpret the data amassed from the 374 articles identified via the Scopus database. Bibliometric analysis, as delineated by Mishra et al. (2018) and Goyal and Kumar (2021), serves as an invaluable tool in extracting novel insights from extant literature. This approach is instrumental in identifying research trends, compiling thematic bibliographies, and evaluating the research landscape within a specific field (Gao *et al.*, 2021; Hossain *et al.*, 2022).

The data, encompassing publications from 2000 to 2024 across Business, Management and Accounting, Social Sciences, Arts and Humanities, Economics, Econometrics, and Finance, underwent a detailed bibliometric analysis. Techniques such as authorship analysis, citation analysis, bibliographic coupling, co-citation, and co-word analysis were employed. These methods are pivotal in gaining a more profound understanding of the bibliographic data, facilitating the

detection of patterns, identification of key authors, recognition of seminal works, and pinpointing emerging research areas in employee job satisfaction and loyalty. Adhering to the guidelines proposed by Donthu, Kumar, Mukherjee, et al. (2021), this structured approach to bibliometric analysis guarantees a thorough and systematic review of the literature, yielding valuable insights into the development and contemporary landscape of research in this domain.

4 Findings

4.1 Performance Analysis

Figure 1 provides an insightful visualization of the trends in publication and citation within the realm of employee job satisfaction and loyalty research from 2000 to the start of 2024. The year 2023 marks a significant peak in publications, with a total of 65 papers contributing to the field, suggesting a vibrant interest and a high level of academic activity in this particular year.

A pivotal observation from the graph is the pronounced peak in citations occurring in 2010. With a total of 908 citations, this year stands out as the most cited within the analyzed timeframe, indicating that the research published around this period resonated deeply with the academic community and has been influential in subsequent studies on job satisfaction and loyalty. The heightened citation count could be reflective of a few seminal works published in preceding years that garnered widespread recognition or a collective increase in the quality and relevance of research during that time.

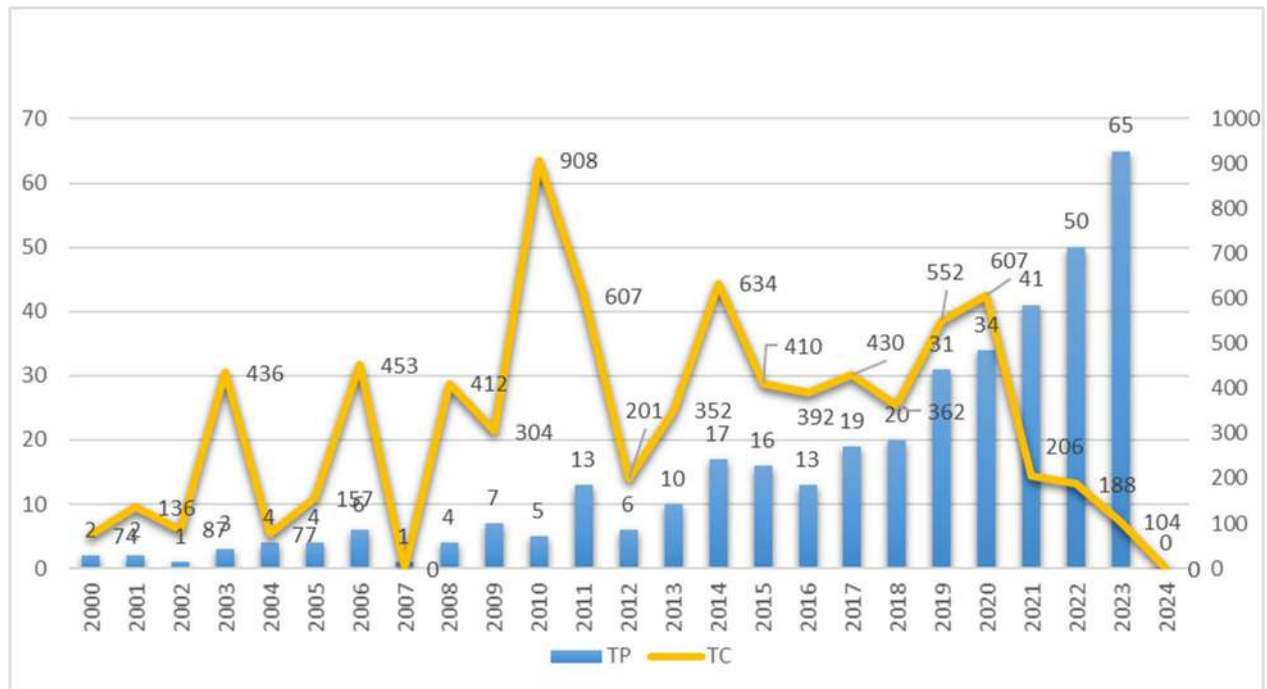
The growth trajectory in publications began modestly in the early 2000s, with a consistent rise in scholarly output leading up to the substantial increase that commenced around 2008. This upward trend experienced fluctuations but maintained a general ascendancy, culminating in the peak publication count of 2023.

However, there appears to be a downturn in the number of publications in 2024, with a decrease to 50 publications noted. Given that the data was collected at the onset of 2024, this figure likely represents an incomplete count for the year, and the actual number may increase as the year progresses. Additionally, the citation count for 2024 stands at 183, which may grow as these publications have time to circulate in the academic community and accrue citations.

The bibliometric analysis, as illustrated by Figure 1, suggests that employee job satisfaction and loyalty research has cemented its place within academic literature. The consistent interest and significant citation counts, even in years with fewer publications, indicate that the contributions to this field are of enduring relevance. Despite the recent dip, the established pattern and the data collection cutoff early in 2024 suggest that this research area is likely to experience continued interest and potentially an uptick in publications and citations as the year unfolds.

Notes: TP = total number of publications; TC = total citations

Figure 1: Digital marketing in Job Satisfaction research publication trends



4.2 Prominent Authors, Institutions, and Countries in Employee Job Satisfaction and Loyalty Research

Table 2 presents a wealth of information about the intellectual contributors to the field of employee job satisfaction and loyalty research. When we juxtapose this table with the trends depicted in Figure 1, a narrative begins to unfold that illustrates not only the productivity of individual researchers and institutions but also the geographical distribution of influential research.

The citation peak in 2010 in Figure 1 could likely be associated with seminal publications from influential authors listed in Table 2. For instance, Kelliher and Anderson (2010), with a notable citation count of 687, may have contributed significant work around this time that resonated with the academic community, contributing to the spike in citations. Similarly, the works of other prominent authors such as Osman M. Karatepe and Emin Babakus, both with substantial citation counts, may also align with the peaks in citations, indicating that their research has had a lasting impact and has been frequently cited in subsequent studies.

The institutions represented in Table 2, such as Cranfield University and the Cyprus University of Technology, could correlate with the increased volume of publications, particularly in years leading up to and including 2021. These institutions may have produced a significant body of research that contributed to the peak in publications. The presence of institutions from the United States, United Kingdom, Cyprus, and other countries suggests that the research in this field has a broad international base, which may explain the sustained global interest and citation counts over the years.

The countries listed in Table 2, with the United States at the forefront, followed by the United Kingdom and others, highlight where the research on job satisfaction and loyalty is most active and impactful. The United States, with the highest total citations, may have a significant influence

on the overall trends seen in Figure 1. Research from these countries may contribute to the robust body of literature that sustained interest and citation counts even in years with fewer publications.

Table 2: Most influential authors, organizations and country

TC	Author	TP	TC	Institution	T P	TC	Country	TP
687	Kelliher, Clare	2	585	Cranfield university, UK	1	40	United states	171
548	Karatepe, Osman M.	2	228	Cyprus university of technology, Cyprus	1	25	United Kingdom	137
410	Avci, Turgay	2	208	New Mexico state university, united states	1	16	China	513
373	Babakus, Emin	2	208	Mendoza college of business, university united states	1	17	Australia	469
373	Yavas, Ugur	2	287	VU university, Netherlands	1	9	Hong Kong	463
325	Bal, P. Matthijs	2	366	East Tennessee state university, United States	1	15	Turkey	424
325	De Lange, Annet H.	2	287	University of Groningen, Netherlands	1	8	Canada	338
325	Jansen, Paul G.W.	2	208	Lakehead University, Canada	1	10	Taiwan	278
325	Van Der Velde, Mandy E.G.	2	228	University of central Lancashire, Cyprus	1	12	South Korea	277
182	Ashill, Nicholas J.	3	287	Utrecht university, Netherlands	1	5	Belgium	274

Notes: TP = total number of publications; TC = total citations

The exploration of Table 2 in relation to Figure 1 provides insight into how the collective contributions of key authors, institutions, and countries drive the research trends in employee job satisfaction and loyalty. It underscores the interconnected nature of scholarly work, where the output from a handful of prolific authors and institutions can significantly shape the academic landscape, as seen in the publication and citation patterns over time. This synergy between individual and collective contributions illustrates the cumulative development of knowledge in the field and the enduring impact of influential research on the academic community's ongoing discourse.

4.3 Most Influential Journals in Employee Job Satisfaction and Loyalty Research

Table 3 presents the most prominent academic sources in the research of employee job satisfaction and loyalty. Leading the list, "Human Relations" stands as the most cited journal in this domain, amassing 684 total citations from 2 publications. Close behind is the "International Journal of Contemporary Hospitality Management," accruing 479 citations from 9 publications. Another significant journal, "Total Quality Management and Business Excellence," has garnered 425 citations across 8 publications.

Particularly noteworthy is "Sustainability (Switzerland)" for its prolific contribution, totaling 11 publications between 2016 and 2024. This indicates a recent surge in research output in this area. Journals such as "Tourism Management" and the "Journal of Human Resources in Hospitality and Tourism" have also demonstrated their influence through a considerable number of publications, further disseminating research on this topic.

An analysis of the distribution of publications over the years reveals distinct trends, with varying journals gaining prominence in different periods. The initial phase from 2000 to 2007 saw a modest but influential collection of publications, with "Total Quality Management and Business Excellence" and "Services Marketing Quarterly" making key contributions to the foundational research in the field.

The subsequent period from 2008 to 2015 marked an uptick in research activity. Journals like the "International Journal of Contemporary Hospitality Management" and "Tourism Management" significantly enriched the existing body of knowledge during this time.

The most recent era, spanning from 2016 to 2024, witnessed a notable expansion in research, especially in "Sustainability (Switzerland)," which published all of its 11 influential articles exclusively in this timeframe.

Table 3: Most influential articles

JOURNAL	TC	TP	2000 -2007	2008 -2015	2016-2024
Human relations	684	2	1	1	
International journal of contemporary hospitality management	479	9		2	7
Total quality management and business excellence	425	8	1	5	2
Tourism management	406	3		1	2
Sustainability (switzerland)	326	11			11
Journal of vocational behavior	303	2		1	1
Industrial management and data systems	299	4		4	
Personnel review	204	5	1	2	2
Services marketing quarterly	184	3	1	2	
Journal of human resources in hospitality and tourism	177	7		3	4
Employee relations	149	6		1	5
Total quality management	148	2	2		

International journal of hospitality management	138	4	1	3
Human resource management	132	2	1	1
International journal of bank marketing	110	3	1	2
Management science letters	101	3		3
Journal of service management	98	2	1	1
International journal of Human resource management	90	4	1	3
Journal of sustainable tourism	88	2	2	
International journal of production economics	85	2	2	

Notes: TP = total number of publications; TC = total citations

In contrast to the findings in digital marketing research within SMEs, which noted an absence of publications in top journals between 1997 and 2004, the realm of employee job satisfaction and loyalty has experienced a consistent, albeit variable, flow of publications throughout the years in various leading journals. This trend underscores a sustained and evolving interest in the subject and highlights the pivotal role these journals have played in sculpting the research landscape of employee job satisfaction and loyalty.

4.4 Most Influential Articles in Employee Job Satisfaction and Loyalty Research

Table 4 highlights the most cited and influential articles in the domain of employee job satisfaction and loyalty research. Leading the list is Kelliher and Anderson (2010)'s article "Doing more with less? Flexible working practices and the intensification of work," which has amassed 585 citations. This pivotal study delves into the effects of flexible working practices on work intensity and their subsequent impact on employee satisfaction.

Closely following is Babakus et al. (2003)'s study, "The effect of management commitment to service quality on employees' affective and performance outcomes," with 366 citations. This paper investigates the influence of management's commitment to service quality on employees' emotional responses and performance.

Also notable is Bal et al. (2008)'s meta-analysis, "Psychological contract breach and job attitudes: A meta-analysis of age as a moderator," which has garnered 287 citations. It examines how age moderates the relationship between psychological contract breaches and job attitudes.

Zopiatis et al. (2014)'s research, "Job involvement, commitment, satisfaction, and turnover: Evidence from hotel employees in Cyprus," with 228 citations, offers insights from the hotel industry in Cyprus on the connections between job involvement, organizational commitment, job satisfaction, and employee turnover.

These studies, along with others such as Jun's research on TQM practices in maquiladoras and Karatepe (2015)'s examination of psychological capital and work engagement, highlight a diverse range of topics that have significantly enriched the literature on employee job satisfaction and

loyalty. Each study addresses various facets of the field, from management practices and flexible work arrangements to psychological contracts and employee attitudes.

The 2010 research by Carlson on the relationship between schedule flexibility and the work-family interface, Davidescu et al. (2020) study on work flexibility and its implications for sustainable human resource management, and Matzler's (2006) analysis of interpersonal trust and its relation to employee satisfaction and loyalty have all contributed critical insights that have been widely recognized and cited in subsequent research.

Table 4: Top references for Job Satisfaction

Author	Title	TC
Kelliher and Anderson (2010)	Doing more with less? flexible working practices and the intensification of work	585
Babakus et al. (2003)	The effect of management commitment to service quality on employees' affective and performance outcomes	366
Bal et al. (2008)	Psychological contract breach and job attitudes: A meta-analysis of age as a moderator	287
Zopiatis et al. (2014)	Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus	228
Jun et al. (2006a)	TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty	208
Karatepe and Karadas (2015)	Do psychological capital and work engagement foster frontline employees' satisfaction? : A study in the hotel industry	182
Carlson et al. (2010)	The relationship of schedule flexibility and outcomes via the work-family interface	177
Davidescu et al. (2020)	Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management	171
Matzler and Renzl (2006)	The relationship between interpersonal trust, employee satisfaction, and employee loyalty	162
Antoncic and Antoncic (2011)	Employee satisfaction, intrapreneurship and firm growth: A model	151
Stamolampros et al. (2019)	Job satisfaction and employee turnover determinants in high contact services: Insights from Employees'Online reviews	126
King and Grace (2009)	Employee based brand equity: A third perspective	116
Zhu et al. (2014)	How is employee perception of organizational efforts in corporate social responsibility related to their satisfaction and loyalty towards developing harmonious society in Chinese enterprises?	104

De Menezes and Kelliher (2017)	Flexible Working, Individual Performance, and Employee Attitudes: Comparing Formal and Informal Arrangements	102
Turkyilmaz et al. (2011)	Empirical study of public sector employee loyalty and satisfaction	100
Paulsen et al. (2005)	Job uncertainty and personal control during downsizing: A comparison of survivors and victims	99
Van Maele and Van Houtte (2012)	The role of teacher and faculty trust in forming teachers' job satisfaction: Do years of experience make a difference?	99
Sharma et al. (2016)	Internal service quality as a driver of employee satisfaction, commitment and performance: Exploring the focal role of employee well-being	97
Ashill et al. (2008)	The effect of management commitment to service quality on frontline employees' job attitudes, turnover intentions and service recovery performance in a new public management context	97
Kong et al. (2018)	Job satisfaction research in the field of hospitality and tourism	97

Notes: TC = total citations

Furthermore, the studies demonstrate a variety of methodologies and contexts. This includes Stamolampros et al. (2019) analysis of determinants of job satisfaction and employee turnover in high-contact services based on online reviews, and Zhu's (2014) exploration of employee perceptions of corporate social responsibility in Chinese enterprises.

Collectively, these articles have significantly shaped the understanding and discourse in the area of employee job satisfaction and loyalty over the years, influencing academic and practical approaches to human resource management and organizational behavior. Their collective impact is evidenced by the citation counts, underscoring their relevance and significance within the academic community. The breadth of topics covered by these articles, and their contribution to the field, highlight the complexity of factors influencing employee job satisfaction and loyalty. This underscores the necessity for ongoing research to address the evolving challenges and trends in the workplace.

4.5 Top References in Employee Job Satisfaction and Loyalty Research

Table 5 enumerates the most referenced publications in the field of employee job satisfaction and loyalty, detailing both local citations within the reviewed corpus and their global citations. The 2010 article by Kelliher and Anderson, "Doing more with less? Flexible working practices and the intensification of work," emerges as a pivotal reference, accruing a significant number of global citations. This underscores its extensive recognition and impact within the research community. The study critically examines the repercussions of flexible working arrangements on work intensity and their implications for employee satisfaction.

Another notable work is Babakus et al. (2003) paper, "The effect of management commitment to service quality on employees' affective and performance outcomes," which has accumulated a substantial citation count. This paper explores the effects of an organization's commitment to service quality on employees' emotional responses and job performance, elements integral to job satisfaction and loyalty.

Other influential works include Bal et al. (2008) meta-analysis examining the role of age in the relationship between psychological contract breach and job attitudes, and Zopiatis et al. (2014) investigation into the interplay of job involvement, commitment, satisfaction, and turnover within the hotel industry in Cyprus.

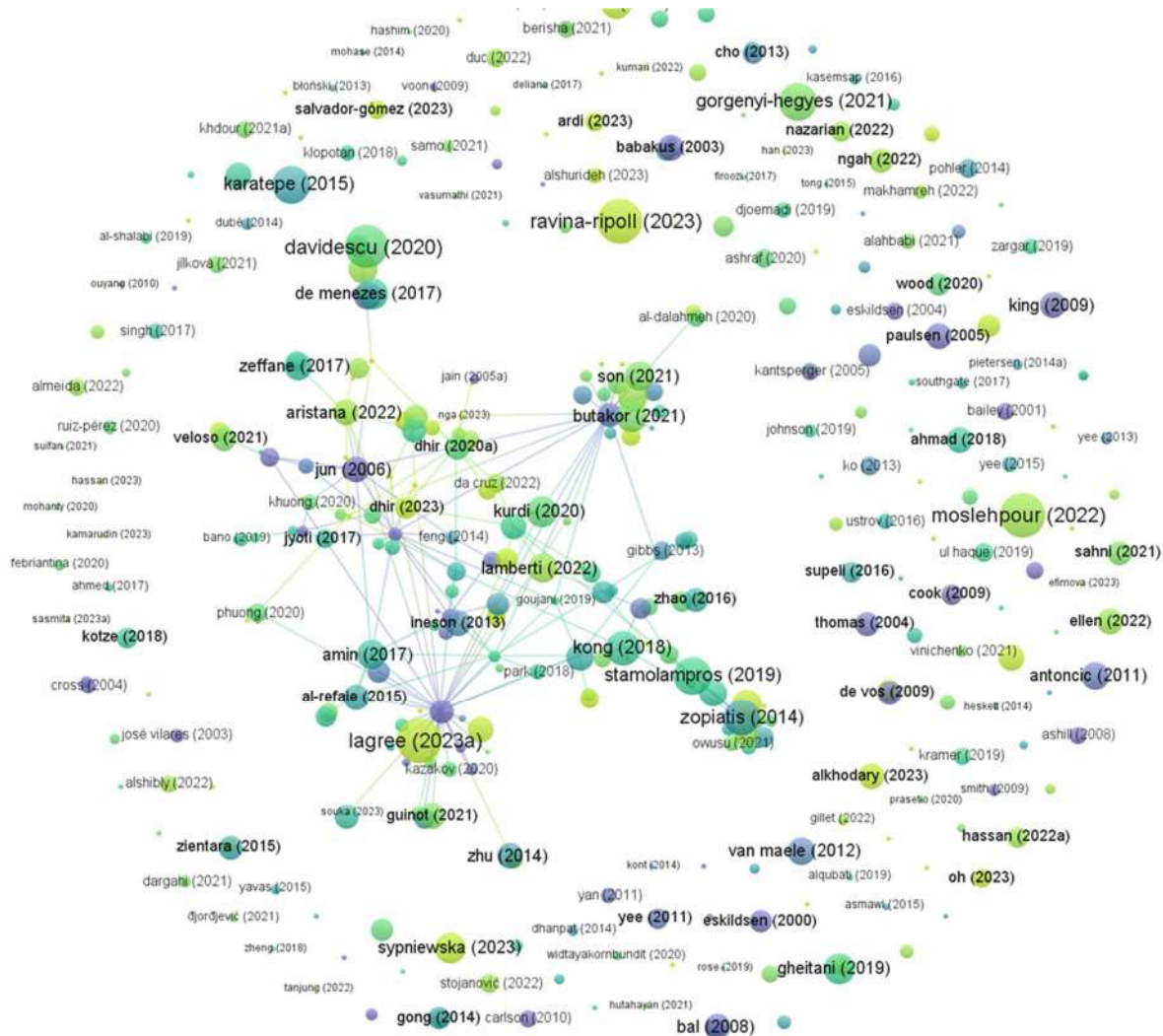
These studies, along with others featured in the network map, constitute foundational elements in the comprehension of employee job satisfaction and loyalty. They have been extensively cited by other scholars, underscoring their importance in the field. The local and global citation counts of these papers are indicative of their relevance and influence, each contributing essential insights into various facets of job satisfaction and loyalty, such as psychological contracts, workplace environment, management practices, and the overall organizational context.

Collectively, these top-cited references create a rich corpus of knowledge that has significantly shaped the current understanding and continuous exploration of employee satisfaction and loyalty dynamics in the workplace.

4.6 Knowledge Foundations of Employee Job Satisfaction and Loyalty through Co-Citation Analysis

Co-citation analysis, a method highlighted by Donthu, Kumar and Pattnaik (2021), plays a crucial role in uncovering semantic connections among co-cited references, thereby shedding light on the knowledge foundations of a particular field. Figure 2 exhibits a co-citation map comprising references that have garnered at least twenty citations within the reviewed body of literature. In this map, each node symbolizes an article, with the node's size reflecting the article's citation count.

Figure 2: Co-Citation Map Comprising References



The map exposes clusters of highly co-cited works that constitute the core knowledge base in employee job satisfaction and loyalty research. Notably, the works of Kelliher and Anderson (2010) and Babakus et al. (2003) are represented by larger nodes, signaling their extensive influence in the field, as evidenced by their high citation rates by other articles within this domain. These seminal pieces are linked to other pivotal publications like Bal et al. (2008) and Karatepe (2015), which also feature as prominent nodes in the network.

A cluster of green nodes possibly signifies a distinct thematic focus within the broader topic, such as the influence of flexible working practices or management's commitment to quality on job satisfaction and loyalty. Other color-coded clusters, not explicitly described in the provided figure, likely indicate different thematic foci, such as the psychological aspects affecting job satisfaction, the role of job attitudes in employee turnover, or the impact of organizational practices on employee loyalty.

Furthermore, authors like Zopiatitis et al. (2014) and Jun et al. (2006b), present in the network, hint at a specific interest in the context of hospitality and tourism regarding job satisfaction and loyalty. These nodes, interconnected through co-citation links, underscore the interdisciplinary nature of

the research. Various studies contribute to a comprehensive understanding of the factors influencing employee satisfaction and loyalty across diverse industries and cultural settings.



Figure 3: Word Cloud on Keywords.

Thus, the co-citation map serves as a graphical representation of the intellectual framework of the field. It displays the myriad, yet interconnected, research areas that comprise the foundational knowledge of employee job satisfaction and loyalty. This analysis highlights the significance of certain studies and authors in shaping the discourse and directing future research trajectories in this area.

4.7 Thematic and Influence Structure Analysis through Bibliographic Coupling

Utilizing data from Table 6, bibliographic coupling provides insight into thematic clusters within the research on employee job satisfaction and loyalty. These clusters encompass a range of dimensions including organizational dynamics and aspects of employee loyalty, such as the impact of leadership satisfaction, employee trust, job satisfaction, and both internal and external service quality on employee loyalty.

Table 5: Thematic and Influence Structure Analysis through Bibliographic Coupling

Theme	Author	Title	Y	Ci
	s		e	te
			a	d
			r	by
Organizational Dynamics and Employee Loyalty	Stamola and mpros et al.	The effect of TQM on employee loyalty in transition economy, Serbia	2012	22

Butakor et al.	Using structural equation modeling to examine the relationship between Ghanaian teachers' emotional intelligence, job satisfaction, professional identity, and work engagement	2 0 2 1	21
Heimerl et al.	Factors Influencing Job Satisfaction in Hospitality Industry	2 0 2 0	19
Sobaih and Hasanein	Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?	2 0 2 0	17
Singh et al.	The relationship between employee job satisfaction, perceived customer satisfaction, service quality, and profitability in luxury hotels in Kuala Lumpur	2 0 1 7	14
Dubé	Exploring how it professionals experience role transitions at the end of successful projects	2 0 1 4	13
Lamberti et al.	Work climate drivers and employee heterogeneity	2 0 2 2	13
Yeo et al.	Leader-Member Exchange and Relational Quality in a Singapore Public Sector Organization	2 0 1 5	12
Mendes and Jesus	Influence of total quality-based human issues on organisational commitment	2 0 1 8	12
Sahni	Employee Engagement Among Millennial Workforce: Empirical Study on Selected Antecedents and Consequences	2 0 2 1	11
Zargar et al.	Does trust in leader mediate the servant leadership style-Job satisfaction relationship?	2 0 1 9	11

Service Quality and Employee-Customer Interactions	Aristan a et al.	Employee loyalty during slowdown of Covid-19: Do satisfaction and trust matter?	2 0 2 2	10
	Yan et al.	The differential effects of job design on knowledge workers and manual workers: A quasi-experimental field study in China	2 0 1 1	30
	Jyoti et al.	Impact of total quality services on financial performance: role of service profit chain	2 0 1 7	27
	Phuong and Vinh	Job satisfaction, employee loyalty and job performance in the hospitality industry: A moderated model	2 0 2 0	19
	Gong et al.	The consequences of customer-oriented constructive deviance in luxury-hotel restaurants	2 0 2 0	19
	Yee et al.	Being close or being happy? the relative impact of work relationship and job satisfaction on service quality	2 0 1 5	19
	Alafesh at and Tanova	Servant leadership style and high-performance work system practices: Pathway to a sustainable jordanian airline industry	2 0 1 9	18
	Arndt et al.	An Examination of Frontline Cross-functional Integration during Retail Transactions	2 0 1 1	17
	Kim and Ryu	Employee Satisfaction With Work-life Balance Policies And Organizational Commitment: A Philippine Study	2 0 1 7	14
	Kazako v et al.	The impact of information and communication technology and internal market orientation blending on organisational performance in small and medium enterprises	2 0 2 0	13

Performance and Satisfaction in the Work Environment	Szabo and Sidor	The performance measurement system-potentials and barriers for its implementation in healthcare facilities	2 0 1 4	13
	Veloso et al.	Boosters of satisfaction, performance and employee loyalty: application to a recruitment and outsourcing information technology organization	2 0 2 1	10
	Ellen et al.	Perceptions of organizational politics: A restricted nonlinearity perspective of its effects on job satisfaction and performance	2 0 2 2	9
	Chang et al.	Employee satisfaction, corporate social responsibility and financial performance	2 0 2 1	8
	Babaku s et al.	The effect of management commitment to service quality on employees' affective and performance outcomes	2 0 0 3	36 6
	Davides cu et al.	Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management	2 0 2 0	17 1
	De Menezes and Kelliher	Flexible Working, Individual Performance, and Employee Attitudes: Comparing Formal and Informal Arrangements	2 0 1 7	10 2
	Turkyilmaz et al.	Empirical study of public sector employee loyalty and satisfaction	2 0 1 1	10 0
	Van Maele and Van Houtte	The role of teacher and faculty trust in forming teachers' job satisfaction: Do years of experience make a difference?	2 0 1 2	99
	Sharma et al.	Internal service quality as a driver of employee satisfaction, commitment and performance: Exploring the focal role of employee well-being	2 0	97

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	Ashill et al.	The effect of management commitment to service quality on frontline employees' job attitudes, turnover intentions and service recovery performance in a new public management context	2 0 0 8	97
	Costen and Salazar	The impact of training and development on employee job satisfaction, loyalty, and intent to stay in the lodging industry	2 0 1 1	81
	Amin et al.	The structural relationship between TQM, employee satisfaction and hotel performance	2 0 1 7	78
	Lee et al.	The Impact of Internal Branding on Employee Engagement and Outcome Variables in the Hotel Industry	2 0 1 4	69
	Zeffane and Bani Melhem	Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the United Arab Emirates	2 0 1 7	68
	Yee et al.	The service-profit chain: An empirical analysis in high-contact service industries	2 0 1 1	66
	Al-Refaie	Effects of human resource management on hotel performance using structural equation modeling	2 0 1 5	62
	Rehman et al.	Impact of leadership behavior of a project manager on his/her subordinate's job-attitudes and job-outcomes	2 0 2 0	34
Employee Commitment and	Stamola mpros et al.	Job satisfaction and employee turnover determinants in high contact services: Insights from Employees'Online reviews	2 0 1 9	12 6

Organizational Outcomes	Rod and Ashill	Management commitment to service quality and service recovery performance: A study of frontline employees in public and private hospitals	2 0 1 0	48
	Širca et al.	Towards organisational performance: Understanding human resource management climate	2 0 1 3	37
	Kelliher and Andersson	Doing more with less? flexible working practices and the intensification of work	2 0 1 0	58
	Zopiatis et al.	Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus	2 0 1 4	22
Job Satisfaction and Workforce Relationships	Karatepe and Karadas	Do psychological capital and work engagement foster frontline employees' satisfaction?: A study in the hotel industry	2 0 1 5	18
	Carlson et al.	The relationship of schedule flexibility and outcomes via the working family interface	2 0 1 0	17
	Gheitan et al.	Mediating effect of intrinsic motivation on the relationship between Islamic work ethic, job satisfaction, and organizational commitment in banking sector	2 0 1 9	80
	Ahmad	The relationship among job characteristics, organizational commitment and employee turnover intentions: A reciprocation perspective	2 0 1 8	47
	Mahmoud et al.	Specific HR practices and employee commitment: the mediating role of job satisfaction	2 0 1 9	45
	Pohler and Luchak	Balancing efficiency, equity, and voice: The impact of unions and high-involvement work practices on work outcomes	2 0 1 4	41

Theme 1: Organizational Dynamics and Employee Loyalty



Figure 4: Thematic keywords Organizational (Theam 1- Dynamics and Employee Loyalty)

The data and accompanying figures clearly demonstrate that 'job satisfaction' is a pivotal theme, intricately linked with 'employee loyalty,' 'employee performance,' and 'organizational commitment.' This signifies a tight interrelation of these areas within the existing literature. The bibliographic network also prominently features 'servant leadership' and 'public sector,' indicating the critical role of leadership styles and the public sector context in studies concerning job satisfaction and loyalty.

For instance, Fettouh K. (2022) in "The Effect of the Degree of Job Satisfaction on Employee Loyalty" and Aristana et al. (2022) in "Employee Loyalty during the Slowdown of Covid-19" explore how job satisfaction, alongside factors like leader support and trust, impacts employee loyalty. Additionally, Book et al. (2019) in "The Effects of Leadership Satisfaction on Employee Loyalty" focus on the influence of leadership in fostering employee engagement and loyalty.

These studies collectively underscore the intricate relationship between job satisfaction and organizational factors such as loyalty and work relationships. Hien (2023) delves into the mediating role of employee trust and job satisfaction, highlighting the complex web of factors contributing to an employee's loyalty to their organization.

The thematic map and keyword analysis, as illustrated by the word cloud, reaffirm the centrality of job satisfaction in this research area. Keywords like 'satisfaction,' 'employee,' 'job,' 'organizational,' 'work,' 'relationship,' 'loyalty,' and 'research' emerge as predominant, signaling a strong emphasis on the interaction between job satisfaction and various organizational components. This includes the influence of employee relationships and the broader organizational context on loyalty.



Figure 5: Influential topics in Theme 1- Dynamics and Employee Loyalty.

Overall, the bibliographic coupling analysis paints a picture of a rich and multifaceted research landscape. It reveals the diverse aspects of job satisfaction and employee loyalty being examined in relation to each other and within various organizational dynamics.

Theme 2: Service Quality and Employee-Customer Interactions

The bibliographic coupling analysis, as represented by Table 6, identifies thematic clusters within the research on service quality and employee-customer interactions. This topic encompasses the intersections between employee satisfaction, service quality, customer relationship management, and organizational performance.



Figure 6: Thematic keywords Organizational (Theme 2- Service Quality and Employee-Customer Interactions)

Veloso et al. (2021), for example, delve into the boosters of satisfaction, performance, and employee loyalty within the context of a recruitment and outsourcing information technology organization. Their work is recognized for its contribution to understanding the dynamics between these elements within the IT service sector.

Almohaimmed's(2019) study on internal and external service quality in Saudi Arabia's malls and Åženbursa and Tehci's (2023) research on internal marketing within a maritime organization also underscore the complex relationship between employee perceptions and organizational performance, with a focus on satisfaction and work experience as mediating factors.

Jyoti et al. (2017) explore the impact of total quality services on financial performance, emphasizing the role of the service profit chain, while Deliana et al. (2017) look into job satisfaction and work engagement among certified Kindergarten teachers, highlighting the implications for job performance.

Taweewattanakunanon and Darawong's (2022) research on employer branding in luxury hotels in Thailand connects the dots between employee job satisfaction, loyalty, and the intention to recommend, indicating the relevance of employer brand in the hospitality industry.

The thematic structure identified through bibliographic coupling reveals a focus on various aspects of service quality and employee-customer interactions, including the influence of leadership on employee loyalty (Book et al., 2019), the role of service climate in organizational performance (Voon *et al.*, 2009), and the cross-level impact of employee loyalty and performance on customer loyalty (Ganic *et al.*, 2018).

These studies, among others, contribute to a comprehensive understanding of how service quality and related organizational factors drive employee satisfaction, which in turn impacts customer perceptions and organizational outcomes. Keywords like 'employee,' 'satisfaction,' 'service,' 'loyalty,' 'management,' 'customer,' 'quality,' and 'performance' reflect the interconnectedness of these themes.

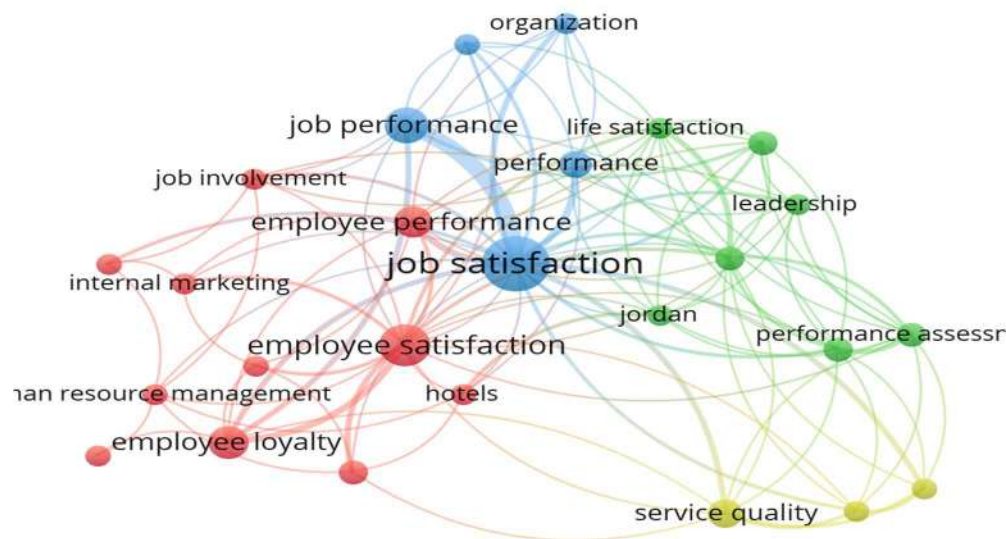


Figure 7: Influential topics in Theme 2 Service Quality and Employee-Customer Interactions

Phuong and Vinh (2020)'s paper on job satisfaction, employee loyalty, and job performance in the hospitality industry, using a moderated model, further highlights the intricate relationships between these variables and their collective impact on the hospitality sector.

Overall, the bibliographic coupling analysis shows a nuanced landscape where the intricacies of employee satisfaction, service quality, and the ensuing employee-customer interactions are crucial for organizational success across different industries. This knowledge domain is underpinned by a diverse body of research that collectively advances our understanding of the factors influencing employee performance and loyalty in service-oriented contexts.

Theme 3: Performance and Satisfaction in the Work Environment

The thematic focus of Theme 3, as revealed by the word cloud and bibliometric map, centers on the interplay between job satisfaction and various organizational performance metrics, alongside the dynamics of employee work life. Keywords such as "job," "study," "performance," "organizational," "research," "satisfaction," "relationship," "work," "employee," and "employees" underscore a broad scholarly interest in exploring how employee satisfaction correlates with performance, both at individual and organizational levels.



Figure 8: Thematic Word keywords Organizational (Theme 3- Performance and Satisfaction in the Work Environment)

Key studies in this area, like those by Fettouh (2022) and Aristana et al. (2022), delve into the direct impacts of job satisfaction on organizational loyalty and employee loyalty during economic downturns, respectively. These works highlight the pivotal role of satisfaction and trust within these dynamics. Veloso et al. (2021) shift the focus to the enhancers of satisfaction, performance, and employee loyalty within an information technology setting, shedding light on the synergy of these factors in the IT service sector. In the healthcare sector, research by Hien (2023) investigates the mediating role of employee trust and job satisfaction in the nexus between leadership

empowerment and employee loyalty. Complementing this, Jahanbazi Goujani et al. (2019) analyze the influence of job satisfaction on employee loyalty in a gas company, employing a loyalty matrix to delineate various dimensions of employee loyalty. Book et al. (2019) contribute by examining the effects of leadership satisfaction on employee engagement, loyalty, and retention within the hospitality industry, positing that satisfaction with leadership is a crucial determinant of employee commitment in service-oriented sectors. Furthermore, studies like Almohaimmed's (2019) research explore the relationship between internal service quality and employee job satisfaction. In parallel, Turkeyilmaz et al. (2011) present an empirical study on public sector employee loyalty and satisfaction, offering insights into job satisfaction in the realm of public administration.

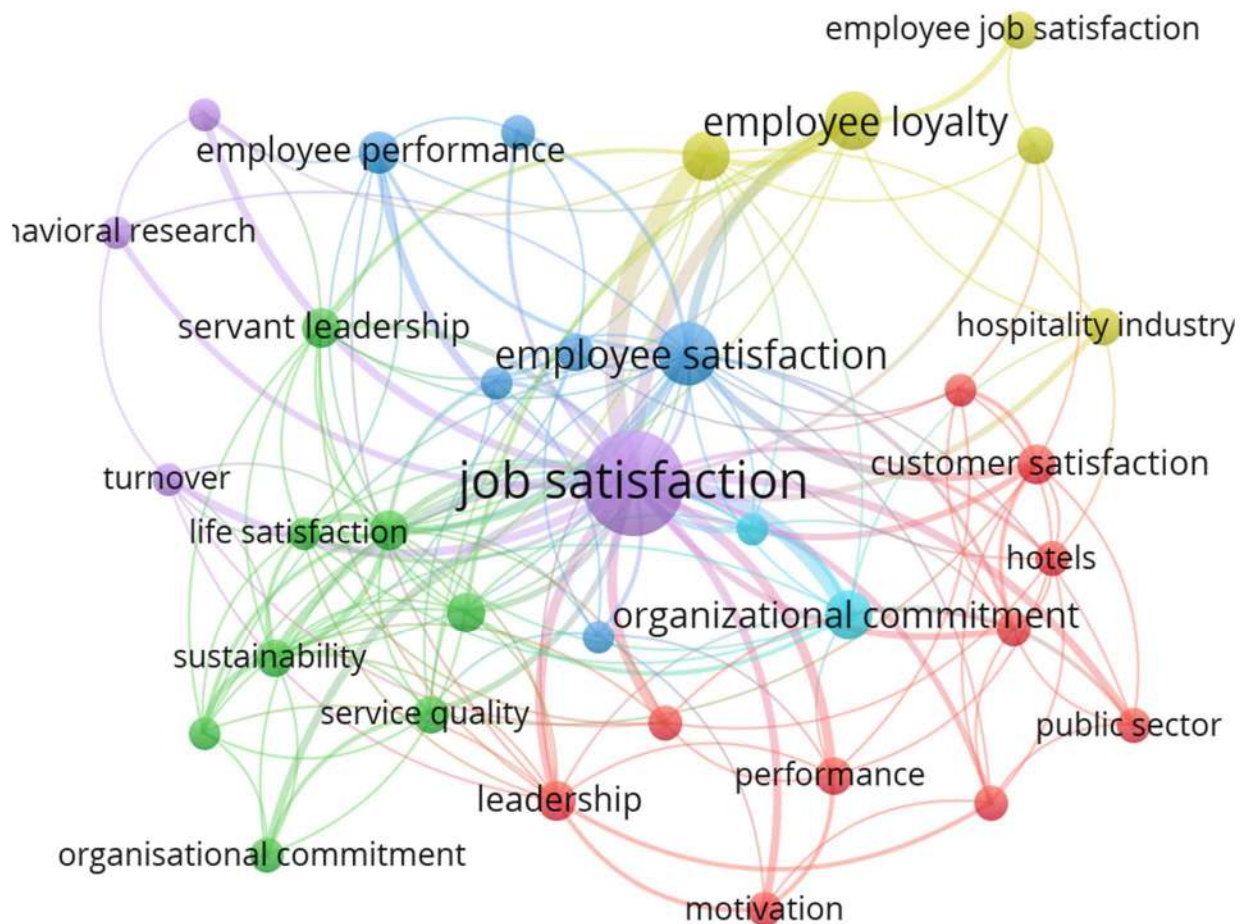


Figure 9: Influential topics in Theme 3- Performance and Satisfaction in the Work Environment

The bibliometric map illuminates the interconnectedness of these themes, with nodes representing concepts such as "job satisfaction," "employee performance," "employee loyalty," "organizational commitment," and "service quality." The interlinking of these nodes suggests a research focus on how work life quality, leadership, and organizational practices influence employee satisfaction, which, in turn, affects performance outcomes and loyalty. Theme 3 underscores the vital role of job satisfaction as a mediator between various workplace factors and employee performance and

loyalty. It emphasizes the necessity of a supportive work environment for enhancing organizational effectiveness.

Theme 4: Employee Commitment and Organizational Outcomes

This theme delves into the intricate relationship between job satisfaction, employee commitment, and their consequent effects on organizational outcomes, including service performance and turnover. Keywords such as "job," "satisfaction," "employee," "employees," "study," "commitment," "organisational," "service," "turnover," and "performance" indicate a thorough exploration of how employees' sentiments about their jobs and their dedication to their organizations impact their behaviors and the overall success of their employers.



Figure 10: Thematic Word keywords Organizational (Theme 4- Employee Commitment and Organizational Outcomes)

The research by Aman-Ullah and Mehmood (2023) investigates the role of Islamic work ethics in shaping employee behavior within the banking sector, shedding light on how cultural and ethical factors influence job satisfaction and organizational commitment. Studies by Fettouh (2022) and Aristana et al. (2022) delve into the impact of job satisfaction on organizational loyalty and the dynamics of employee loyalty during economic changes, such as the Covid-19 slowdown.

Velooso et al. (2021) focus on the determinants that bolster employee satisfaction, performance, and loyalty within an IT recruitment and outsourcing organization, emphasizing the significance of these elements in the IT service sector. Conversely, Kurian et al. (2021) offer insights into socio-psychological factors that influence employee turnover, providing a comprehensive understanding of why employees choose to remain with or leave an organization.

Contributions by Hien (2023), Jahanbazi Goujani et al. (2019), and Book et al. (2019) further highlight the critical roles of leadership satisfaction, empowerment, and internal service quality in promoting employee engagement, loyalty, and retention, particularly within the hospitality industry.

Collectively, these studies reflect a concentrated research emphasis on how internal organizational factors—such as job satisfaction, commitment, and perceived organizational support—correlate with employee outcomes, including turnover intention, performance, and loyalty. These findings are vital for developing effective strategies to enhance employee retention, improve service quality, and ultimately drive organizational success.

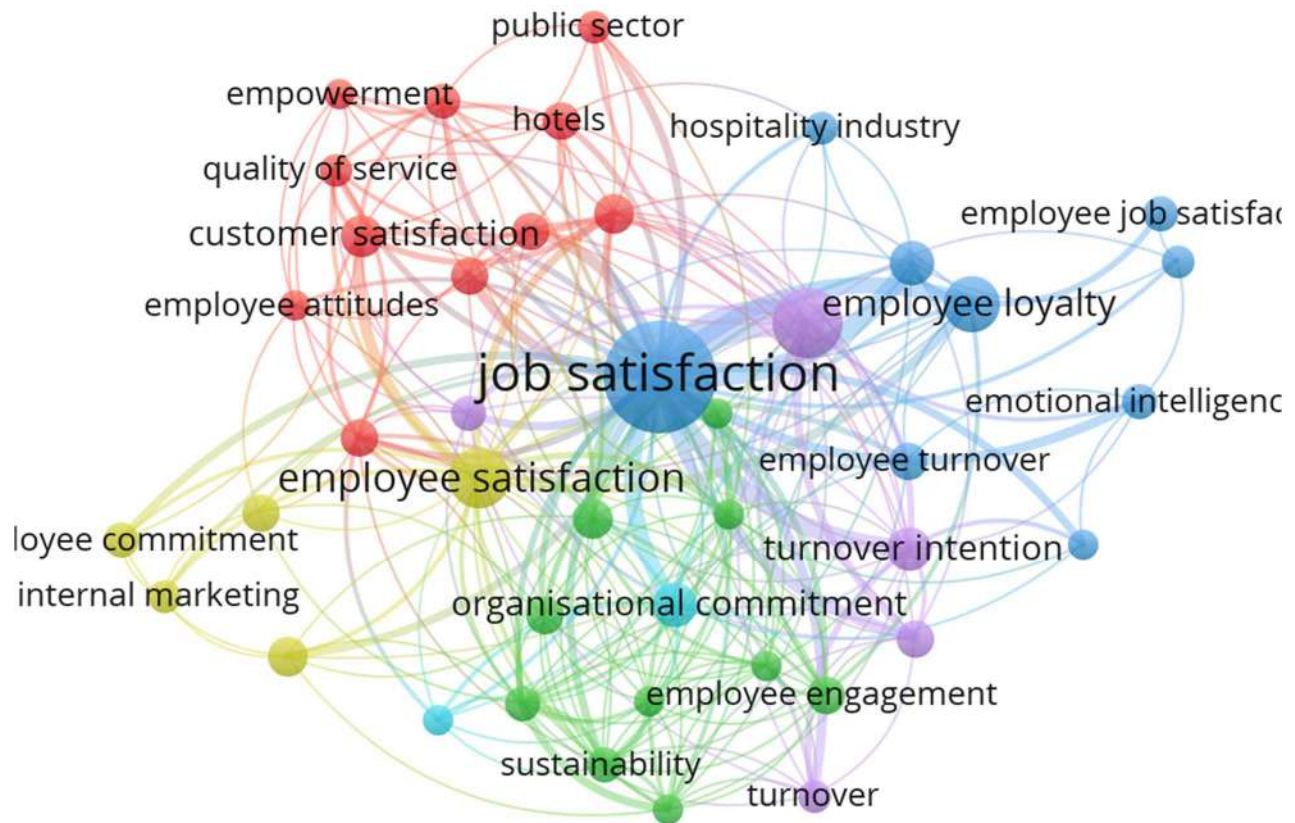


Figure 11: Influential topics in Theme 4- Employee Commitment and Organizational Outcomes

Theme 4 encapsulates a body of research aimed at understanding the drivers of employee commitment and its translation into tangible organizational outcomes. It underscores the importance for organizations to foster positive work environments that bolster employee satisfaction and commitment.

Theme 5: Job Satisfaction and Workforce Relationships

The theme, as depicted in the word cloud and accompanying literature table, suggests a comprehensive bibliometric analysis of job satisfaction and its interplay with various employee and organizational factors. Central to this theme is the exploration of how employees' perceptions of their job roles, work environment, and workplace relationships significantly influence organizational commitment, loyalty, performance, and the overall work climate.



Figure 12: Thematic Word keywords Organizational (Theme 5- Job Satisfaction and Workforce Relationships)

The reviewed literature indicates that job satisfaction is a multifaceted construct impacted by diverse factors, including leadership styles, work-life balance, psychological capital, and empowerment. For example, Kelliher and Anderson (2010) investigate the relationship between flexible working practices and job intensification, while Zopiatis et al. (2014) explore the links between job involvement, satisfaction, and turnover intention in the hospitality sector.

The word cloud underlines "employee," "satisfaction," and "job" as central to this analysis, signaling a focus on individual experiences within their roles. Additionally, the prominence of "organizational" and "commitment" reflects research interest in how job satisfaction correlates with employees' dedication to their organizations and their intent to remain employed there.

Studies like (Karatepe and Karadas, 2015) examine how psychological capital and work engagement contribute to frontline employees' satisfaction, highlighting the role of internal resources and proactive attitudes in enhancing job satisfaction.

Moreover, the literature addresses modern challenges and evolving work dynamics, such as the effects of remote working and flexible schedules on employee satisfaction and organizational commitment. De Menezes and Kelliher (2017), for instance, analyze the impacts of formal and informal flexible working arrangements on individual performance and attitudes.

The literature table also showcases a global perspective, with studies from various countries and sectors, emphasizing job satisfaction as a universal concern with culturally specific implications. Lee et al. (2014) provide insights into sector-specific strategies to boost job satisfaction, examining internal branding and its effects on employee engagement and outcomes in the hotel industry.

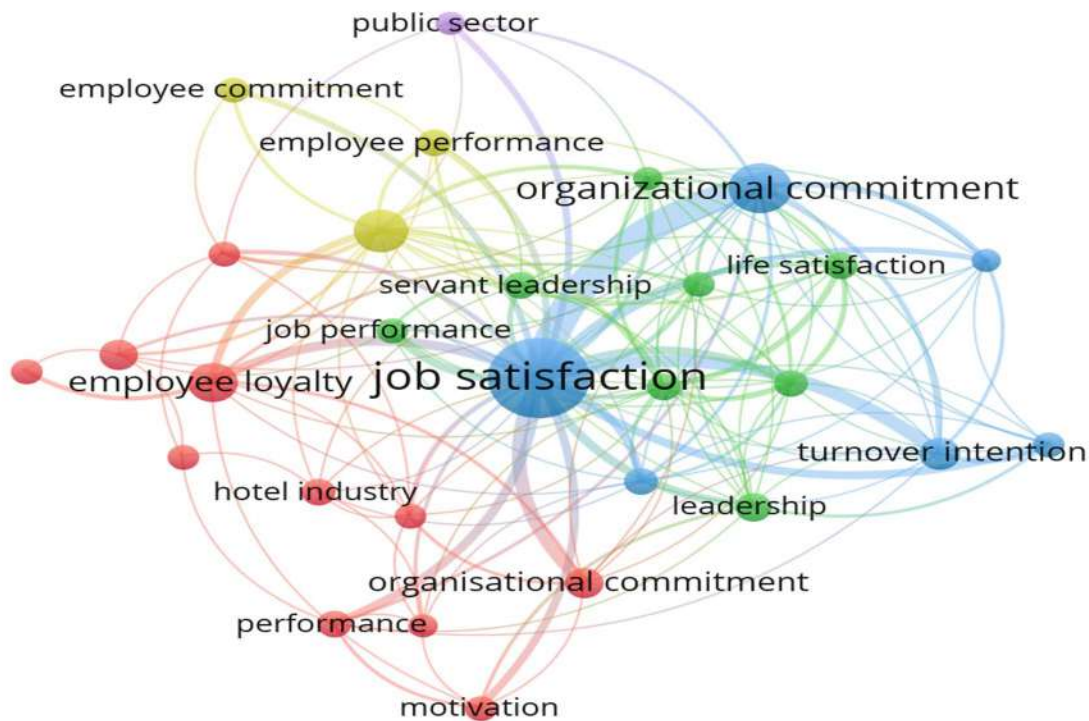


Figure 13: Influential topics in Theme 5- Job Satisfaction and Workforce Relationships

This bibliometric analysis reveals a robust and diverse array of literature affirming the critical role of job satisfaction in influencing key workforce outcomes across different contexts. Job satisfaction is identified as a vital predictor of organizational commitment, demonstrating that employees' feelings about their work significantly affect their retention or turnover intentions. The relationship between job satisfaction and organizational performance is also examined, offering insights into how businesses can enhance employee well-being and productivity. This analysis lays a foundational framework for future research, encouraging further exploration into new dimensions of job satisfaction and its broader impact on the workforce.

5 Future Research

In the continually evolving realms of organizational behavior and human resource management, the study of employee job satisfaction and loyalty remains a critical area for scholarly exploration. The recent trends and scholarly contributions, especially the notable peak in publications and citations in 2021, signal the importance of examining factors such as economic shifts, global events like the COVID-19 pandemic, and evolving workplace practices, which have significantly influenced research trajectories in this domain.

The proliferation of remote and flexible working practices, accelerated by the pandemic, offers a fertile ground for examining their long-term impacts on employee job satisfaction and loyalty. Comparative analyses of pre- and post-pandemic scenarios could provide invaluable insights into the ramifications of these transformative workplace changes. Furthermore, the role of cultural

norms and values in shaping job satisfaction and loyalty invites cross-cultural and international research. Such studies are crucial in uncovering the varied manifestations and nurturing mechanisms of job satisfaction across different cultural landscapes, enriching the global discourse on these constructs.

As technological integration within organizational frameworks intensifies, its influence on job satisfaction becomes increasingly prominent. Future research should investigate the effects of automation, artificial intelligence, and virtual collaboration tools on job satisfaction, mapping the evolving landscape of a digitizing work environment. Psychological capital and employee resilience, especially in contexts of economic volatility, emerge as vital themes. Building upon foundational research by scholars like Karatepe, future studies could further elucidate how these internal resources bolster job satisfaction and loyalty. Sustainable human resource management practices, an emerging field, present opportunities for exploring the connection between organizational sustainability initiatives and job satisfaction. Such research could unveil strategies to cultivate a resilient and committed workforce.

The transformative impact of leadership on job satisfaction and loyalty is undeniable. In an era marked by evolving leadership models, future studies should assess the effectiveness of various leadership styles—including servant, transformational, and remote leadership—and their influence on employee satisfaction and loyalty. Employee wellness programs are increasingly integral to organizational strategies, highlighting their significance in promoting job satisfaction and loyalty. Research evaluating the effectiveness of these programs could inform their refinement, enhancing their impact across diverse work environments. Organizational justice and ethics are pivotal in shaping employee perceptions and attitudes. Further research is needed to understand how different aspects of organizational justice and corporate social responsibility initiatives affect job satisfaction and loyalty, especially in an era where ethical considerations are paramount in business operations.

Turnover intention remains a key concern for organizations. Investigating new predictors of turnover, innovative retention strategies, and the role of job satisfaction in these dynamics is vital, particularly given the changing work environments and generational shifts in expectations. The relationship between job satisfaction and loyalty is complex and multifaceted. Future research could explore potential mediators and moderators, such as employee engagement, work-life balance, and psychological safety, and their impact on this relationship.

Lastly, the effect of employee voice and participation on job satisfaction is a promising area of study. Understanding how different platforms for employee expression and involvement contribute to job satisfaction and loyalty is especially relevant in today's increasingly virtual workspaces. The research agenda for job satisfaction and loyalty is expansive and multifaceted, mirroring the complexity and fluidity of the modern workplace. As both scholars and practitioners navigate this landscape, the outlined future research directions offer a comprehensive guide to deepen our understanding of the determinants of employee satisfaction and loyalty. This is crucial for enhancing organizational effectiveness and fostering employee well-being.

6 Conclusion

This bibliometric study on employee job satisfaction and loyalty has unraveled a complex web of research strands, collectively enriching our understanding of these pivotal organizational constructs. The notable surge in publications and citations during 2021 highlights the topic's significant resonance within the academic sphere. This peak coincides with global workforce challenges brought about by unprecedented shifts in work practices, predominantly influenced by the COVID-19 pandemic and rapid technological advancements. The study's outcomes underscore the multifaceted nature of job satisfaction and loyalty. Influential factors span a spectrum from workplace practices and leadership styles to cultural norms and technological integration. The observed decline in publications post-2021 might suggest a temporary shift in research focus or could indicate a phase of assimilation, wherein the field is consolidating the extensive insights acquired during the peak period.

Emerging themes, particularly the effects of remote and flexible working on job satisfaction and loyalty, signal a crucial need for organizations to adapt to evolving work realities. Comparative cross-cultural research underscores the significance of contextual nuances in shaping employee attitudes and behaviors, reinforcing the notion that job satisfaction and loyalty are complex phenomena influenced by a range of factors extending beyond the immediate work environment. The study also identifies the increasing importance of technology in the workplace. As organizations navigate through digital transformation, understanding the implications of virtual collaboration tools, artificial intelligence, and automation on employee satisfaction is imperative. Psychological factors such as resilience and psychological capital are reaffirmed as crucial, urging organizations to prioritize these attributes. Furthermore, sustainable human resource management practices are emerging as a promising research domain, implying that sustainability integration into HR policies could enhance job satisfaction and workforce commitment. Leadership remains a cornerstone in the discussion on job satisfaction and loyalty. The research indicates that leadership styles significantly influence employees' job perceptions and their allegiance to their organizations. The evolution of leadership in response to changing work dynamics represents a vital area for future research. The growing integration of employee wellness programs into organizational strategies is acknowledged, with research into their effectiveness offering insights into fostering environments conducive to employee satisfaction and loyalty.

Organizational justice and ethics have also surfaced as influential factors. Future research delving into how these dimensions impact job satisfaction and loyalty could provide valuable insights, particularly in an era where ethical conduct in the workplace is increasingly scrutinized. Employee turnover and retention continue to be pressing issues, highlighting the need for innovative research into turnover predictors, effective retention strategies, and the nuanced role of job satisfaction in these processes.

Additionally, the study highlights the importance of exploring mediating and moderating effects in the job satisfaction-loyalty relationship. Identifying factors like employee engagement, work-life balance, and psychological safety can provide a deeper understanding of this relationship. Finally, the impact of employee voice and participation on job satisfaction emerges as a fertile area

for further study, especially with the advent of new platforms for employee expression. This bibliometric study not only maps the historical research landscape on job satisfaction and loyalty but also sheds light on prospective research avenues. It advocates for a multidimensional research approach, thorough in scope and intricate in examining the various factors contributing to these vital organizational outcomes. As the work environment continues to evolve, so too must the research that seeks to elucidate and enhance employee experiences within it.

7 Implications of the study

The bibliometric analysis of employee job satisfaction and loyalty research provides several key implications. Academically, it suggests a need for more studies on the recent shifts in work patterns and their long-term impacts on satisfaction and loyalty, particularly with the advent of remote work and technology integration. For practitioners, the findings underscore the importance of flexible work arrangements, leadership quality, and organizational justice in enhancing employee satisfaction and loyalty.

Organizations should consider implementing policies that promote work-life balance, provide continuous learning opportunities, and foster inclusive work environments. These strategies are essential for improving job satisfaction, reducing turnover, and ultimately benefiting organizational performance. Additionally, integrating employee feedback into performance management systems can help align organizational objectives with employee well-being.

The study also highlights the crucial role of job satisfaction in customer service quality, suggesting that investments in employee well-being can lead to better customer experiences. Overall, the bibliometric study serves as a guide for future research directions and offers actionable insights for creating more engaging and fulfilling workplaces.

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