International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2024, 14(6), 355-363.

A Bibliometric Analysis of Employee Turnover Intention among IT Sector Employees

Trapati Narwaria[1], Rajiv Dwivedi[2], Anil Vashisht[2], Apoorva Mishra[2]*, Pratiksha Saxena[3], Vivek Gupta[2], Abhishek Singhal[4], Sandeep Raghuwanshi[2]*

[1]Research Scholar, Amity Business School, Amity University Madhya Pradesh, India, [2]Amity Business School, Amity University Madhya Pradesh, India, [3]Prestige Institute of Management and Research, Gwalior, Madhya Pradesh, India, [4]Shoolini University, Solan-Himachal Pradesh, India. *Email: san.7608@gmail.com

Received: 05 July 2024 **Accepted:** 05 October 2024 **DOI:** https://doi.org/10.32479/irmm.17067

ABSTRACT

Employee turnover is an important problem in the IT sector. However, there are still few comprehensive discussions on the current trends in employee turnover research. This study aims to comprehensively investigate relevant literature from 2019 to 2023 by bibliometric analysis to facilitate detailed exploration. The study has collected many academic documents and provided a comprehensive overview of recent research landscapes. Using the Scopus database, we used library analysis to examine the publication on employee turnover intentions between 2019 and 2023. The results showed a significant increase in research on turnover intentions, which highlighted their continued relevance in organizational research. In addition, the study identified and mapped a group of academic research focusing on employee turnover intentions, job satisfaction, employee management, and employee turnover. Key themes, influential works, and outstanding contributions were highlighted, showing the main contributors and key publications in this area. The information obtained from this study provides a valuable basis for future research and guides researchers to the most important research areas. The recommendations proposed will contribute to the development of effective retention strategies and promote better working conditions, ultimately contributing to the success and well-being of organizations and employees.

Keywords: Bibliometric Analysis, Employee Turnover Intention, Scopus
JEL Classifications: J63, J28, M54, O15, C55

1. INTRODUCTION

Employee turnover has been a problem for businesses and organizations for many years. Every industry is always seeing higher staff turnover (Bachtiar, 2023). Employee turnover is primarily a topic of study and practice in human resource management (HRM). The departure of individuals from an organization can disrupt internal processes and necessitate the recruitment, selection, and training of new personnel (De Clercq, 2022). Understanding the underlying factors that lead employees to contemplate leaving their workplaces is crucial, as it serves as a precursor to their subsequent turnover actions (Tett and Meyer, 1993; Tse et al., 2014). Additionally, many scholars face challenges when studying employee turnover due to its susceptibility to various uncontrollable variables, such as changes in employment status (Fawcett et al., 2008). Over the years, numerous definitions of employee turnover intention have emerged from research into employee turnover intentions (Gupta et al., 2023). The term "turnover intention" does not mean that an employee will resign but rather indicates that he or she is considering such an action. According to (Griffeth et al., 2000), turnover intention stands as the most reliable predictor of actual turnover behavior (Hasan et al., 2024).. Following the definition (Tett and Meyer, 1993), turnover intention refers to an employee's inclination and preparedness to depart from their current occupation. Studies of turnover intentions have been conducted in-depth, as they have a significant impact on

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business performance and productivity (Sai and Kumari, 2023), (Yin et al., 2023). Resigning from work means dissatisfaction in the workplace and can lead to the departure of essential employees with a wide range of skills and talents (Ahmad et al., 2021). Employee turnover can jeopardize organizational efficiency and productivity (Das et al., 2017). This is especially important for the company's ability to maintain long-term stability and competitive advantage in today's global competitive environment (Zahra et al., 2018). The intention of conversion, as developed by (Haque et al., 2019) refers to individuals' tendency to leave their current organizations and seek employment opportunities elsewhere. It is an antecedent to the actual turnover of employees.

Turnover intentions are defined as the likelihood that employees will leave their jobs within a given period. Since March 1958, Simon and Simon introduced a participant-determination model for turnover, with several models proposed focusing on factors, turnover behaviours, and turnover intentions (Arshad and Puteh, 2015), (Hasan et al., 2023).The effect of turnover on the organization is not only in terms of the expense of termination, recruitment, selection, and advertising, but it also represents the ability of the remaining employees to accomplish their mounting obligations or accumulate work in the organization (Gupta and Shaheen, 2017).

Employee turnover has become a key issue in the IT sector. Employee turnover is a permanent cessation of work within a company, whether voluntary or involuntary (Shrivastava et al., 2023). In IT, significant employee turnover is a challenging factor that results in loss of innovation (P. Sikarwar et al., 2023). This process takes time and costs money, as expenses include direct expenses such as employment and training and indirect expenses such as lost enthusiasm and peer pressure (Suárez-Albanchez et al., 2022). Employee turnover is a major concern for knowledge loss and the organization cannot sustain knowledge continuity (Hana and Lucie, 2011). Employee turnover causes a chain of roles to be disturbed, the company's reputation to suffer, and employees' morale to be reduced (Chandra and Margono, 2021), (Dixit et al., 2024). According to Deepa and Stella (2012), (Singh et al., 2024), employee turnover refers to the percentage of the company's total number of employees required to replace a particular timeframe. Janani (2014) reported the following formula to determine employee turnover rate:

Employee Turnover rate = (No. of separations/Total number of employees) * 100

Employee turnover intention is a significant concern within the IT sector employee landscape. The departure of skilled professionals from IT companies can disrupt project timelines, hinder innovation, onboarding, and training of replacements, and incur substantial costs associated with recruitment (Khare et al., 2023). Understanding the underlying factors driving employees to consider leaving their roles is crucial for IT companies to mitigate turnover and maintain a stable workforce (Singh et al., 2023). Factors such as job satisfaction, career growth opportunities, work-life balance, organizational culture, and compensation play pivotal roles in influencing turnover intentions among IT sector employees. Addressing these factors proactively can help IT companies retain talent, foster employee loyalty, and sustain productivity and innovation in an increasingly competitive industry (Deepa and Stella, 2012).

In recent years, numerous authors, including scholars and professionals, have contributed to the literature on employee turnover. However, there remains a scarcity of comprehensive discussions regarding the current trajectory of employee turnover research (Khare et al., 2023). Specifically, there's a notable absence of thorough examinations of the conceptual framework and emerging trends within this domain. This study aims to comprehensively investigate relevant literature from 2019 to 2023 through bibliometric analysis to facilitate a detailed exploration. The choice of bibliometric analysis as a methodological approach to this study is due to its reputation for rigorously examining and assessing large amounts of scientific data. This method allows exploration of the dynamics of a particular discipline, discovering new insights, and providing valuable understanding. This study aims to explore and assess research on employee turnover intentions and observe the growth in the development of the subject. In addition, the primary purpose of this bibliographic analysis study is to examine turnover intentions research through publication trends, to analyze their impact using specific indicators, and to visually represent and map the literature through network analysis. As a result, (Samad, 2006) elaborates that the human costs of turnover may restrict employees not only in the form of loss of friendship and perks but also in the form of family disruption. Therefore, it's very crucial hence it's time to investigate the intention behind decreased staff turnover (Norizan et al., 2023; De Clercq, 2022). Understanding the main reasons for employees' desire to quit their organizations is critical, as it indicates their future turnover actions (Herman et al., 2013; Norizan et al., 2023).

RQ 1: Which authors have the most cited Published articles?

RQ 2: Which keywords appear the most frequently used keywords?

RQ 3: How many Authors and Co-authors have worked on the Turnover Intention?

2. LITERATURE REVIEW

Employee turnover starts from the intention of turnover. If an employee intends to leave the organization voluntarily or intends to do so, he or she may take such a step. The decline in innovation is a result of high turnover of employees. Costs include direct costs such as recruitment for training and indirect costs such as reduced enthusiasm and pressure from other employees (Sharma et al., 2021). The theory of communication of resources (COR) and the theory of social exchange, the basis for knowing the conversion, and the theory suggests that to meet effective environmental needs, people must protect, survive, and develop the resources they have (Las Heras et al., 2015) These resources are in the form of strength, social support, condition, and personality. Change intentions are prioritized in predicting voluntary employee turnover, and the precursors are personal traits, context characteristics, and demographics (Göncü Köse and Metin, 2018). Similarly, employment status, marital status, educational status, experience, and salary reports affect the intention to change (Yim et al., 2017). Furthermore, career progression is important in turnover, as employees want to participate in their work and overcome the

negative effects of a saturated working environment (Creed et al., 2014). The intention to change employer is one of the factors that can accurately predict employee turnover (Harhara et al., 2015). Consequently, in recent decades, many employee turnover models have adopted turnover intentions.

Employee turnover Intention of IT professionals is one of the main challenges faced by technology-based companies and one of the main problems is employee retention. (Purohit, 2016) argued that IT turnover is a chronic problem. Although a large number of IT conversion studies have been carried out in recent decades, there is no symmetrical review of this topic for the collective understanding of the knowledge acquired on the IT conversion phenomenon (Raghuwanshi & Rana, 2021). Most of the literature on the turnover of IT professionals focuses on the intention of the turnover and very few examine the actual turnover behaviour of IT professionals (Guha and Chakrabarti, 2014). Some IT firm turnover studies highlighted the context factors associated with IT (Ang and Slaughter, 2004; Zmud, 2000), and focused on the influence of internal labor markets (Ang and Slaughter, 2004) and human resource practices (Ferratt et al., 2005). The interaction between existing factors and explain why IT professionals develop turnover plans. Therefore, the core of the problem lies in the internal organizational environment, the external conditions of the labour market, and the perception and attitude of employees toward life and work (Raghuwanshi & vyas, 2019), (Ladelsky and Catana, 2013).

Although many studies have been carried out on the causes of employee turnover, the turnover rate continues to rise and the employee retention rate begins to fall each year. This has increased the relevance of today's issues and the questions of retention. To our knowledge, limited research has been conducted focusing on turnover intentions. And 2501 research papers on employee turnover intentions have been found in the Scopus database as shown in Figure 1. This literature analysis research paper aims to address three critical research issues. The first research question (RQ1) aims to identify the authors of the most cited published papers in the field. This objective will help to clarify the main contributors and their impact on the field and provide insight into important works and influential studies. The second research question (RQ2) focuses on determining keywords that appear most frequently in literature. This analysis reveals the main themes, trends, and research areas, enabling us to understand the main areas of interest and research in this field. The third research question (RQ3) investigates the number of authors and co-authors who have participated in research related to turnover intentions. This objective is to highlight the network and scope of academic cooperation by examining collaborative efforts to illuminate the interdisciplinarity and collaborative nature of research in this field. Together, these objectives provide a comprehensive overview of the scientific landscape, the main contributors, and the dominant research theme in the study of turnover intentions.

According to expert statements, it can be concluded that the change is intended to leave, relocate, or leave an organization and deliberately not to work for the organization to find a better job (Hasan et al., 2023). Many researchers believe that the intention to change is a phenomenon that exists at work and should be avoided as much as possible, as it leads to cost overruns, starting with the costs of recruiting and selecting employees or the costs of failures during the initial period (Verma et al., 2024). The intention of transfer can also be seen from the point of view of the employee as a positive phenomenon (Vyas & raghuwanshi, 2020). In addition to the reasons for obtaining a better job offer, material considerations such as wages and/or non-material considerations (Van Dam et al., 2013) are also mentioned.

2.1. Social Exchange Theory

This study applies social exchange theory to explain the problem. this theory is related to this phenomenon and further states that when an organization treats its employees fairly and recognizes their achievements, employees will realize greater organizational support and feel obliged to reciprocate (Liu et al., 2019). Employees will respond by increasing organizational loyalty and commitment, reducing intention to leave the organization (Tsen et al., 2021). In simple words, the theory of social exchange implies that the development and maintenance of individual relationships involve economic and social exchange. In the reciprocity cycle, resource exchange results in one party repaying other parties' good deeds and feeling comfortable with balanced exchanges between the parties (Zhu et al., 2019; Zhao et al., 2020). Social exchange theory covers a variety of topics such as organizational citizenship behaviour, employee commitment and justice, and perceived organizational support is examined through the lens of social exchange theory and many empirical findings supporting the proposed social exchange theory (Rutishauser and Sender, 2021; Zhao et al., 2020). In Scopus, a recent bibliometric analysis study also applies social exchange theory as a lens to the intention of employee turnover, such as supervisory support and work engagement (Hidayah Ibrahim et al., 2019).

2.2. Bibliometric Analysis

The statistical analysis of the literature was formerly referred to as bibliometric. E. Wyndham Hulme coined the term "statistical bibliography" in the fields of library and information science at the University of Cambridge in the United Kingdom in 1923 (Hulme, 1923). The concept of "bibliometrics" was initially introduced by A. Prichard in 1969 (Salinas-Ríos, 2022; Danesh and Mardani-Nejad 2021; Lawani, 1981) "The application of mathematics and statistical methods to books and other media of communication" was the original definition of bibliometrics (Sanfins et al., 2021; Diodato and Gellatly, 2013; Glanzel, 2003; Borgman, 1989). This bibliometric analysis has numerous approaches including textual analysis, author co-citation analysis, document co-citation analysis, keyword analysis, and citation analysis (Hou et al., 2018). This article analyses the entities such as authors' keywords, and countries as our units of analysis by visualizing bibliometric data using networks. Using the VOS viewer's feature (Guleria and Kaur, 2021; Eck and Waltman, 2017; Van Eck and Waltman, 2010), we removed misspellings and root words. To analyze bibliometric data, two methods are available: bibliometric coupling and co-occurrence analysis (Mishra et al., 2020).

3. RESEARCH METHODOLOGY

This study aims to map the information of previous studies on the intention of turnover. Thus, this study is part of a literature review.

The literature review is needed to help analyze and interpret hypotheses and research concepts (Hamzah and Khusnia, 2021). The literature review is an expression focused on the research process carried out to collect and evaluate research on certain problems (Triandini et al., 2019). The study collected research data from magazines around the world using the search database (http://www.scopus.com/) and organized them. The research focuses on mapping information on the dynamics of research on turnover intentions, i.e. from 2019 to 2023. Consequently, qualitative research methods using literature research are the most appropriate methods for achieving the objectives of the study. The data source is extracted from the Scopus database and then processed with VOSviewer software. The Scopus database has been chosen because it has been determined primarily using international recognition and reputation from universities and research institutions (Salinas-Ríos, 2022). The reason for using VOSviewer software is that it has advantages in identifying combinations of nomenclature associated with mapping and an integrated clustering and visualization approach (Nurdiono et al., 2021).

4. RESULTS

4.1. Bibliographic Analysis

4.1.1. Cluster 1: Analysis of Top Keywords from 2019 to 2023

To create a bibliometric network visualization, the author's keywords were entered into VOSviewer and discussed how the presence of related terms reveals underlying conceptual frameworks in the existing literature (Table 1). In addition, VOSviewer is great for mapping analysis since it employs standardized weights like total link strength and number of occurrences to show how relevant and strong a relation is in a node network that includes authors, keywords, institutions, or nations. Now the above cluster of networks represents the author's keywords that use color, font size, square size, and line thickness to reveal the links between different terms. For instance, grouping keywords that shared a color was usual practice. The map represented in Figure 2 groups the keywords into different clusters. Thus, red is the color that represents "turnover intention", "working conditions", "Social behavior", "labour productivity", and trust among the employees in the IT industry in this study. This indicates that these terms are highly related and frequently appear together. After cleansing the author's data, the most common keywords in the employee turnover intention research were "turnover intention" and Job satisfaction" "Human", "Article", and "Humans" are the most cited keywords in this study because they will show the occurrence and total link strength. The above table shows the top most cited keywords, there are many keywords present in this cluster but the author opted for the top cited keywords which are as follows, turnover intention (1071), job satisfaction (749), Human (687), Article (542), Humans (487) are the most prevalent keywords. The authors explore that turnover intention is not the new word in the nest of the HR world however this cluster shows the various synonyms of the turnover intention.

4.1.2. Cluster 2: Analysis of Author and Co-authorship 2019 to 2023

Figure 3 shows the Author and coauthorship map that was drawn from the years 2019 to 2023. The Table 2 shows the top Influential papers with the given citation of the related documents. These papers are called influential papers because the above authors published their articles in the papers and authors used these keywords and published the most cited documents in Scopus, however, the above table shows the top influential paper of the top cited author and there is a nest of various authors that are influencing the turnover intention and the 5 most cited and highly influenced authors are taken by the author i.e. Labrague leodoro j is the author who published 12 papers with 750 citations in the Nursing area and discussed the work environment which focused in job satisfaction and turnover intention, whereas the Stinglhamber, Florence is the author who published 13 documents with 199 citations in the felid of organization psychology and focused on the work attitudes of an employee.

4.1.3. Cluster of Most Cited Published Sources 2019 to 2023

Analyzing Figure 4, it is possible to identify the author citation network. Table 3 consists of the most cited published sources with documents that demonstrate the crucial role of turnover intention in an organization. These sources are fully focused on specific or closely related keywords. The journals include the Journal of Nursing Management, ranked 1st in the cluster's items with 1,213 citations, the International Journal of Environment, ranked 2nd in the cluster's items with 958 citations, the International Journal of Hospitality Management, ranked 3rd in the cluster's items with 836 citations, the International Journal of Human Resource

Table 1: Most used keywords (2019–2023)

Keyword	Occurrences	Total link strength
Turnover Intention	1071	8970
Job satisfaction	749	12162
Human	687	15897
Article	542	13474
Humans	487	12801

Table 2: Top 5 Influential Paper

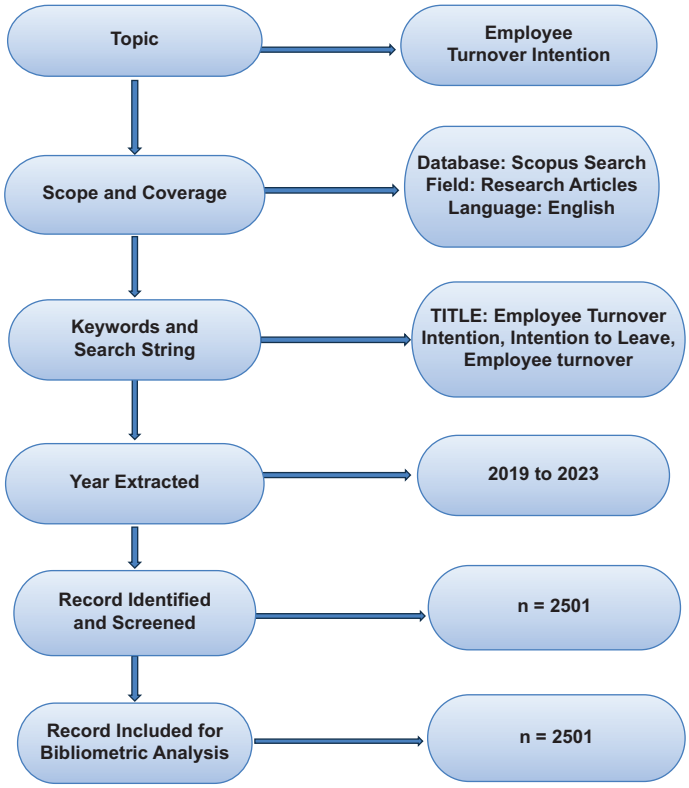
Author name	Documents	Citation	Total link strength
Labrague, leodoro j.	12	750	14
De los santos, janet alexis a.	6	498	12
Han, heesup	6	237	16
Alvarez-risco, aldo , Zhang, Stephen x., li, jizhen,	2	206	4
Stinglhamber, Florence	13	199	20

Table 3: Top 5 most cited published sources

Source	Documents	Citations	Total link strength
Journal of Nursing Management	55	1213	77
International Journal of Environmental	87	958	54
International Journal of Hospitality Management	26	836	37
International Journal of Human Resource Management	33	625	24
International Journal of Contemporary	29	598	85

Management, ranked 4th in the cluster's items with 625 citations, and the International Journal of Contemporary, ranked 5th in the cluster's items with 598 citations.

Figure 1: Flow diagram of the paper selection process



Source: Present study

5. DISCUSSION

The library network visualization created using VOSviewer provides a comprehensive analysis of the conceptual frameworks present in the existing literature on employee turnover intentions. By entering the author's keyword into VOSviewer, we can identify the complicated relationships between key terms and how these connections shape understanding the intention of the rotation. VOSviewer's mapping analysis capabilities, using standardized weights such as total link strength and number of occurrences, proved to be useful in demonstrating the relevance and strength of these relationships in node networks involving authors, keywords, institutions, and nations. Network visualization effectively uses color, square size, font size, and line thickness to show connections between different terms. For example, in this study, red represents keywords such as "projective intentions", "working conditions", "social behaviour", "work productivity" and "trust among IT workers". The clustering of these keywords shows a high degree of interrelationship and frequent co-occurrence, emphasizing the main areas of attention in the literature on the intentions of employee turnover. After cleaning the data, the analysis identified the most common keywords in employee turnover intent research. Turnover intentions, job satisfaction, human, articles, and humans are the most frequently cited keywords and reflect their central role in this field. These keywords not only dominate the debate but also indicate the main topics that researchers are studying. The importance of these terms in highly cited documents highlights their importance and widespread relevance in the study of the intentions of transformation.

The table of the most important influential papers further explains the significant contributions of different authors to the literature

Figure 2: Flow diagram of the paper selection process

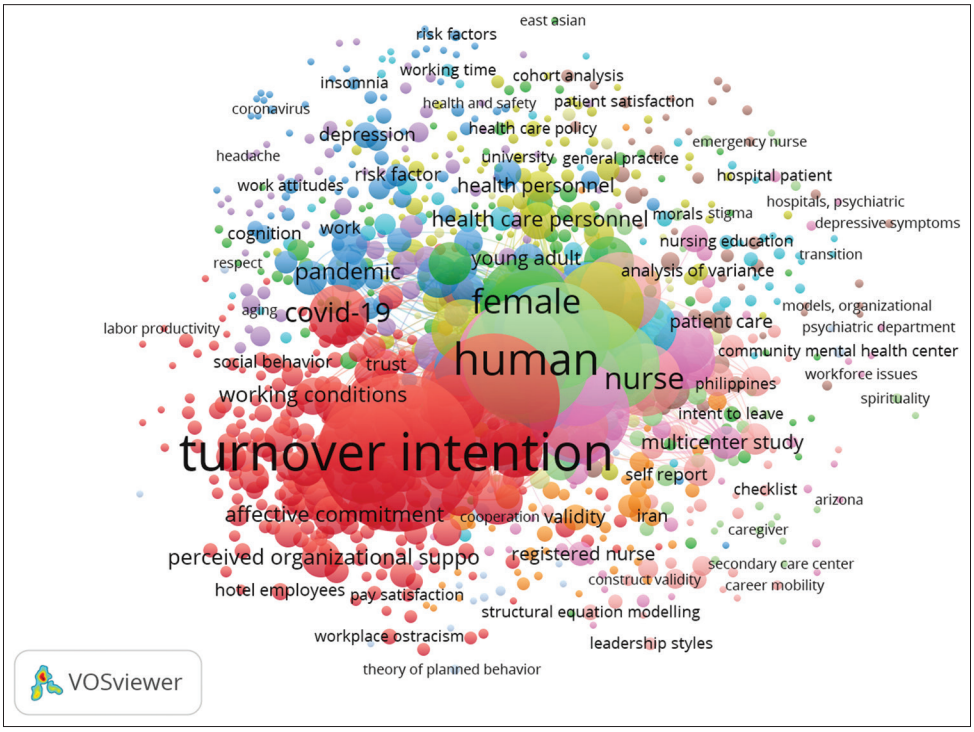


Figure 3: Author and co-authorship (from 2019 to 2023)

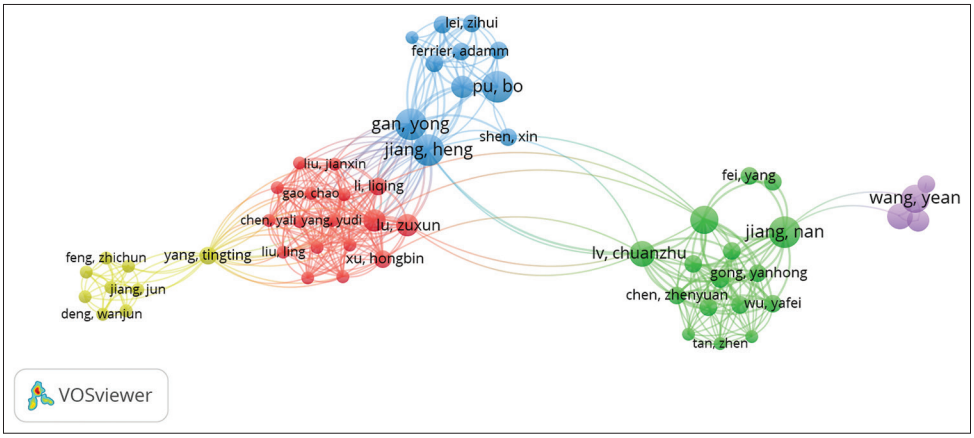
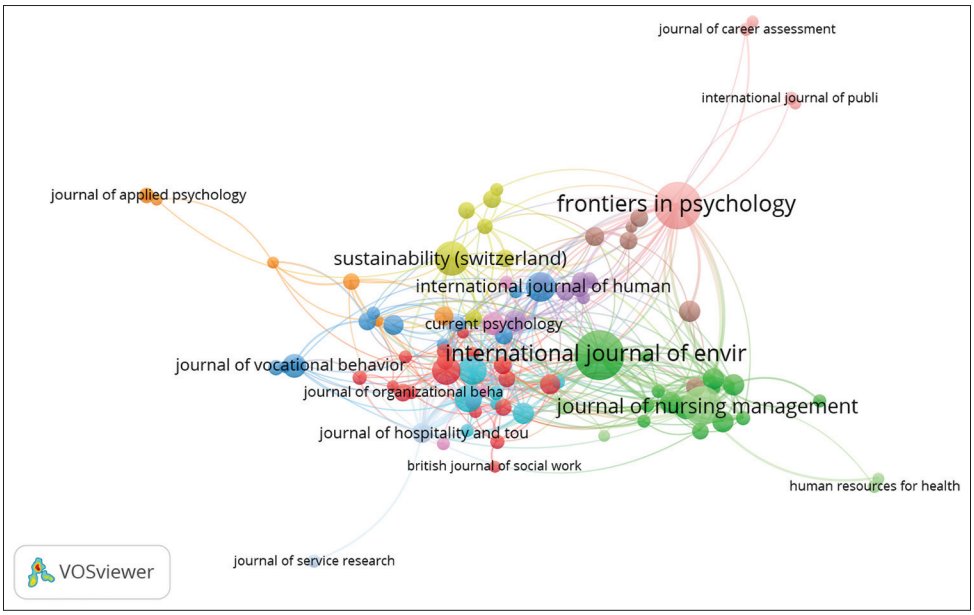


Figure 4: Most cited published sources (from 2019 to 2023)



on the intention of the reversal. For example, Lébrague Leodoro J. published 12 papers with 750 citations in the nursing field, which focused on the working environment, work satisfaction, and turnover intentions. Florence Stinglhamber also studied employee work attitudes in 13 documents and 199 citations in organizational psychology. These authors and their highly cited works highlight the critical aspects of turnover intentions and provide a basic understanding for future research in this area. Furthermore, the table of most of the published sources indicates the crucial role of the intention of turnover in organizational research. Journals such as Nursing Management, International Environmental Journal, International Hospitality Management Journal, International Human Resource Management Journal, and International Contemporary Journal are recognized as leading sources, reflecting extensive research and discussion about the purpose of the turnover. These journals, classified by citation, show the broad interest of academics and the depth of their research into turnover intentions.

Finally, bibliometric analysis using VOSviewer revealed that the intention of turnover was a well-explored topic with various interconnected topics. The identification of keywords and influential authors provides a roadmap for future research and guides scholars in the most important areas of research. The VOSviewer visualization and mapping capabilities have proved to be invaluable in identifying relationships and patterns in the literature, providing a complete understanding of the dynamics involved in the study of employee turnover plans. This analysis not only highlights key focus areas but also highlights the importance of continuing research to further clarify the complexity of turnover intentions in various organizational contexts.

6. CONCLUSION, IMPLICATIONS, FUTURE DIRECTIONS AND LIMITATIONS

The study examined publications on the "employee turnover intention" between 2019 and 2023 with the help of library analysis. With the help of the Scopus database, the research has collected a considerable number of academic papers, providing a comprehensive overview of the research landscape in recent years. Analysis showed a significant increase in research on

turnover intentions, which emphasized its ongoing relevance in organizational research. The study successfully identified and mapped a group of academic research focusing on turnover intentions, job satisfaction, employee management and turnover. Through citation analysis, key patterns, influential authors and major institutions have been highlighted, showing the main contributors and key publications in this field. This bibliographic analysis not only provides an updated review of the literature on turnover intentions, but also strengthens the existing knowledge base by identifying key research contributions. The information obtained from this study provides a valuable basis for future research and guides researchers in the most important fields of research. In addition, these findings have a practical impact on improving employee retention strategies and creating a more productive working environment. Finally, the study highlights the importance of continuing research on the intention to reduce the turnover of employees. This analysis highlights key themes, influential works and outstanding contributors and provides a roadmap for the development of the field. The proposed recommendations will help develop effective retention strategies to promote better working conditions and ultimately contribute to the success of the organisation and the well-being of employees.

6.1. Managerial Implication

The results of this study present some practical actions that can be taken by managers and organizational bosses. First of all, the growing concern of the academic community about employee turnover plans is the main reason that enterprises should take the initiative to deal with staff phobia will be confirmed. Managers must train people how to manage their time, how to give the best performance, and how to develop emotional skills. Besides, this means allocating resources and providing the necessary support to be able to the employees to experience and manage the emotions of guilt and stress, which are necessary to keep workers happy and to have a consistent organization.

6.2. Academic Implications

For the academic community, this study has made an important contribution to the literature on employee turnover intentions. Identification of key themes such as job satisfaction, staff recruitment, and turnover will lay a comprehensive basis for future research. Scholars should rely on influential writers such as Agarwal and Manetto, who developed key OR tools and simulations. These contributions have been invaluable resources for advancing theoretical frameworks and empirical studies in this area.

In addition, this study suggests new directions for academic research. Comparison of current results with previous studies can help identify gaps and emerging trends. For example, exploring the role of emotional well-being and guilt management in the retention of employees provides a promising area for further research. Focusing on these aspects, researchers can develop a more precise understanding of the factors influencing turnover intention and propose innovative solutions to improve work satisfaction.

In summary, the study's insights validate the importance of considering employees' turnover intentions from managerial and academic perspectives. Using scientific research to implement practical strategies to support employee well-being can lead to a happier and more productive workplace. This double approach ensures the mutual benefit of employees and organizations and ultimately increases the retention and success of organizations.

6.3. Future Directions and Limitations

Future research into employee turnover plans should investigate the specific origins and consequences of turnover plans in various cultural, industrial, and organizational contexts. Long-term research will provide insight into how turnover intentions evolve and are influenced by changes in the organization and the external environment. The interdisciplinary approach, which incorporates perspectives from psychology, sociology, and economics, can improve understanding of turnover intentions and contribute to the development of a comprehensive model. It is important to study the impact of technological advances such as automation and artificial intelligence on turnover plans, as well as develop and test effective retention strategies based on library data. Furthermore, examining the intentions of turnover in different geographical regions and demographic groups can reveal unique patterns and inform personalized retention strategies.

However, the study has some limitations. Using only the Scopus database can exclude relevant articles from other databases such as Web of Science, Google Scholar, and PubMed, giving a partial view of the research landscape. Focusing on publications between 2019 and 2023 may not be able to detect relevant research carried out outside this period. The lack of language and publication bias could lead to an excessive representation of articles published in English and highly impactful journals and may overlook important research in other languages and less prominent journals. The diversity of the research methods used in the articles examined is not taken into account, which can affect overall results. The citation analysis highlighted the key contributors and important publications but did not assess the quality or impact of the works cited, and the development of the definitions and concepts of the "hire intention" could influence the comparison and generalization of the findings.

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