Minnesota Journal of Business Law and Entrepreneurship

Volume 2026, No. 4

ISSN: 1540-3270

Job Embeddedness Research: A Comprehensive Bibliometric Review and Intellectual Structure Analysis (2010–2026)

Priyanka Purohit[1]*, Sargam Bahl[2], Anuj Thapliyal[3]

[1,2]School of Management, Graphic Era Hill University, India

[3] Department of Management Studies, Graphic Era (Deemed to be University), India

Abstract:

The purpose of this research is to analyze the Job Embeddedness research published during 2010-2026 in bibliometric method. In this work, bibliometric indicators & visualization technique have been used based on the data retrieved from the Scopus database to analyse the trends in research publications, influential contributions, leading journals, trends in keywords, and knowledge structure of the field. Data was processed, mapped and visualized using the VOSviewer to create the Job Embeddedness research relation and thematic developments.

The results indicate that the year of 2024 and 2025 were the best for publication with 65 publications each. The analysis also shows that Eastern Mediterranean University from Turkey is the most influential institution. In addition, the International Journal of Hospitality Management proved to be the most prolific of the journals, and was the one that most contributed to the body of research. The paper labeled 'The Story of Why We Stay: A Review of Job Embeddedness' outrecords in terms of citation impact, i.e. has the highest number of citations. Furthermore, the bibliometric mapping revealed five thematic clusters, offering a structured information of the main research streams in Job Embeddedness research.

While the study focussed only on publications in Scopus, it provides valuable insights into the present state and development of the field. The study provides useful reference for advancing scholars, practitioners and future policy makers who are interested in employee bondage, know-how, and organisational behaviours at the same time as a mapping of the knowledge landscape of Job Embeddedness research via the use of state of the artwork bibliometric instruments.

Keywords: Job Embeddedness, Employee Retention, Organizational Commitment, Turnover Intention, Bibliometric Analysis, Co-citation Analysis, Bibliographic Coupling, VOSviewer.

1 Introduction

Retaining the employees is one of the most important concerns for the modern organizations. Rising employee turnover costs, the depletion of organizational knowledge, interruptions in workplace networks, and declines in productivity have prompted both researchers and practitioners to explore the factors that encourage their employees to remain with their employers (Allen et al., 2010; Holtom et al., 2008; MM, S., 2021). Earlier models of employee turnover largely emphasized variables such as job satisfaction, organizational commitment, and turnover intentions. While these factors contribute to understanding employee departure decisions, they often provide an incomplete explanation for why individuals continue to stay with an organization even when alternative employment opportunity are available (Mitchell et al.,2001).

In response to this shortcoming, Mitchell et al., (2001) proposed the concept of Job Embeddedness (JE), which describe the set of force that bind employee to both their organization and the community in which they live. The framework consists of three key dimensions: links, fit, and sacrifice. The links refers to the network of informal and formal relationships employees develop within their workplace and surrounding community. The degree of compatibility between an individual and the organizational or environmental context reflects the fit and The potential losses that employees perceive they would incur if they left their current job or community denotes Sacrifice (Mitchell et al., 2001). Together, these dimensions offer a perspective on employee retention.

Since it is development, the JE construct has gained recognition among the scholars in various disciplines, (Lee et al., 2004; Jiang et al., 2012). Empirical research has also consistently shown that higher levels of JE are

associated with lower turnover intentions and reduced voluntary turnover over time. At the same time, it has been linked to several positive organizational outcomes, including enhanced job performance, stronger organizational commitment, greater work engagement, increased organizational citizenship behavior, and improved employee well-being (Karatepe, 2013; Ampofo et al., 2022). Consequently, JE has become a prominent theoretical lens for explaining employee attachment and retention within organizations.

Over the past twenty years, scholarly work on JE has grown considerably. Researchers have investigated the concept across a wide range of industries producing an extensive yet shattered body of literature. Recently, studies have expanded the scope of JE by examining its relation with the contemporary topics that are supported by artificial intelligence tech. Despite a growth of this literature, there is still a limited number of studies that systematically examine its intellectual foundations, influential contributors, thematic developments, and future research directions through a bibliometric approach.

Bibliometric analysis gives a robust methodology for examining the evolution of scientific research by knowling the key authors, institutions, journals, countries, and emerging themes within a specific field (Donthu et al., 2021; Zupic & Čater, 2015; Mer, et al., 2025). Although the JE field has enticed academic attention, a bibliometric review covering its long-term development are relatively scarce.

2 Bibliometric Research Methodology

2.1 The search terms defining

The Bibliometric analysis is used to evaluate the scientific literature and identify influential publications, authors, journals, and research trends within a research field (Donthu et al., 2021; Zupic & Čater, 2015; Mer, A., & Saini, A., 2024).

The dataset used in this research was retrieved from the Scopus database, which is also known as one of the most comprehensive and dependable sources of peer-reviewed literature (Baas et al., 2020). The literature search was performed on 21 March 2026 using the search term “Job Embeddedness,” yielding an initial total of 735 records.

The screening process followed the accepted bibliometric research guidelines to ensure ther eis transparency, consistency, and replicability in the research (Aria & Cuccurullo, 2017; Donthu et al., 2021). Table 1 presents the detailed selection criteria.

Table 1: Including and excluding criteria of articles

Selection Criteria	**Exclude**	**Include**
Database: “Scopus”		
Date of Search: 21 March 2026		
Search term: “Job Embeddedness”		735
Period of Publications: 2010-2026	200	535
Subject Area: Business, Management and Accounting, Social Sciences, Economics, Econometrics and Finance, Decision Sciences, Arts and Humanities	21	514
Document Type-Article, Conference paper, Book chapter, Review	22	492
Language Screening: “Include documents publishes in English only”	21	471

Source: Author’s own compilation

2.2 Data Collection for analysis

To collect the required data, the Scopus database was chosen (Baas et al., 2020) and after applying the predefined inclusion and exclusion criteria, the dataset of 471 documents was selected for the bibliometric analysis.

The dataset was carefully reviewed and cleaned before analysis, as bibliometric data obtained from online databases may contain inconsistencies such as duplicate records, incomplete author information, or indexing errors (Donthu et al., 2021). It involved verifying the bibliographic information and removing errors to improve the reliability and quality (Zupic & Čater, 2015; Goodell et al., 2021). Ultimately, these clean-up methods play a vital role to gain uniformity in assessment and also provide data reliability, hence advancing the strength of the investigation's findings.

2.3 Techniques selected for analysis

Bibliometric analysis comprises a set of quantitative techniques used to evaluate and interpret scholarly literature (Goyal & Kumar, 2021; Mishra et al., 2018). These techniques help researchers understand the structure, development, and trends of a research field by analyzing bibliographic data.

In the present study, several bibliometric techniques were employed, like, citation analysis, bibliographic coupling, co-citation analysis, keyword co-occurrence analysis and authorship analysis (Donthu et al., 2021). Citation analysis is used to identify influential publications, while co-citation analysis helped reveal the intellectual relations between studies (Donthu et al., 2021). Bibliographic coupling was applied to identify research similarities among publications, and authorship analysis is used to evaluate collaboration pattern between researchers (Donthu et al., 2021).

To visualize the relationships, VOSviewer software was utilized and the application of these techniques provides an understanding of the knowledge structure, research trends, and future directions of JE research.

3 Findings of the investigation

3.1 Performance Analysis of Job Embeddedness research

Figure 1 illustrates the publication trend and the growth and development of JE research from 2010 to 2026. It shows a increase in the research output over the study period, reflecting the scholarly interest in understanding employee retention and workplace attachment that is growing. However, a noticeable increase in research activity was observed from 2019 onwards, with publications rising to 32 in 2019 and 33 in 2020.

Although there was a slight decline in 2021, the number of publications increased to 45 in 2022 and remained high at 42 in 2023 and 2024 and 2025, each recording 65 publications, representing the highest annual research output during the study period were the most productive years. While 2026 shows a lower publication count of 34 documents, this figure should be interpreted with caution, as the year was still ongoing at the time of data collection and may not reflect the complete annual output.

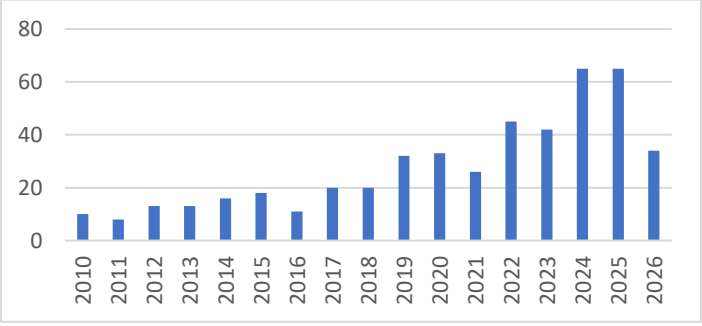


Figure 1: Job Embeddedness research publication trend (2010-2026)

Source: Author's own creation (analyzed using MS Excel, 2026)

3.2 Prominent authors, organisations and countries for Job Embeddedness

Table 2 presents the prominent authors, institutions, and also the countries contributing to the development of Job Embeddedness research, among the authors, Karatepe and Osman M. emerged as the most influential contributor, accumulating 1,221 citations from 20 publications. At the institutional level, Eastern Mediterranean University, Turkey emerged as the most influential organization, receiving 507 citations from 5 publications. The prominence of Eastern Mediterranean University across multiple entries highlights its contribution to the advancement of JE research. The United States is the most influential country in the field, accumulating 3,925 citations from 111 publications. The following findings indicate that JE research has attracted a global attention, with notable contributions from both developed and developing economies.

Table 2: Most influential authors, organisations and country

TC	Authour	TP	TC	Institution	TP	TC	Country	TP
1221	Karatepe and Osman M.	20	507	Eastern Mediterranean University, Turkey	5	3925	United States	111
554	Mitchell and Terence R.	4	218	University of Iowa, United States	2	1517	Turkey	34
492	Allen and David G.	7	192	Eastern Mediterranean University, Turkey	4	1156	China	66
358	Holtom and Brooks C.	6	167	Monash University, Melbourne, Australia	2	1136	Australia	35
340	Burton and James P.	6	154	Hazara University, Pakistan	2	490	Pakistan	19
289	Kiazad and Kohyar	7	105	Nelson Mandela University, South Africa	2	487	United Kingdom	20
233	Peltokorpi and Vesa	9	95	Kyung Hee University, South Korea	3	414	India	37
198	Coetzer and Alan	6	93	Eastern Mediterranean University, Turkey	2	390	Hong Kong	9
194	Ampofo and Emmanuel Twumasi	7	85	East Carolina University, United States	2	383	Thailand	17
189	Poisat and Paul	5	84	Auburn University, United States	2	316	Taiwan	26
128	Dechawatanapaisal and Decha	8	69	Hiroshima University, Japan	3	259	Japan	12
122	Eslami and Ghasem	4	63	Institute of Business Management, Pakistan	3	244	South Africa	15
104	Treuren and Gerrit J. M.	4	62	Nelson Mandela Metropolitan University, South Africa	2	232	Malaysia	24

98	Arasli and Hüseyin	4	51	Eastern Mediterranean University, Cyprus	2	196	South Korea	18
94	Rafi and Muhammad	4	51	Eastern Mediterranean University, Cyprus	2	189	Iran	10
87	Rahimnia and Fariborz	4	49	Eastern Mediterranean University, Turkey	2	179	Germany	11
84	Susomrith and Pattanee	4	47	Eastern Mediterranean University, Cyprus	2	159	Canada	9
83	Arici and Hasan Evrim	4	47	Monash University, Australia	2	154	Poland	7
40	Gustiawan and Deni	4	45	Georgetown University, United States	2	149	Saudi Arabia	11
29	Fuchs and Rosa María	4	44	Quaid-I-Azam University, Pakistan	2	146	Indonesia	26
Note(s): TC= Total Citations, TP= Total number of article(s) publicatios								

Source: Author's own compilation (2026)

3.3 The Most Influential journals for Job Embeddedness

Table 3 shows the influential journal for the advancement of JE literature, the analysis highlights both the impact and productivity of journals based on total citations (TC) and total publications (TP).

Based on the analysis of the influential journals for the development of JE literature, as presented in table 3, the findings indicate that journals that have greater impact and productivity in terms of total publications (TP) would be ones that have a large number of total citations (TC). The findings indicate that these journals have been the ones most instrumental in spreading the research and information on JE, as the "International Journal of Contemporary Hospitality Management" received 816 citations from 10 publications throughout the time period, while the "International Journal of Hospitality Management" had the most publications (14) during the same period. The evolution of the distribution of publications by publication years is further evident in some significant publications between 2010 and 2015 and significant growth in research activities between 2016 – 2020 and beyond. As a number of papers are published in major journals, JE has emerged as a fast expanding field of study.

Table 3: Prominent journals for Job Embeddedness Research

Journal	**TP**	**TC**	**2010-2015**	**2016-2020**	**2021-2026**
Int'l J of Contemporary Hospitality Management	10	816	2	3	5
J. of Vocational Behavior	8	510	4	3	1
Int'l J. of Hospitality Management	14	455	1	3	10
J. of Organizational Behavior	4	362	1	1	2
Personnel Review	9	295		5	4
Int'l J of Human Resource Management	11	288	4	1	6

Employee Relations	6	226	1	3	2
J. of Hospitality and Tourism Management	6	205	0	2	4
J. of Human Resources in Hospitality and Tourism	5	188	0	3	2
Int'l J. of Tourism Research	4	155	1	1	2
Human Resource Management	4	143	1	1	2
Sustainability (Switzerland)	6	125	0	3	3
Human Relations	4	121	1	1	2
J. of Hospitality and Tourism Insights	5	114	0	0	5
Evidence-Based Hrm	6	105	0	1	5
Management Research Review	7	98	0	2	5
Sage Open	4	78	0	2	2
J. of Management and Organization	5	66	0	0	5
European J. of Work and Organizational Psychology	4	64	2	0	2
J. of Organizational Effectiveness	5	54	1	1	3

Source: Author's own compilation (2026)

3.4 Most Influential articles on Job Embeddedness

Table 4 depicts the articles with the highest number of citations per article. William Lee (2014)'s article "The Story of Why We Stay: A Review of Job Embeddedness" was the most cited article amongst all publications with 308 citations.

In addition, there were a number of well-respected studies that scanned the hospitality and tourism industry. Notable examples include Allen's (2013), Harris (2011), Kraimer (2012) Burton (2010), Zhang (2012) Afsar (2018), Robinson (2014), , Karatepe's (2013a) Karatepe (2012a), and Karatepe (2012b), which examined the pratice of JE among hospitality employees. Their results also supported the use of JE theory to enhance service-related businesses.

Additionally, citation analysis shows that multiple publications of Karatepe are included in the field's most cited articles, information that further draws attention to the role of this village. Jean M. Vandenberg and her Academic Qualifications of 1851, 1991, and 2005 demonstrated that she had a significant impact on the development and refinement of the research on Job Embeddedness. In the same way, there have been studies that have expanded on Job Embeddedness, its relationship with employee attitudes, workplace innovation and relation, HRM practices and organizational outcomes by Holtom, Ng, Lyu, Ferreira, and Tian.

Table 4: Most influential articles of Job Embeddedness

Author(s)	Title	TC
William Lee (2014)	"The Story of Why We Stay: A Review of Job Embeddedness"	308
Allen (2013)	"Perceived Organizational Support and Embeddedness as Key Mechanisms Connecting Socialization Tactics to Commitment and Turnover Among New Employees"	280
Karatepe (2013a)	"The Effects of Work Overload And Work-Family Conflict on Job Embeddedness and Job Performance: The Mediation of Emotional Exhaustion"	215
Harris (2011)	"The Mediating Role of Organizational Job Embeddedness in The Lmx-Outcomes Relationships"	192
Kraimer (2012)	"No Place Like Home? An Identity Strain Perspective on Repatriate Turnover"	174
Burton (2010)	"The Buffering Effects of Job Embeddedness on Negative Shocks"	174
Zhang (2012)	"A Review of Job Embeddedness: Conceptual, Measurement Issues, and Directions for Future Research"	164
Kiazad (2014)	"Psychological Contract Breach and Employee Innovation: A Conservation of Resources Perspective"	157
Karatepe (2013b)	"High-Performance Work Practices, Work Social Support and their Effects on Job Embeddedness and Turnover Intentions"	**152**
Afsar (2018)	"Frontline Employees' High-Performance Work Practices, Trust in Supervisor, Job-Embeddedness and Turnover Intentions in Hospitality Industry"	137
Karatepe (2012a)	"The Effects of Coworker and Perceived Organizational Support on Hotel Employee Outcomes: The Moderating Role of Job Embeddedness"	135
Gong (2011)	"Cultural Diversity in China: Dialect, Job Embeddedness, and Turnover"	132
Robinson (2014)	"Thinking Job Embeddedness not Turnover: Towards a Better Understanding of Frontline Hotel Worker Retention"	131
Karatepe (2012b)	"Does Job Embeddedness Mediate the Effect of Work Engagement on Job Outcomes? A Study of Hotel Employees in Cameroon"	121
Ng (2010)	"The Impact of Job Embeddedness on Innovation-Related Behaviors"	112
Akgunduz (2017)	"The Effect of Employee Advocacy and Perceived Organizational Support on Job Embeddedness and Turnover Intention in Hotels"	109
Holtom (2012)	"How Negative Affectivity Moderates the Relationship Between Shocks, Embeddedness and Worker Behaviors"	94

Ferreira (2017)	"Mediation of Job Embeddedness and Satisfaction in the Relationship Between Task Characteristics and Turnover: A Multilevel Study in Portuguese Hotels"	93
Tian (2016)	"Staying and Performing: How Human Resource Management Practices Increase Job Embeddedness and Performance"	93
Lyu (2019)	"The Predictive Effects of Workplace Ostracism on Employee Attitudes: A Job Embeddedness Perspective"	92

Source: Author's own compilation (2026)

3.6 Knowledge foundations of Job Embeddedness through co- citation analysis

Co-citation analysis is a bibliometric method that is utilized to reveal the intellectual structure and knowledge foundation of a research domain through considering the co-citation frequency ofjournals and authors in the scholarly literature (Donthu et al.,2021). A co-citation network of the references cited in the literature underlying the JE is provided (shown in Figure 2).

The co-citation map shows that there are distinct clusters, suggesting different, but similar, streams of research in Job Embeddedness. The green cluster is focused on scholars with political influence (e.g., Mitchell T.R., Lee T.W., Allen D.G., Feldman D.C., Holtom B.C., and Gärtner S.). These authors have written some of the front-line papers on the theory of JE. They tend to be highly co-cited so their work is often cited in parallel by later publications in the area.

The red cluster has numerous prominent authors such as Karatepe O.M., Wheeler A.R., Hobfoll S.E., Podsakoff N.P., Wheeler A.R., Harris K.J., and Barker D.F. The relationships between Job Embeddedness and other organizational and employee outcomes like job performance, organizational support, workplace stressors, job engagement and turnover intentions are examined in this cluster. The many inter-authors connections within this stream suggest much scholarly interdependence & thematic resemblance.

Erez M. is a connecting node between the clusters, another group of authors are located between these two larger clusters. These cross linking authors help to bring together a variety of perspectives and also push the theoretical limits of JE studies.

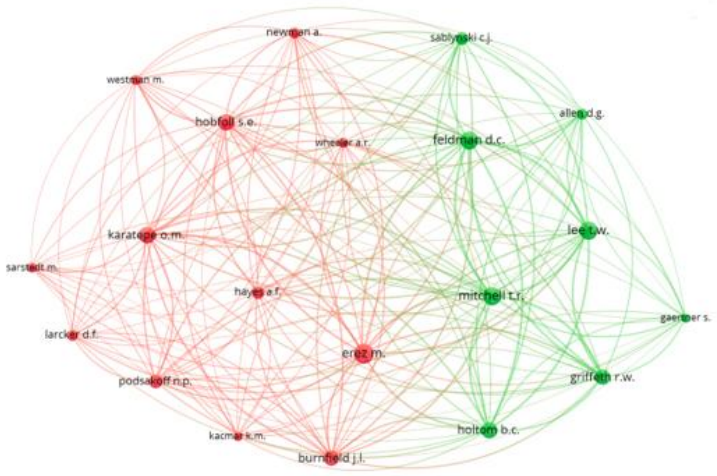


Figure 2: Co-citation analysis on Job Embeddedness research

Source: Author's own compilation (analyzed using VOSviewer, 2026)

3.7 Thematic and influential analysis through the bibliographic coupling

The thematic clusters presented in Table 6 reveal the dominant research theams in the JE literature and also highlight the key topics that have attracted the scholarly attention over time.

Cluster 1 focuses on the Job Satisfaction, emphasizing on the relation among attitudes, job embeddedness and leadership,. For instance, Huning et al., (2020) examined how servant leadership, perceived organizational support, and job embeddedness influence turnover intentions, demonstrating the interconnected nature of these workplace factors. Also, Collins et al. (2014) explored gender differences in the relation between leadership styles, job satisfaction and employee embeddedness,. Additionally, Darrat et al., (2017) examined the influence of JE on salesperson deviance and found that job satisfaction have a moderating role in this relation. Together, these studies highlight the importance of job satisfaction as a critical mechanism through which job embeddedness affects employee behavior and organizational outcomes.

Cluster 2 centers on Turnover Intention, the most extensively researched outcomes of Job Embeddedness. Hussain and Deery (2018) explored the reasons why self-initiated expatriates leave their organizations, emphasizing the importance of JE alonf with workplace shock in shaping turnover intention. Likewise, Ampofo and Karatepe, (2022) examined how on-the-job embeddedness and it's dimensions influence work engagement, turnover intentions and organizational commitment, among hotel employees. Furthermore, Bambacas and Kulik, (2013) investigated the impact of HR practices on job embeddedness and employee turnover intentions in the Chinese context.

Cluster 3 focuses on Job Performance, examining how job embeddedness contributes to individual effectiveness and the organizational productivity. Yu et al., (2020) explored the relationships among job embeddedness, self-efficacy, work engagement, turnover intentions, job performance and job satisfaction, in the hospitality industry, highlighting the positive influence of embeddedness on employee outcomes. Similarly, Qian et al. (2022) investigated whether job embeddedness moderates the relation among job performance and job insecurity, finding that embedded employees better able to deal with workplace uncertainty. More recently, Chen et al., (2024) examined effects of job skill demands under AI embeddedness on employee performance, illustrating how emerging technological changes influence employee behavior and performance outcomes. This cluster demonstrates the growing interest in understanding the performance-related consequences of Job Embeddedness.

Weighted on the primary aim of Job Embeddedness research, Employee Retention is at the heart of Cluster 4. Seathu Raman et al., (2024) conducted a systematic review of hospital doctor turnover and retention, proposing new research directions to be pursued to understand how doctors remain in their jobs. The below study by Shibiti (2019) illustrates the correlation between retention factors and JE in the case of public school teachers, highlighting the importance of retention factors in retaining employees in the workplace. Furthermore, Abraham et al. (2026) explored the practices of talent acquisition and retention in Malaysian SMEs, highlighting their importance in building organizational commitment and holding on to employees for the long haul.

The bibliographic coupling analysis indicates that the overall focus of the Journal article concerning Job Embeddedness is related to four main fields that are related: Job Satisfaction, Turnover Intention, Job Performance and Employee Retention. These themes show the wide-ranging uses of the Job Embeddedness theory and the importance of embedding the theory in the study of employee attitudes, actions and outcomes. The study findings also suggest that, while much focus remains on the hardest aspect of turnover (turnover), more recent studies are addressing a broader range of issues, including performance, well-being, leadership and retention of talent.

Table 6: Thematic clusters of Job Embeddedness through bibliographic coupling

Job satisfaction	Huning T.M et al. (2020)	"The effect of servant leadership, perceived organizational support, job satisfaction and job embeddedness on turnover intentions: An empirical investigation"	65
	Collins B.J.et al. (2014)	"Gender differences in the impact of leadership styles on subordinate embeddedness and job satisfaction"	65
	Darrat M.A. et al. (2017)	"Examining the impact of job embeddedness on salesperson deviance: The moderating role of job satisfaction"	61
turnover intention	Hussain T. and Deery S. (2018)	"Why do self-initiated expatriates quit their jobs: The role of job embeddedness and shocks in explaining turnover intentions"	85
	Ampofo E.T. and Karatepe O.M. (2022)	"The effects of on-the-job embeddedness and its sub-dimensions on small-sized hotel employees' organizational commitment, work engagement and turnover intentions"	83
	Bambacas M. and Kulik T.C. (2013)	"Job embeddedness in China: How HR practices impact turnover intentions"	75
job Performance	Yu J. et al. (2020)	"Sustainable relationship development between hotel company and its employees: Linking job embeddedness, job satisfaction, self-efficacy, job performance, work engagement, and turnover"	44
	Qian S.et al. (2022)	"Is job insecurity always bad? The moderating role of job embeddedness in the relationship between job insecurity and job performance"	30
	Chen N. et al. (2024)	"The Effect of Job Skill Demands Under Artificial Intelligence Embeddedness on Employees' Job Performance: A Moderated Double-Edged Sword Model"	13
Retention	Seathu Raman S.S. et al. (2024)	"Hospital doctor turnover and retention: a systematic review and new research pathway"	25
	Shibiti R. (2019)	"Satisfaction with retention factors in relation to job embeddedness of public school teachers"	22
	Abraham M. et al. (2026)	"Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective"	16

Source: Author's own compilation (2026)

3.8 Thematic trends of Job Embeddedness

Keyword co-occurrence analysis was used to analyse the thematic evolution of Job Embeddedness studies as a result of the bibliographic coupling and the co-citation analyses. By examining the connections between commonly occurring keywords, this method can help identify the key research topics and their evolution over time. To capture the evolution of the field, the study period was divided into three phases: 2010–2015, 2016–2020, and 2021–2026. Thematic development is shown across these periods in Figures 3, 4 and 5. Thematic overview of Job embeddedness research, 2010-2015: Figure 3 shows the thematic overview of Job embeddedness research between 2010-2015. The keyword "Job Embeddedness" is in the centre of the network, suggesting that it was the concept on which early work was organized. In this time, most research interest was in comprehending the connection between Job Embeddedness and employee retention related outcomes. The main construct was surrounded by a number of related themes such as turnover intentions, organizational commitment, job satisfaction, voluntary turnover, employee retention, and perceived organizational support. The themes indicate that initial research focused on the questions of why staff stay in organisations and what factors in the workplace affect their job commitment. The figure also shows an increasing interest in organizational/behavioural factors like organizational citizenship behaviour, work engagement, management science, employee development, and work experience. Themes of hotel employees, customer service, job performance and outcomes were also starting to appear in sector-specific applications, further illustrating the penetration of Job Embeddedness theory into the hospitality and service sectors.

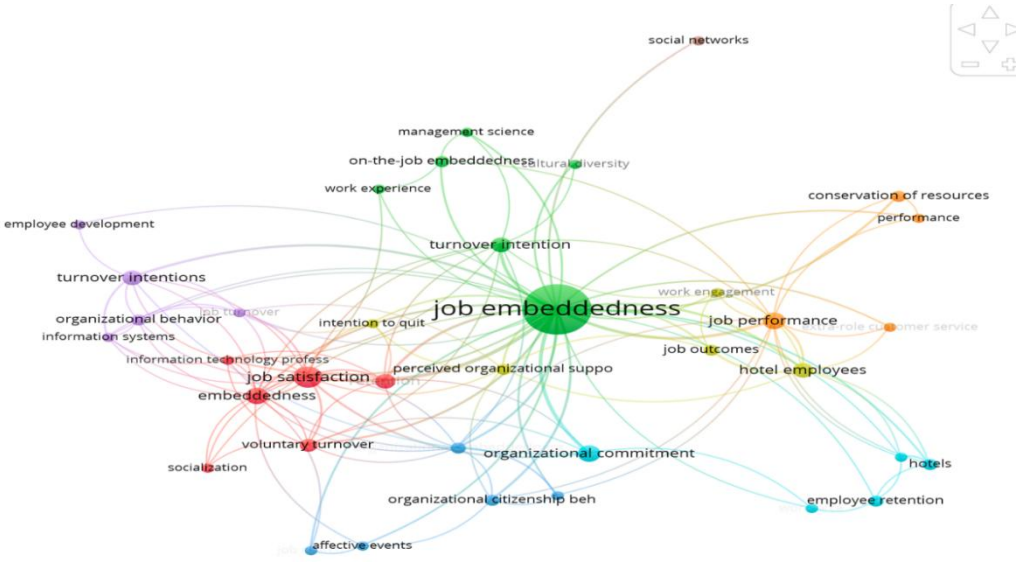


Figure 3: Most influential topics in the "period of 2010-2015"

Source: Author's own compilation (analyzed using VOSviewer, 2026)

In general, the period from 2010-2015 years can be called as foundation years for Job Embeddedness research, as it is still conceptualizing and focussed on employee retention, employee turnover intention, and organizational commitment. Thematic evolution of Job Embeddedness research in period II from 2016–2020: Figure 4 shows the thematic evolution of Job Embeddedness research from 2016 to 2020. The overall emphasis shifted from Job Embeddedness to a more general and broader one than in the past, but this theme was still the most prevalent. The network reveals greater connectivity among the constructs of Job Embeddedness and different attitudes, experiences, and organizational outcomes among employees. Themes of turnover intention, employee retention, employee turnover, and turnover intentions were still very present, indicating that the study of employee retention is still relevant. Theoretical scope of Job Embeddedness research, however, was expanded with new topics like life satisfaction, self-efficacy, work engagement, affective commitment and job insecurity becoming visible. During this time there was also growing interest in contextual and industry-specific factors. The findings show that the researchers were interested in the relationship between work environments and embeddedness and

employee outcomes, such as from the hospitality industry, working conditions, career satisfaction, and organizational citizenship behavior.

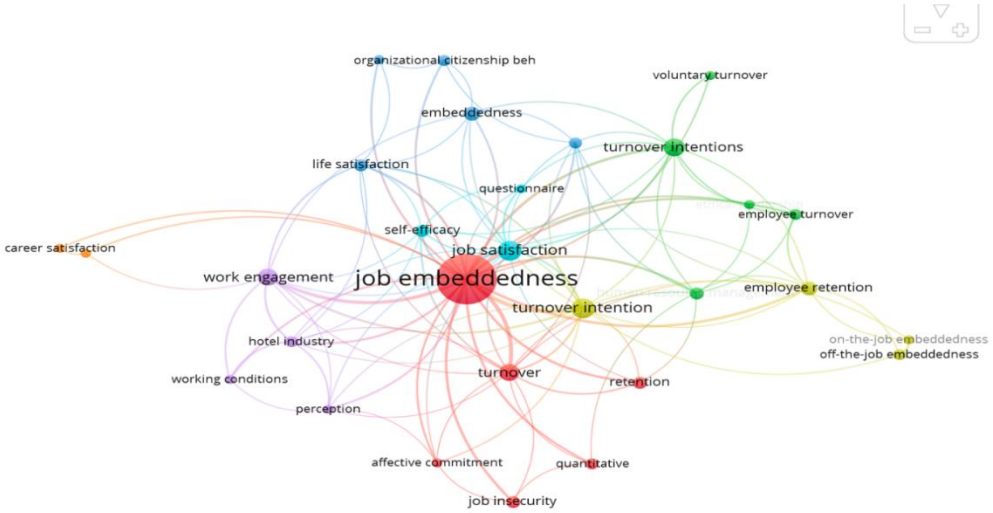


Figure 4: Most influential topics in the "period of 2016-2020"

Source: Author's own compilation (analyzed using VOSviewer, 2026)

Another significant finding was the appearance of the concepts of "sustainability," "intention to quit" and "off the job embeddedness," represents that there was a more comprehensive overall picture that went beyond organizational boundaries to encompass personal and external factors that influenced employee retention. The thematic pattern of this period suggests a shift from largely turnover-related research to research on attitudes and experiences in the workplace.

Figure 5 illustrates the thematic development of the Job Embeddedness research in the next period from 2021-2026. The network shows a substantial growth and diversification of the field, compared to the previous phases, and it is quite large and interconnected. Research during this period broadened the scope of Job Embeddedness research to include more organizational, psychological, and technological issues. Themes in the literature that had a strong influence were turnover intention, employee retention, job satisfaction, organizational commitment, turnover rate, and personnel turnover, which were considered traditional themes in the literature and were shown to be very influential. But some new themes were apparent such as well-being, psychological capital, organizational identification, leadership, workplace psychology, resilience, career adaptability, and employee engagement, which demonstrate the increased interest in employee well-being and positive organizational behaviour.

Hospitality industry, hotel employees, hospitality, and servant leadership were among the other keywords that were given a lot of attention for the hospitality sector. The themes suggest that the study of Job Embedment theory continues to be applied to industries that are service based where a problem of retaining employees continues to exist.

A salient trend in this period is the emergence of artificial intelligence which indicates research on technology-related issues being studied on the impact of digital transformation and artificial intelligence on the workplace on employee embeddedness and performance. Furthermore, the articles describe the advancement of the field in methodological and theoretical complexity, for example, with the themes on work-life balance, procedural justice, leader-member exchange, and structural equation modeling.

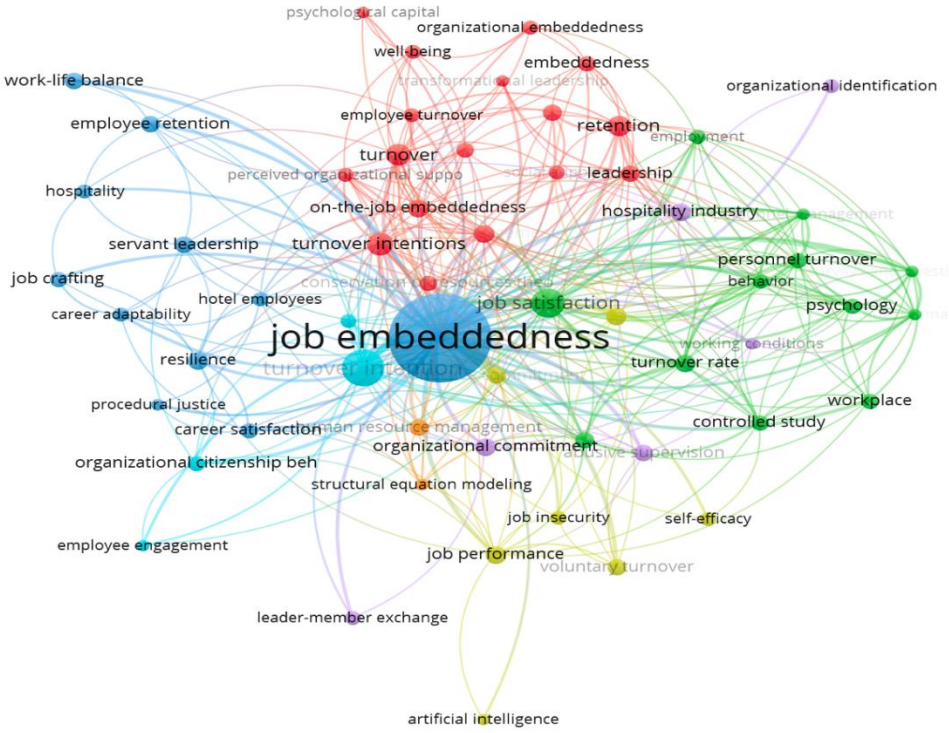


Figure 5: Most influential topics in the "period of 2021-2026"

Source: Author's own compilation (analyzed using VOSviewer, 2026)

The maturation and expansion phase of Job Embeddedness research is from 2021 to 2026. There is a theme shift from the narrow focus on turnover-related outcomes to a more general one that examines employee well-being, leadership, organizational behavior, workplace psychology, and technological impacts. This progression is indicative of the increased understanding that the Job Embeddedness construct is multidimensional and has impact on multiple facets of organizational and employee performance.

4 Discussion

The present research gives an exhaustive overview of intellectual structure and evolution Job Embeddedness studies from 2010 - 2026. The findings revealed that there was an increase in scholarly interest in the field during the study period, which reflects the rising importance of Job Embeddedness as a construct to be studied in the field of organizational behaviour, HRM and hospitality research. The pattern of publication shows that Job Embeddedness is a growing topic of study and practice, as the post 2019 years are showing particularly strong growth with the most productive years being 2024 and 2025. The citation analysis revealed some very influential studies that have influenced the theories underpinning the field. In particular, William Lee's review article, The Story of Why We Stay: A Review of Job Embeddedness (2014) was found to be the most influential published article, highlighting the value of concept and review articles for advancing the theoretical body of knowledge. Likewise, researchers Allen, Karatepe, Harris and Holtom show that the foundational studies of the relations between Job Embeddedness, organizational support, job performance, work engagement, and the turnover intentions continue to have impact on the citation. The analysis of authors, institutions and countries also illustrates the global nature of the research on Job Embeddedness. Karatepe and Osman M. were the most influential authors and Eastern Mediterranean University had a strong institutional influence. Nationally, the United States was the leader in both the number of publications and the impact measured by citations, thus continuing to exert a strong influence on the evolution of the discipline. But there were substantial contributions from China, Turkey, Australia, India, and Pakistan, which signify the internationalization of Job Embeddedness studies. The analysis

of the journal showed that there is a focus of Job Embeddedness research in the high-quality journals related to hospitality management, organizational behaviour and human resource management. The journals that are referenced, such as the "International Journal of Contemporary Hospitality Management", "International Journal of Hospitality Management", and the “Journal of Vocational Behaviour”, demonstrate the practical implications of Job Embeddedness in terms of retaining employees within service sectors in which employee turnover is a key company problem. Based on the co-citation analysis, it was concluded that the body of knowledge of Job Embeddedness research was rooted in a fairly independent network of key scholars. The basic knowledge framework of the field was provided by foundational texts including those by Mitchell, Lee, Allen, Holtom and Karatepe. Bibliographic coupling analysis also showed that, the research in the field of contemporary period is grouped into four major themes which are job satisfaction, turnover intention, job performance, and employee retention. The themes taken together highlight the dominant focus on why employees stay within organizations and what factors in the workplace affect employee retention-related outcomes. Thematic evolution analysis shows that there is a development of job embeddedness research over time. Although the initial research was mainly centered on the aspects of turnover intention and organizational commitment, recent research has been extended to incorporate other factors such as employee well-being, psychological capital, organizational identification, leadership, work-life balance, resilience, and artificial intelligence. This development reflects the growing complexity and multidisciplinary nature of Job Embeddedness research and that the construct is still evolving to meet new realties in the workplace.

4.1 limitations of the investigation

Despite providing valuable insights for development of Job Embeddedness research, this study has certain limitations. First, limitation is that the analysis is based on publications indexed in the Scopus database only. Scopus is one of the most exhaustive academic databases, relevant studies indexed in other databases have been not captured.

Second, the study considered only English-language publications. As findings, valuable contributions published in other languages may have been excluded from the analysis. Third, the findings are dependent upon the selected search keyword, "Job Embeddedness," which may have omitted studies discussing related concepts without explicitly using this term.

Furthermore, bibliometric analyses primarily focus on publication and their citation patterns and therefore do not evaluate methodological quality or theoretical rigor of individualresearch publications.

Lastly, the counts of citation may be influenced by factors such as the publication age, and journal reputation, that may not necessarily reflect actual quality or significance of a study.

4.2 Directions for future Research

The findings of this research suggest various promising avenues for the future research. Second, researchers can explore the influence of Job Embeddedness on the new workplace environment of remote working, hybrid working and digital transformation. Flexible models of work are becoming more prevalent, so there is an important opportunity to explore how employees are 'embedded' within virtual workspaces. Secondly, future research could examine the association of JE with new psychological concepts like employee well-being, resilience, psychological capital, mindfulness and workplace mental health. The thematic analysis reveals an emerging interest in these research fields, but still significant research potential for both theory and empiricism. Third, researchers can study how technology (specifically, AI and automation) affects employee embeddedness, career growth, and organizational affiliation. With the recent rise of AI related themes, it is likely that technology driven change will be an important research stream in the future. Fourth, comparative cross-cultural research are much needed to understand, how Job Embeddedness operates across various national, institutional contexts and cultural. Despite the increasing research worldwide, research output is still very localised in the few countries. Last but not least, additional research could consider incorporating JE in the context of current organizational challenges like sustainability, diversity and inclusion, employee experience, talent management, and organizational resilience.

4.3 Implications of the study

The study offers implication for researchers, policymakers and practitioners. The research offers the researchers a comprehensive picture of the knowledge structure, influential contributors, and the emerging themes in the field of JE research. Major research clusters and thematic trends can help scholars in identifying gaps in research and designing future research. The findings will add to the importance of Job Embeddedness for practitioners and human resource managers as a strategic approach to enhance the organizational performance not only in terms of retention. The strong connections between Job Embeddedness, job satisfaction, organizational commitment, work engagement, and turnover intentions suggest that organizations should develop supportive work environments that strengthen employees' links, and sacrifice dimensions of the embeddedness. The study suggests that organizational leaders and/or policymakers need to adopt evidence-based retention practices that address organizational factors and personal factors that affect employee retention. These programs can help ensure the stability of the workforce, well-being of employees, and effectiveness of the organization.

5 Conclusion of the study

The present study performed a comprehensive bibliometric analysis of the Job Embeddedness studies published from 2010 – 2026 from the Scopus database. By using bibliometric methods. The results section delves into the significant rise in Job Embeddedness studies over the course of the study, highlighting the most productive years in 2024 and 2025. The analysis revealed significant authors, institutions, journals, countries and articles. The USA has become the leading country in terms of publications and citations, and journals in hospitality management, organizational behavior and human resource management were the major platforms for dissemination of research. It was revealed that the knowledge structure of this research area is dominated by influential scholars like Mitchell, Lee, Allen, Holtom and Karatepe, and that their works continue to influence research today. Thematic evolution analysis identified four dominant thematic areas including job satisfaction, turnover intention, job performance and employee retention, as well as bibliographic coupling analysis showed the growth in research on employee well-being, leadership, workplace psychology, and technological advancements such as artificial intelligence. Overall, the research gives a systematic and exhaustive understanding of evolution and current state of Job Embeddedness research. By identifying influential knowledge structures, research trends, and emerging themes, the study contribute to the developing body of knowledge employee retention & organizational behavior while giving a valuable foundation for future scholarly investigations.

References

[1] Abraham, M., Kaliannan, M., Avvari, M. V., & Thomas, S. (2026). Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective. Journal of General Management, 51(2), 183-195.

[2] Afsar, B., & Badir, Y. (2015). The impacts of person-organisation fit and perceived organisational support on innovative work behaviour: the mediating effects of knowledge sharing behaviour. International Journal of Information Systems and Change Management, 7(4), 263-285.

[3] Akgunduz, Y., & Sanli, S. C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. Journal of Hospitality and Tourism Management, 31, 118-125.

[4] Allen, D. G., & Shanock, L. R. (2013). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees. Journal of Organizational Behavior, 34(3), 350-369.

[5] Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. Academy of management Perspectives, 24(2), 48-64.

[6] Ampofo, E. T., & Karatepe, O. M. (2022). The effects of on-the-job embeddedness and its sub-dimensions on small-sized hotel employees' organizational commitment, work engagement and turnover intentions. International Journal of Contemporary Hospitality Management, 34(2), 509-533.

[7] Aria, M., & Cuccurullo, C. (2017). bibliometrix: An R-tool for comprehensive science mapping analysis. Journal of informetrics, 11(4), 959-975.

[8] Baas, J., Schotten, M., Plume, A., Côté, G., & Karimi, R. (2020). Scopus as a curated, high-quality bibliometric data source for academic research in quantitative science studies. Quantitative science studies, 1(1), 377-386.

[9] Bambacas, M., & Kulik, T. C. (2013). Job embeddedness in China: How HR practices impact turnover intentions. The International Journal of Human Resource Management, 24(10), 1933-1952.

[10] Burton, J. P., Holtom, B. C., Sablynski, C. J., Mitchell, T. R., & Lee, T. W. (2010). The buffering effects of job embeddedness on negative shocks. Journal of Vocational Behavior, 76(1), 42-51.

[11] Chen, N., Zhao, X., & Wang, L. (2024). The effect of job skill demands under artificial intelligence embeddedness on employees' job performance: A moderated double-edged sword model. Behavioral Sciences, 14(10), 974.

[12] Collins, B. J., Burrus, C. J., & Meyer, R. D. (2014). Gender differences in the impact of leadership styles on subordinate embeddedness and job satisfaction. The leadership quarterly, 25(4), 660-671.

[13] Darrat, M. A., Amyx, D. A., & Bennett, R. J. (2017). Examining the impact of job embeddedness on salesperson deviance: The moderating role of job satisfaction. Industrial Marketing Management, 63, 158-166.

[14] Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. Journal of business research, 133, 285-296.

[15] Gong, Y., Law, K. S., Chang, S., & Xin, K. R. (2009). Human resources management and firm performance: The differential role of managerial affective and continuance commitment. Journal of applied psychology, 94(1), 263.

[16] Goodell, J. W., Kumar, S., Lim, W. M., & Pattnaik, D. (2021). Artificial intelligence and machine learning in finance: Identifying foundations, themes, and research clusters from bibliometric analysis. Journal of behavioral and experimental finance, 32, 100577.

[17] Goyal, K., & Kumar, S. (2021). Financial literacy: A systematic review and bibliometric analysis. International Journal of Consumer Studies, 45(1), 80-105.

[18] Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX–outcomes relationships. The leadership quarterly, 22(2), 271-281.

[19] Holtom, B. C., & Inderrieden, E. J. (2006). Integrating the unfolding model and job embeddedness model to better understand voluntary turnover. Journal of managerial issues, 435-452.

[20] Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. Academy of Management annals, 2(1), 231-274.

[21] Huning, T. M., Hurt, K. J., & Frieder, R. E. (2020, May). The effect of servant leadership, perceived organizational support, job satisfaction and job embeddedness on turnover intentions: An empirical investigation. In Evidence-Based HRM: A Global Forum for Empirical Scholarship (Vol. 8, No. 2, pp. 177-194). Emerald Publishing Limited.

[22] Hussain, T., & Deery, S. (2018). Why do self-initiated expatriates quit their jobs: The role of job embeddedness and shocks in explaining turnover intentions. International Business Review, 27(1), 281-288.

[23] Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. Journal of Applied psychology, 97(5), 1077.

[24] Karatepe, O. M. (2012a). The effects of coworker and perceived organizational support on hotel employee outcomes: The moderating role of job embeddedness. Journal of Hospitality & Tourism Research, 36(4), 495-516.

[25] Karatepe, O. M. (2013a). The effects of work overload and work-family conflict on job embeddedness and job performance: The mediation of emotional exhaustion. International Journal of contemporary Hospitality management, 25(4), 614-634.

[26] Karatepe, O. M. (2013b). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. International journal of contemporary hospitality management, 25(6), 903-921.

[27] Karatepe, O. M., & Ngeche, R. N. (2012b). Does job embeddedness mediate the effect of work engagement on job outcomes? A study of hotel employees in Cameroon. Journal of Hospitality Marketing & Management, 21(4), 440-461.

[28] Kiazad, K., Holtom, B. C., Hom, P. W., & Newman, A. (2015). Job embeddedness: a multifoci theoretical extension. Journal of Applied Psychology, 100(3), 641.

[29] Kraimer, M. L., Shaffer, M. A., Harrison, D. A., & Ren, H. (2012). No place like home? An identity strain perspective on repatriate turnover. Academy of Management Journal, 55(2), 399-420.

[30] Lee, T. W., Mitchell, T. R., Sablynski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. Academy of management journal, 47(5), 711-722.

[31] Mer, A., & Saini, A. (2024). Green intellectual capital: a bibliometric analysis. International Journal of Learning and Intellectual Capital, 21(5), 571-591.

[32] Mer, A., Saini, A., Gupta, O., & Papade, G. R. (2025). Green intellectual capital and sustainable competitive advantage: the mediating role of green learning: a knowledge-based view with scientists' perspectives. International Journal of Learning and Intellectual Capital, 22(4), 367-384.

[33] Mishra, D., Gunasekaran, A., Papadopoulos, T., & Childe, S. J. (2018). Big Data and supply chain management: a review and bibliometric analysis. Annals of Operations Research, 270(1), 313-336.

[34] Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. Academy of management journal, 44(6), 1102-1121.

[35] MM, S. (2021). Influence of empowerment, psychological contract and employee engagement on voluntary turnover intentions. International Journal of Productivity and Performance Management, 70(2), 325-349.

[36] Ng, T. W., & Feldman, D. C. (2010). The impact of job embeddedness on innovation-related behaviors. Human resource management, 49(6), 1067-1087.

[37] Qian, S., Yuan, Q., Niu, W., & Liu, Z. (2022). Is job insecurity always bad? The moderating role of job embeddedness in the relationship between job insecurity and job performance. Journal of Management & Organization, 28(5), 956-972.

[38] Robinson, R. N., Kralj, A., Solnet, D. J., Goh, E., & Callan, V. (2014). Thinking job embeddedness not turnover: Towards a better understanding of frontline hotel worker retention. International Journal of Hospitality Management, 36, 101-109.

[39] Seathu Raman, S. S., McDonnell, A., & Beck, M. (2024). Hospital doctor turnover and retention: a systematic review and new research pathway. Journal of Health Organization and Management, 38(9), 45-71.

[40] Shibiti, R. (2019). Satisfaction with retention factors in relation to job embeddedness of public school teachers. SA Journal of Human Resource Management, 17(1), 1-9.

[41] William Lee, T., Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. Annu. Rev. Organ. Psychol. Organ. Behav., 1(1), 199-216.

[42] Yu, J., Ariza-Montes, A., Giorgi, G., Lee, A., & Han, H. (2020). Sustainable relationship development between hotel company and its employees: Linking job embeddedness, job satisfaction, self-efficacy, job performance, work engagement, and turnover. Sustainability, 12(17), 7168.

[43] Zhang, M., Fried, D. D., & Griffeth, R. W. (2012). A review of job embeddedness: Conceptual, measurement issues, and directions for future research. Human Resource management review, 22(3), 220-231.

[44] Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organization. Organizational research methods, 18(3), 429-472.