

Bibliometric Analysis of the Human Resources Practices for Employee Welfare and Organizational Retention

Krati Somani¹, Dr. Mukesh K. Sharma²

¹Research scholar, Sangam University, Bhilwara (Raj.)

²Associate Professor, Sangam University, Bhilwara (Raj.)

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KEYWORDS <i>HR practices, Employee welfare, Organizational retention, Bibliometric analysis, Dimension AI.</i>	ABSTRACT HR practices play a vital role for welfare and retention purpose. This paper explores various HR related strategy to improve employee centric approach and their impact on employee retention in organizations. This study provides valuable insights for HR practices for enhance retention and motivation of employees using welfare driven approach for employees. This study presents a bibliometric analysis pf HR practices for employee welfare and organizational retention. This paper discusses and evaluates the research publications on HR practices over the last 10 years (2016-2025). 41,264 publications have been retrieved from dimension AI. Bibliometric analysis has been done using VOS viewer and connected paper tools. This analysis identifies trends and changes, prolific authors, most published research paper etc. the findings of this bibliometric analysis show a increasing graph of int. in Academics in HR practice field for promoting and enhancing employee welfare and retention. Co-authorship, citations and networking, mapping highlights the collaboration of research. This study not only map and network structure but also provide guidance to scholar and researcher for emerging trends and guidance for HR practices. IT bridges the gap for employee centric HR policies.
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1. INTRODUCTION

In this Highly compeltive era organization face so much pressure of retention of employees and provides a suitable and supportive work environment. For retaining employees and employee welfare HR practices plays a vital role. HRM practices which are widely accepted in modern business provide the foundation for luring and keeping competitive workers who continue to provide their services. (Shah et.al.). the employee retention rate and turnover rate both can be reduced by well planned HRM practices. In various study it is proven that when workers are satisfied and happy in their jobs then they become more productive and dedicated to their work and organization. HR practices include Strategies such as Employee engagement, employee welfare, career advancement opportunities, recruitment and selection. It helps in developing work stability, growth opportunity and job satisfaction in the employees.

Surroundings of the business impact HR practices but HR practices impact reward system that includes monetary and non-monetary reward system. Reward system includes salary and other benefits, praise, recognition etc. HR practices help organization to achieve their goals for long term. Employee welfare and benefits are also including in HR practices. Some welfare benefits are mandatory on employees some are voluntary in nature. Various studies shows that it is compulsory to provide some benefits but if company provides extra and voluntary benefits to their employees them it will help in attracting and retaining the employees. This will also improve the performance and trust of the employee. Employee welfare and benefits includes employee provident fund, leave encashment, gratuity, pension plan, vacations, extra pay for extra working hours or overtime. Organization can also provide them personal benefits such as insurance, hospitality, services etc. these factors can benefit the employee as well as organizations also.



For employee retention effective HRM practices should be applied because skilled and expert workforce is required for this fiercer competition. Since human resources are the most important asset for any organization. Other resources can be change with ease but acquiring and holding human resources for long term is a major challenge. Therefore, this research is for HRM practices for employee welfare and employee retention. This is the emerging issue in the research area

Some key HRM practices that can promote employee welfare and retention.

- (1) Employee wellness program
- (2) Flexible work arrangements
- (3) Career development
- (4) Employee recognition and rewards
- (5) Inclusive and supportive work culture
- (6) Transparent and consistent communication
- (7) Leadership development and managerial support
- (8) Technological support for HR functions

This paper will reflect how the HRM practices helps organization in welfare and employee retention.

Research objectives: -

RO₁ - Conduct a thorough literature review on HR practices for employee welfare and retention to identify trends and changes.

RO₂ - Conduct bibliometric analysis, mapping research trends, contributions of researcher in the HR field.

2. LITERATURE REVIEW

- (1) **Rekha et.al. (2025)** This study focused on the Bibliometric analysis on HR professionals. This study explains that what are the policies used by organizations for their HR employees. Resercher explained HR policies that includes rewards system, AI driven technology, workplace safety etc. In this research paper total 529 articles were examined from dimension between (2015- 2024). This study highlights the insights of organization for HR professionals. HR policy makers and explains the emerging trends in HR using AI.
- (2) **Batra and Nooni (2024)** This study explored bibliometric analysis on employee retention. Researcher explain how ER minimizes the Turnover rate of employees in an organization. How ER helps in Reducing cost and build a stability in an organization.in this research paper total 1343 publications between 1970-2023 were examined from Scopus data base. This research highlights the importance of ER in an organization.
- (3) **Mohamed et.al. (2024)** This study provides bibliometric analysis on human resource management practice. This study explores the factors that impact employee performance with HRM practices and also study their behavioral outcomes. Researcher used Scopus database and total 1133 publications and 25,456 citations were examined during 2000-2023. This study helps to identify various factors that affect employee within an organization.
- (4) **Satyanarayana and Rithu, (2024)** in their research study they explained that a well-planned HR policies and employee welfare program helps in maintaining a satisfactory and motivating work force, which helps in growth of the company. Mainly researcher focuses on virtual Softech in IT company and what are their policies for employee welfare. In this competitive era company need some robust and employee centric policies for giving them tough competition to their competitors. Researcher explore various factors such as employee wellbeing, work life balance, career development program, work place env., in their conclusion they said that employee who are young and well educated accept and appreciate the changes in the organization for the growth of the organization.
- (5) **Pandey et.al. (2023)** this study explored the factors that affect organizational environment and employee relation it explains the relation between organizational environment and employee retention. For this research paper total 231 articles were examined from Scopus data base from year 1988 to 2022. This research concludes that both employer and employee have to create healthy env. for organizational goals and retaining employees.
- (6) **Kavita (2023)** In this study they focused on HR practices. In this research study HR practices includes co-authorship, country collaboration, training and development, recruitment and selection and performance appraisal etc. Bibliometric analysis is done for database collection through Scopus database and Vos viewer.
- (7) **Kalia (2023)** in their research they found that Indian textile industry is one of the old and well-established industries in India. it covers a wide range unorganized hand-woven industries to organized technological industries. Because of the competition in the market govt. and organization focused on the quality and



advancement of the technology. When HRP is well defined to the employee and organization it will help in achieving organizational goals and it satisfy employee also. Researcher noticed that digitalization in the workplace increases the necessity of HRP as it helps in employee retention and job satisfaction.

Past literature on bibliometric analysis and non-bibliometric analysis

A bibliometric analysis investigates the inter relationships among developing scientific concepts throughout time, utilizing various units such as keywords, authors, publications, journals, institutions, and countries (Pessin et al., 2023). The bibliometric analysis is essential for gaining a comprehensive understanding of advancements in research. This highlights the variables affecting employee retention and welfare and providing suggestions for bettering these behaviors are the goals of the study.

S. NO.	AUTHORS	RESEARCH TITLE	TOOLS	FINDINGS
1	Rekha et.al.	A bibliometric analysis of human resources policies and practices among HR professionals	VOS viewer and Scopus	Continuous improvement in HR policies, insights for policy makers for enhancing their performance.
2	Batra and Noori	A bibliometric analysis and literature review of employee retention in an organization	VOS viewer and Scopus	Strategies for using retention strategies.
3	Mohamed et.al.	A bibliometric analysis of academic trends in human resource management practice from 2000-2023	Scopus, VOS viewer	Gain competitive advantage, implement HR policies
4	Rithu and Sathyanarayan	A study on employee welfare and HR policies in IT industry with special reference to virtual Softech company	Non bibliometric analysis	Factors related to employee welfare and well being
5	Pandey et.al.	Organizational environment and employee retention: An examination based on bibliometric analysis	VOS viewer and Scopus	Rapid change in science, major studies in U.S. and U.K.
6	Kavita S.R.	Global dynamics in HR practices: A comprehensive bibliometric analysis on collaboration, recruitment, selection and performance appraisal	VOS viewer and Scopus	Focus on HR strategies, global HR practice
7	Kalia et.al.	HRM practices and employee retention in the Indian textile industry	Non bibliometric analysis	Quality and advancement of technology enhance production and productivity.

Table-1 Past literature on bibliometric analysis and non-bibliometric analysis

RESEARCH GAP

While extensive literature exists on various HR practices there is a lack of comprehensive bibliometric analysis that systematically map the intellectual structure, research trends, linking with HR practices to both organizational retention and employee welfare. Fewer research has been done with databases like Scopus, VOS viewer, and Google Scholar in connection with this bibliometric analysis. Most existing bibliometric studies focus on HR functions or general HRM trends without exploring the variable such as employee welfare and retention as a combined outcome. Moreover, there is few literatures for welfare and retention policies and practices. Addressing this gap can help uncover under-researched areas, and emerging themes that shape employee-focused HR strategies for welfare and retention.

This paper aims to address the following research questions:



RQ₁ - Which journals has made Contributions for HR practices?

RQ₂ – How many works have been published and year by year publications related to HR practices for employee retention and welfare?

RQ₃ – Which author have majorly contributed in HR field?

RQ₄ – Which nations have actively engaged in Research on HRM practices?

RQ₅ – Which university have contributed extensive research on HRM practices?

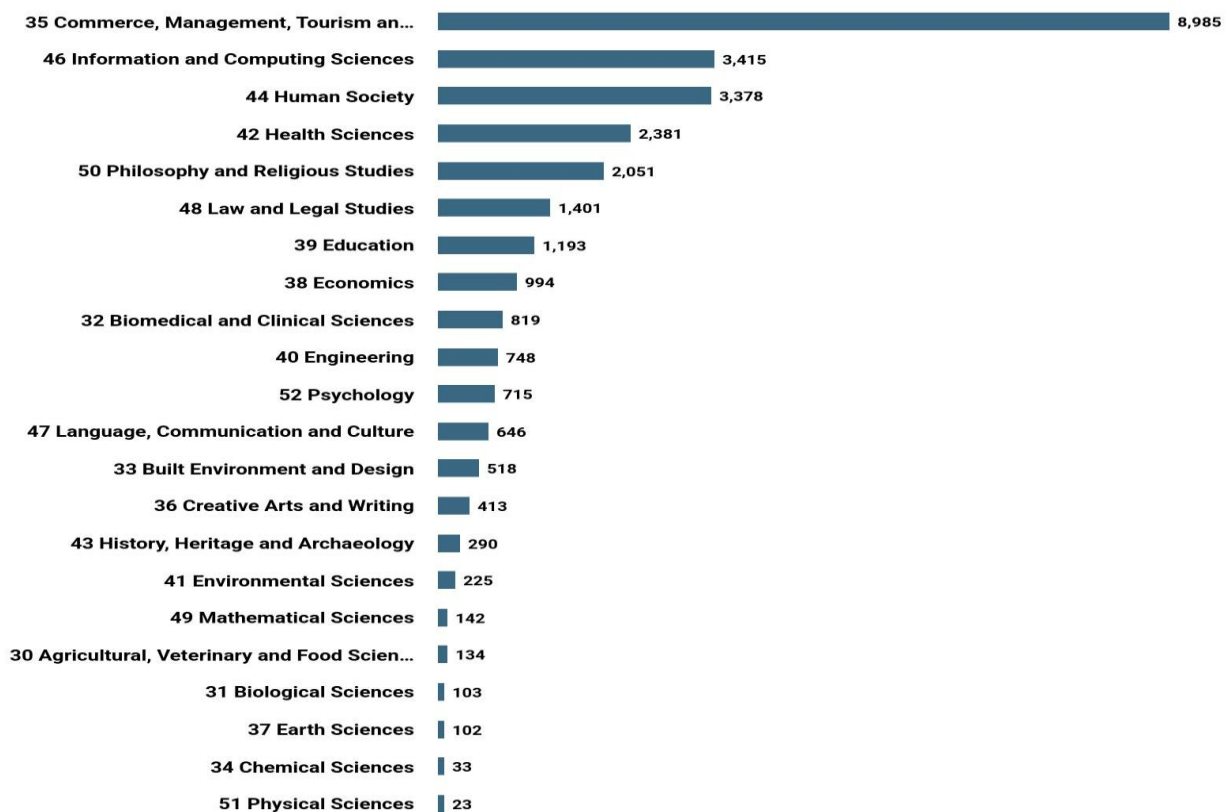
3. RESEARCH METHODOLOGY

Bibliometric analysis is used for a systematic and structured view for achieving research objectives. It is a quantitative study that examines patterns and trends in specific research field. This paper uses bibliographic data form database tools such as, Dimensions AI, Google Scholar and Scopus were utilized for data collection. This study is not only helpful for the academic purpose but also for governments, research institutions, organizations, HR departments and others.

4. RESULT AND DISCUSSION

Employee retention and employee welfare both are very important for any organizations. Retention and welfare are the prime duty of HR department. It plays a major role in achieving goals of the organizations. HR practices include reward system, employee centric policies and programs that are beneficial for both employee as well as organizations. Organization should adopt some practices and policies for employee so that they can feel motivated and encouraged towards their work.

number of publications in each research category. (Criteria: see below)



Source: <https://app.dimensions.ai>

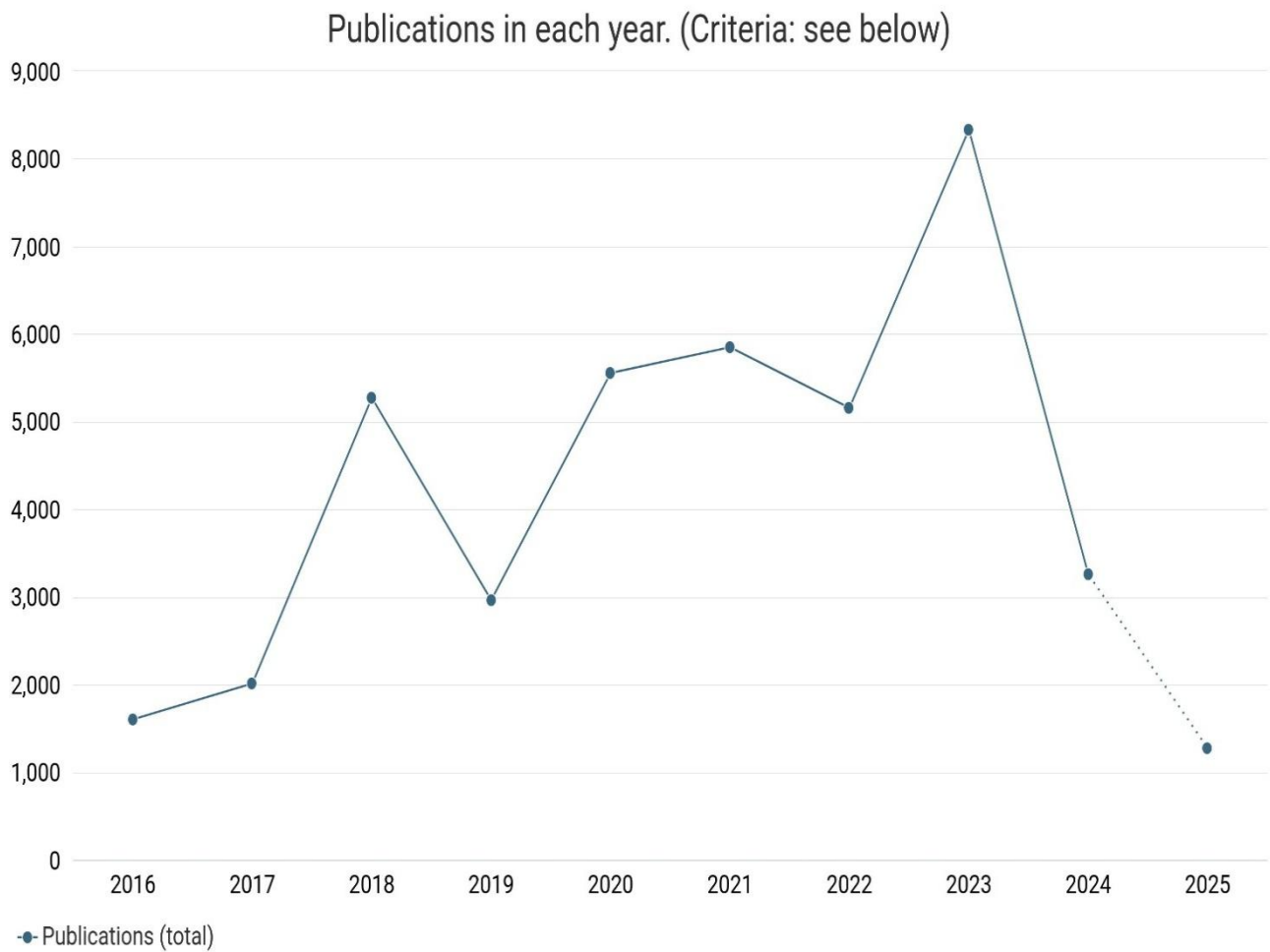
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Criteria: 'HR practices for employee welfare and organizational retention' in full data; Publication Year is 2024 or 2023 or 2022 or 2021 or 2020 or 2019 or 2018 or 2017 or 2016 or 2025.

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Figure-1 Number of publication in each research category

Hence, dimension AI, Vos viewer application was used for this analysis. For this study researchers studied the studies done from 2016-2025 and it was found that total 41,284 publications were published. This data showed that the maximum number of research paper (8985) were published in commerce, management, tourism and services. UGC journal list group II has major contribution in HR practices with 6613 publications.



Source: <https://app.dimensions.ai>
Exported: May 04, 2025
Criteria: 'HR practices for employee welfare and organizational retention' in full data; Publication Year is 2024 or 2023 or 2022 or 2021 or 2020 or 2019 or 2018 or 2017 or 2016 or 2025.
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Figure-2 Publications in each year

Year wise publications have been shown in this chart year wise publication from 2016- 2025 have been shown, 2016- 1603, 2017- 2023, 2018- 5273, 2019- 2964, 2020- 5556, 2021- 5850, 2022- 5258, 2023- 8333, 2024- 3260, 2025-1274 yet. Hence it is seen from the publications that the major numbers of research paper were published in 2023 that is 8333.

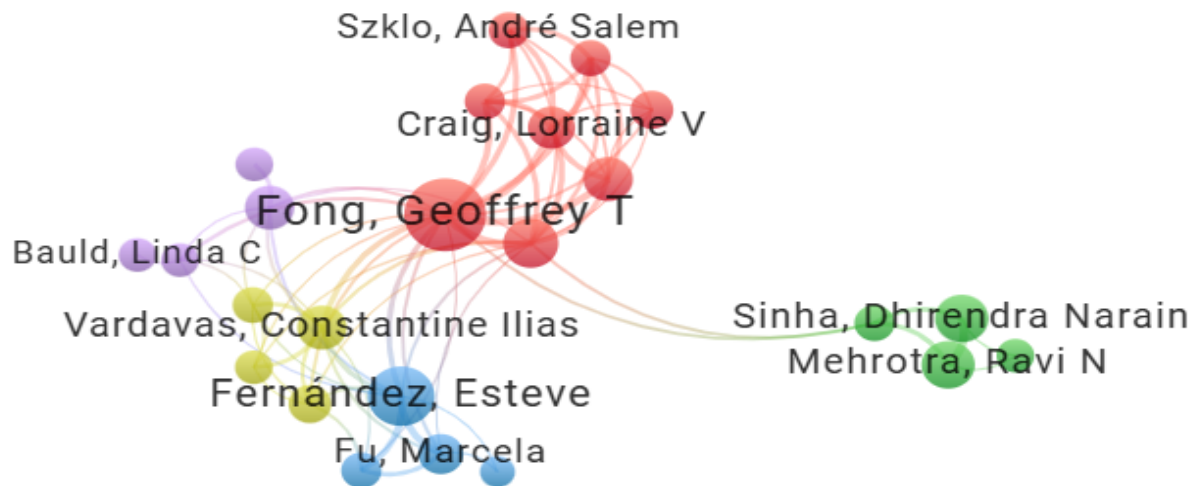


Figure-3 Bibliometric analysis of UGC journal list groupII

This figure is bibliometric analysis of the UGC journal list group II. It has major contribution In HR field with 6613 publications. Fong, Geoffrey T. has major contribution in UGC journal with 261 publications.



Figure-4 A bibliometric analysis of major contribution of researcher

This figure shows that Iztok Podbregar has major contribution in HR field with 210 publications. This author is from University of Maribor, Slovenice has contributed extensive research on HRM practices.

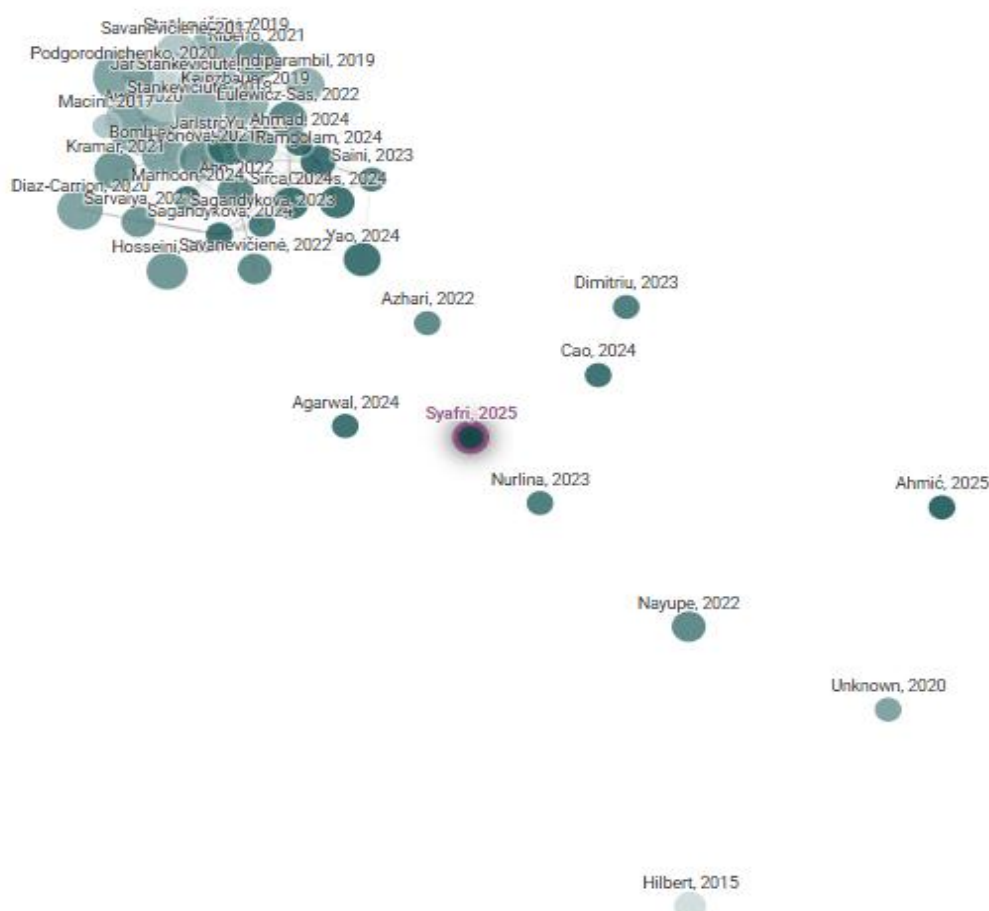


Figure-5 Bibliometric analysis of total research in year-2015-2016

Figure shows network analysis (co-citation, authorship, visualization network) using the connected paper. The study was connected between 2015-2025 and the network was searched using keywords like HR practices, employee retention, employee welfare. Major studies were conducted in U.S., U.K., China. These countries are actively engaged in research on HRM practices and major studies were conducted in 2023.

FINDINGS

On the basis of bibliometric analysis, it was found that

- Total 41,284 publications are published, out of which 8985 were from commerce, management, tourism and services.
- UGC journal list group II has major contribution in this field with 6613 publications.
- From figure 2 it was observed that analysis is conducted from year 2016-2025. It can be seen that in year 2023 total 8333 research paper was published, which are highest number in all the years.
- Researcher Fong, Geoffrey T. has major contribution in UGC journal with 261 publications.
- In figure 5 we can see that dominating countries in this research fields are U.S., U.K. and China.

5. CONCLUSION

HR practices play a very important role for the growth of any organizations. If we see in this research study, many studies were conducted in this area. Many researchers provide so many suggestions for improving HR practices and change in policies acc. to trends of market. This comprehensive bibliometric analysis explores the HR practices which focus employee centric policies. This analysis shows the collaborative networks, mapping, co-authorship, for shaping this dynamic HR field. HR is a global research area which recognize multiple global cluster that shows dynamic and extensive involvement and overall HR practices. This study finds out various strategies for decision making and continuous improvement in this research



field. By all the findings researcher conclude that so many changes are taken into consideration related to HR strategies after pandemic this is because of remote work and flexible work culture.

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