



Employee Relations: A Bibliometric Analysis of Eighty-Two Years of Research Community Engagement

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ABSTRACT

Purpose: The purpose of the paper is to examine the Scopus database for the publications on the concept of Employee relations 1940-2022. By using bibliometric analysis, the article presents the leading authors, publication citations, countries' co-authorship, and countries' bibliographic coupling using human resource management and corporate social responsibility as keywords.

Design/methodology/approach: The research work focuses on the Scopus database for employee relations work. The timeframe of the study is from 1940-2022. For understanding the growth pattern of the related works in the area, only journal articles were included in the analysis with filtered areas such as Human Resource Management (HRM) and Corporate Social Responsibility (CSR). The graphical visualization of bibliometric data along with bibliographic citation analysis and co-authorship analysis is presented using visualization tools.

Findings: The results show that the Scopus database has a huge database available for employee relations which indicates the area of research is much more influential and progressive which can be seen in terms of citations received by various authors and co-authorship analysis. The leading author was Houque whose work has been referred to in 640 articles. With 948 citations, an Academy of Management Journal article published in 2008 was the journal's most-cited ever. Looking into co-authorship analysis, most of the authors who have worked in the area are from thirty-four different nations. Most of the co-citations are from the United Kingdom and America. The findings show a higher level of research community engagement in this area of research.

Originality/value: This article offers the first comprehensive evaluation of the Scopus listed articles from 1940-2022 of employee relations with human resource management and corporate social responsibility research contributions over its lifespan. The findings of the article are useful for researchers and Human Resource (HR) practitioners.

Keywords: Employee Relations, Human Resource Management and Corporate Social Responsibility, Scopus, Bibliometric Analysis, Research Community, Employee Engagement

Introduction

Employees are vitally important to an organization's development and sustainability, and this is not a secret. Human resources in firms decide and fuel competitive edge. An employee is an asset who eventually

contributes to a company's survival and prosperity (Piwowar-Sulej, 2021) by being better engaged in their jobs. Today's employment landscape is getting more and more competitive. Problems with employee relations are quickly becoming the most

important personnel management obstacle (Tanwar & Prasad, 2016; Hollebeek et al., 2021). Many of the fundamental developments in the professional world are linked to serious ethical problems, which raises concerns about proper organizational behavior (Brammer, 2011). Organizations understand their corporate responsibility and have been employing numerous techniques of employee relations and ethical practices (Townsend & Wilkinson, 2011) to retain a stable workforce while keeping them engaged (Hoque & Bacon, 2016; Bindu & Srikanth, 2019). According to studies, firms that adjust their organizational behavior to good employee relations will be successful in the future (Strobl et al., 2018). It is becoming more important for managers in firms to foster a positive workplace culture since workers cannot perform these tasks independently; they must collaborate and communicate with one another (Brhane and Zewdie, 2018). But having a positive work environment makes it simpler for employers to mobilize their energies with their staff to produce results which will lead to higher Employee Engagement (Galer et al., 2005).

Employee relations refer to an organization's determined efforts to sustain a supportive work atmosphere for a positive rapport with its employees. Organizations must initially view their employees as stakeholders and partners in the business to be able to sustain good employee relations. This will ensure higher productivity and accordingly increased turnover and CSR.

Employee Relations is committed to improving the standard of the workplace, optimizing employee involvement, and fostering private, equitable, fair, prompt, and efficient consultation and support. In light of this, increasing employee engagement is the most recent in a long queue of managerial methods designed to provide employees more freedom and better align their interests with managerial objectives in the hopes that this will improve organizational performance.

An organization with positive representative relations supports a sober-minded connection between both the businesses and workers that encourages trust, cooperation and esprit de corps (Casidy et al., 2022). Also, studies have shown that workers in an association with solid great representative relations are

significantly more drawn in, successful in completing their obligations, and less inclined to stop the firm for another, subsequent in higher deals turnover and CSR (Stallard, 2009).

In light of this reality, the current study thoroughly examines the work on employee relations done from 1940 to 2022 published in the Scopus database and takes into account the citations, co-citation, and authorship coupling. Through this analysis, an evaluation of an author's or an institution's contribution has been done to the journal in the field of retaining employees based on the number of times their works and/or authors have indeed been cited by other people (Hollebeek et al., 2021). The study shows that the research community is interested in the topic of employee relations (Chanana, & Sangeeta, 2020). A quality employee relationship leads to their engagement affecting productivity and turnover. Hence increasing CSR will be beneficial for the engagement of the community.

Review of Literature

Bibliometrics

According to Andersen (2018), Bibliometrics is the utilization of factual strategies to investigate books, articles, and different distributions. Bibliometric Analysis is a quantitative technique that was first used in the domain of Information Science and the Library to study a set of documents (Pritchard, 1969). As of late, this procedure ER has been passed down to different aspects like administration, finance, financial matters, activities, advertising, and brain research, among others (Martinez-Lopez et al., 2018; Tur-Porcar et al., 2018; Laengle et al., 2017; Merigo and Yang, 2016; Cheng, 2016; Podsakoff et al., 2008).

Bibliometric analysis is used to provide Summaries hence providing general information tend an overview of the research (Cancino et al., 2017). HRM is one of the most widely used domains for Bibliometric Analysis (Kaushal et al., 2021). Garcia-Lillo et al., (2018) arranged the advancement of the space of HR in the convenience and the movement of business organizations. Santos and Domenico (2015) reflected upon the developments in the field of person-organization (PO) fit using a bibliometric

perspective. Garcia-Lillo et al. (2016) moreover separated the academic development of HRM research in 1,463 papers circulated in the International Journal of Human Resource Management place in the scope 1940 and 2022. In a similar vein, to improve the impact strength, and influence of publication, Bibliometric Analysis is used to trace the research activity of a journal's publications by observing metrics (Baber et al., 2022; Tur-Porcar et al., 2018; Carleton, Parkerson, & Horswill, 2012).

The bibliographic information with the end goal of the current review was recovered from the Scopus data set. To deal with academic documents worldwide, Scopus is considered a productive database (Valenzuela-Fernandez et al., 2019). At present, more than 69 million archives with 1.4 billion referred-to references are there in Scopus. Notwithstanding, Scopus is refreshed consistently causing variances in the number of distributions and references over the long haul. Consequently, the outcomes are smart just for the ongoing norm of the diary. The review centres around bibliometric markers like the article count, references, h-file, and so forth of ER north of a forty-year time frame. A pursuit was led in the data set under the "source title" field with "Representative Relations" as the hunt boundary. The pursuit cycle brought about 1,319 records between the years 1979 and 2022.

Next, the study used different methods which allowed for the accumulation of data on the total publications and citations, citations per paper, author, and the h-index (Valenzuela-Fernandez et al., 2019; Martorell Cunill et al., 2019). Certain citation thresholds were also considered to identify the leading trends in authorship and citations as well as to measure the influence of keywords in the journal (Merigo Gil-Lafuente & Yager, 2015). As suggested by other authors, VOS viewer has been studied to develop a graphical visualization of the bibliometric material (Bastian et al., 2009; Van Eck and Waltman, 2010). VOS viewer collects the data for building maps using a wide array of bibliometric indicators based on bibliographic coupling, co-citation, and co-occurrence of keywords (Merigo et al., 2016; Valenzuela-Fernandez et al., 2019).

Employee Relations

According to Gennard & Judge (2005), "employee relation is a study of the rules, regulations, and agreements by which employees are managed both as individuals and as a collective group, the priority is given to the individual as opposed to the collective relationship varying from company to company depending upon the values of management. As such it is concerned with how to gain Employee Engagement hence people's commitment to the achievement of an organization's business goals and objectives in several different situations...". Appropriate employer-employee relationship practices in businesses are beneficial as they provide better solutions to business processes, conflicts, and performance issues, greater productivity leading to business growth which will ultimately lead to community upliftment (Pradhan& Jena, 2017; Xesha et al., 2014; Vickers-Willis, 2008).

ER engages better working conditions for efficiency, satisfaction, support, upkeep, consistency, obligation, etc., appropriately avoiding any futile manager-worker-related issues. To lay solid areas for out and achieve various levelled improvements, a couple of assessments have recorded a combination of drivers for business affiliations. In his blueprint, Schein perceived the presence of a saw genuinely confining relationship among managers and workers from the development of ideas about the chance of their relationship. He recognized workers will be overseen sincerely and passably, and the relationship will be grounded in worth, which requires the correspondence of acceptable data about changes and upgrades. Likewise, workers' bits of feedback will be esteemed and perceived by managers bringing about Employee Engagement, and accordingly, improved Employee Productivity and Turnover (Cullinane and Dundon, 2006). Today, the progress of a business relies on how the suitably human asset is utilized and made due, which is the principal capability for example "accomplishing results through individuals". It is affirmed that where inspiration is low, labourer commitment experiences similarly as it will on the off chance that ability was low. Thus, management needs to understand the underlying employee feelings that act as the driving forces for their contribution at work

(Vickers-Willis, 2008, Pradhan & Jena, 2017, Onkila & Sama, 2022). According to Bhattacharya et al., (2008), employers must pay attention to such relationships if they want their businesses to succeed and grow. Employees who are motivated or inspired produce more and better results which will lead to engagement in the organization and hence Community (Burns, 2012). Additionally, the client support and the degree of skill increment and effective ER leads to high job satisfaction and less Turnover making it even more important in Workspace Happiness among all genders (Wok& Hashim, 2015; Bulińska-Stangrecka & Bagieńska, 2021). Notwithstanding, there are foes or factors, for example, variety, associations, correspondence, segregation, compensation, absence of trust and regard, organization culture, and so on, that influence boss representative connections and in this manner authoritative development (Lamsa & Keränen, 2020). Similarly, Ghana has witnessed a lot of labour unrest due to unfavourable working conditions, delays in implementation of the collective agreement, wages (demand for minimum wage, late payment, etc.), company culture, high inflation, labour laws, etc., (Martinson, 2012; Pradhan & Jena, 2017). In 2007, The Institute of Leadership and Management frames a few worries that can destroy manager-worker connections. The accompanying subsections feature a portion of the worries that are pertinent to Ghanaian organizations. Many researchers associated employee relationships with employee turnover as well (Wood & Fields, 2007). In the current study, the same has been evaluated. With the help of the coupling method, various Scopus papers have been studied on ER to find which country's part and journals have published the author's work on ER in combination with other variables. This is followed by a summary of the most significant findings, prospects, and findings. The following were the study's research questions in this regard:

- RQ1. Which ER, HRM, and CSR studies have received the most attention?
RQ2. Do you know who the most well-known and influential authors are?
RQ3. Which countries have made the most significant contributions to research in a particular field?

RQ4: Where do ER, HRM, and CSR put their efforts?

Methodology

The selection of the database for this study's methodology analysis is the first step, and data collection based on the search strategy comes next (Figure 1).

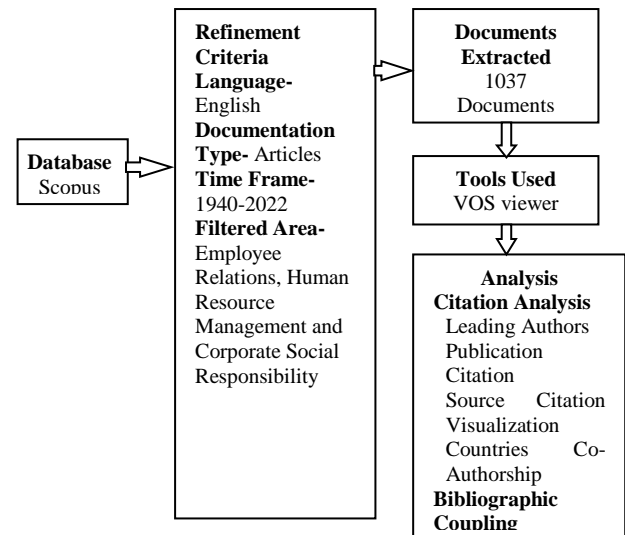


Figure 1: Schematic for the process of selecting texts for bibliometric study.

Scientific data can be analysed using the bibliometric technique, which is widely used and accurate. The ability to investigate a certain field's progress while providing light on quickly increasing industries is possible by doing so (Donthu et al., 2021). To investigate a collection of documents in the field of library and information sciences, (Pritchard, 1969) established bibliometric analysis as a quantitative approach. It is a quantitative and statistical approach to studying publishing trends in a particular topic or body of literature and it draws from a wide range of academic disciplines. Furthermore, it has advanced with the introduction of new methods and tools such as Citation, Keyword Co-citation count, and Co-occurrence (KAUSHAL et al., 2021). Bibliometrics is the study of bibliographical data in terms of numbers (Danvila-del-Valle, Estévez-Mendoza, & Lara, 2019).

The purpose of a bibliometric review is to compile a database of scholarly sources on a certain topic, including the names of the authors, titles of the journals they were published, and dates of publication (Kaurav et

al., 2020). Furthermore, it is a method used to assess the standing of scholars, educational institutions, and scholarly journals and books (Kanta et al., 2021). Articles, books, web content, theses, conference proceedings, reviews, reports, and other textual forms of media are the fundamental building blocks of bibliometrics (Sengupta, 1985). Journal articles were included because of their status as "certified knowledge" and the fact that they are the product of an evaluation process that lends credibility to the findings (Ramos-Rodrigue & Ruiz-Navarro, 2004). As a result, we did not take into account news articles, proceedings papers, or any other database-type documents. The methods of citation analysis and co-occurrence citation analysis were employed. Analysis of citations reveals how significant a publication is in the eyes of scholars. To that end, it's reasonable to assume that a piece of writing's impact on the advancement of a certain field of study is proportional to the frequency with which it is referenced.

Database sourcing and management

Data on articles were gathered from the Scopus database. Since we were interested in evaluating different approaches and structures, our initial search concentrated on publications containing the terms "Employer Relations," "Human Resource Management," and "Corporate Social Responsibility" in their titles, keywords, or abstracts. Our goal in studying our topic was to incorporate as many word combinations as possible. Thus, we aimed to be as inclusive as possible when it came to the wording of our research. In addition to our constant quality assurance checks, we also filtered articles, removing those that did not fit into relevant categories. It was decided to remove all except the most pertinent items from the archive. Before delving into individual research nodes, subtopics, or publications, we were able to acquire a sense of the overall research arrangement of boards of directors. From 1940 to 2022, there were 1037 papers devoted to ER, HRM, and CSR in academic journals throughout the world. To accommodate a wide range of file formats, the "other file format" option was chosen for all the downloaded documents. Adding to the investigation in table 1, you'll find all of the relevant information.

Table 1: Refinement Criteria

S. No.	Item	Criteria
1	Language	English
2	Documentation Type	Articles
3	Time Frame	1940-2022
4	Filtered Area	"Employee Relations", "Human Resource Management" and "Corporate Social Responsibility"

VOS viewer (version 1.6.18), a program for bibliometric mapping and visualization, has been used to export the citation, bibliography, and author keywords from 1037 articles. Maps show VOS viewer -created objects. The goods, together with the author's nations or keywords, are the focus of this investigation. A link, also known as a connection or relationship, may exist between any two items. A positive numerical number may be assigned to every aspect of a relationship's strength (Van Eck et al., 2010; van Eck & Waltman, 2014). As the value rises, so does the connection. When two nations are connected, the number of articles co-authored for co-authorship research is determined by the degree of the country-to-country relationship. The degree of linkage is a measure of how closely a country is linked to other countries via co-authorship. Additionally, the quantity of publications is reflected in the intensity of the author's keyword association (Guiling et al., 2022).

Leading Authors

The most cited study (Hoque & Bacon, 2016) was referred to in 640 articles. To demonstrate how much less training managers and non-managers alike get in smaller UK organizations, empirical research by they used workplace "ER" Survey data. They concluded that this holds for both managers and non-managers equally. Training for the SME sector in this area is related to an HR specialist, different affiliations in business advisory networks, and larger SMEs.

Papers by Wilkinson a., Bacon n., Budhwar p.s. and Purcell j. follow the above-mentioned article in the ranking. "Employee voice" is a word that has been used to condense several

distinct approaches to employee interactions (Wilkinson & Fay, 2011) into a single term. When it comes to dealing with employees, voice is a major concern for HR professionals. When a co-worker is treated unfairly in a workplace where justice is upheld, employees are less likely to take collective action. Wilkinson asserts that voice isn't isolated, and HR structures and management styles can affect choice. Just as HRM may benefit from bundling, the voice may too. Voice can shrivel after implementation. Employee voice seems to have a life cycle, so it needs care and attention to flourish.

A three-year study by (Bacon & Storey, 2000) relied on case studies to get its data. According to this research, it is important to understand how senior management teams in previously collectivized organizations change the focus toward more personalized relationships with workers and/or create new "partnership" arrangements when they plan to do so. Using data from a study of 137 manufacturing-related Indian enterprises, (Budhwar, 2003) examines the current state of employment relations in Indian organizations. According to a survey of the literature, management, labour unions, and the Indian government all play an important role in the administration of ERs in Indian organizations. Furthermore, the altering nature of ERs in Indian firms illustrates the significant effect of the competitive forces brought on by the liberalization of the Indian economy. Managerial style can be defined through employee relations, which (Purcell, 1987) attempted to do by distinguishing two elements of style. A company's preferred management style may not be readily apparent. Survey data is analysed and several unanswered questions are raised for management style to be a helpful concept in the analysis of strategic decisions in the management of industrial and employee relations. It's worth noting that the most highly cited authors focused on the fields of ER and HRM.

Table 2: Top Cited Authors

Rank	Authors	Documents	Citations
1	Hoque k.	8	640
2	Wilkinson a.	6	314
3	bacon n.	4	304
4	Budhwar p.s.	3	261
5	Purcell j.	6	236
6	Marchington m.	7	211
7	Deakin s.	3	191
8	Ackers p.	4	189
9	Belfield c.r.	5	156
10	Bryson a.	4	154
11	Warner m.	3	151
12	Lucas r.	4	149
13	Kaufman b.e.	4	143
14	Holland p.	4	134
15	Swales s.	3	134
16	Harris l.	3	124
17	Addison j.t.	3	83
18	Atkinson c.	3	81
19	Cunningham i.	3	79
20	Brown s.	3	77

Publication Citation

With 948 citations, an Academy of Management Journal article published in 2008 was the journal's most-cited ever. Among the most-cited works, "The Effects of Institutional Investor Types and Governance Devices on Two Dimensions of Corporate Social Performance" stood out (CSP). All of the most-cited studies discuss ER in the context of human resource management and corporate social responsibility. Table 3 below lists the twenty most-cited papers. The inadequacies in employee interactions, human resource management, and CSR management are shown in the citation analysis results. The fact that the bulk of the most-cited publications in the field of CSR comes from the Journal of Business Ethics is indicative of the publication's dedication to this area of research. The most-cited publications in an area are a good indicator of the research community's interest in and enthusiasm for that topic.

Table 3: Twenty most cited articles

R	Citation	Authors	Title	Year	ST	C/Y
1	948	Johnson R.A., Greening D.W.	"The effects of corporate governance and institutional ownership types on corporate social performance"	1999	"Academy of Management Journal"	41.21739
2	392	Backhaus K.B., Stone B.A., Heiner K.	"Exploring the Relationship Between Corporate Social Performance and Employer Attractiveness"	2002	"Business & Society"	19.6
3	376	Epitropaki O., Martin R.	"From ideal to real: A longitudinal study of the role of implicit leadership theories on leader-member exchanges and employee outcomes"	2005	"Journal of Applied Psychology"	22.11765
4	375	Inoue Y., Lee S.	"Effects of different dimensions of corporate social responsibility on corporate financial performance in tourism-related industries"	2011	"Tourism Management"	34.09091
5	370	Kang S.-C., Snell S.A.	"Intellectual capital architectures and ambidextrous learning: A framework for human resource management"	2009	"Journal of Management Studies"	28.46154
6	296	Nelling E., Webb E.	"Corporate social responsibility and financial performance: The "virtuous circle" revisited"	2009	"Review of Quantitative Finance and Accounting"	22.76923
7	290	Bird R., Hall A.D., Momentè F., Reggiani F.	"What corporate social responsibility activities are valued by the market?"	2007	"Journal of Business Ethics"	19.33333
8	253	Chih H.-L., Chih H.-H., Chen T.-Y.	"On the determinants of corporate social responsibility: International evidence on the financial industry"	2010	"Journal of Business Ethics"	21.08333
9	251	Melo T., Garrido-Morgado A.	"Corporate Reputation: A Combination of Social Responsibility and Industry"	2012	"Corporate Social Responsibility and Environmental Management"	25.1
10	242	Attig N., El Ghouli S., Guedhami O., Suh J.	"Corporate Social Responsibility and Credit Ratings"	2013	"Journal of Business Ethics"	26.88889
11	240	Fulmer I.S., Gerhart B., Scott K.S.	"Are the 100 Best better? An empirical investigation of the relationship between being a "great place to work" and firm performance"	2003	"Personnel Psychology"	12.63158
12	238	Terziovski M., Samson D.	"The link between total quality management practice and organizational performance"	1999	"International Journal of Quality and Reliability Management"	10.34783

13	236	Martin C.A.	"From high maintenance to high productivity: What managers need to know about Generation Y"	2005	"Industrial and Commercial Training"	13.88235
14	223	Millward L.J., Hopkins L.J.	"Psychological contracts, organizational and job commitment"	1998	"Journal of Applied Social Psychology"	9.291667
15	220	Taylor S., Spicer A.	"Time for space: A narrative review of research on organizational spaces"	2007	"International Journal of Management Reviews"	14.66667
16	213	Welch M., Jackson P.R.	"Rethinking internal communication: A stakeholder approach"	2007	"Corporate Communications"	14.2
17	205	Hong H., Kostovetsky L.	"Red and blue investing: Values and finance"	2012	"Journal of Financial Economics"	20.5
18	198	Vogus T.J., Welbourne T.M.	"Structuring for high reliability: HR practices and mindful processes in reliability-seeking organizations"	2003	"Journal of Organizational Behavior"	10.42105
19	193	C. Chen J., Patten D.M., Roberts R.W.	"Corporate charitable contributions: A corporate social performance or legitimacy strategy?"	2008	"Journal of Business Ethics"	13.78571
20	166	De Massis A., Audretsch D., Uhlaner L., Kammerlander N.	"Innovation with Limited Resources: Management Lessons from the German Mittelstand"	2018	"Journal of Product Innovation Management"	41.5

Abbreviation: R= Rank; ST= Source Title; C/Y= Citation per year
(Collated by the author)

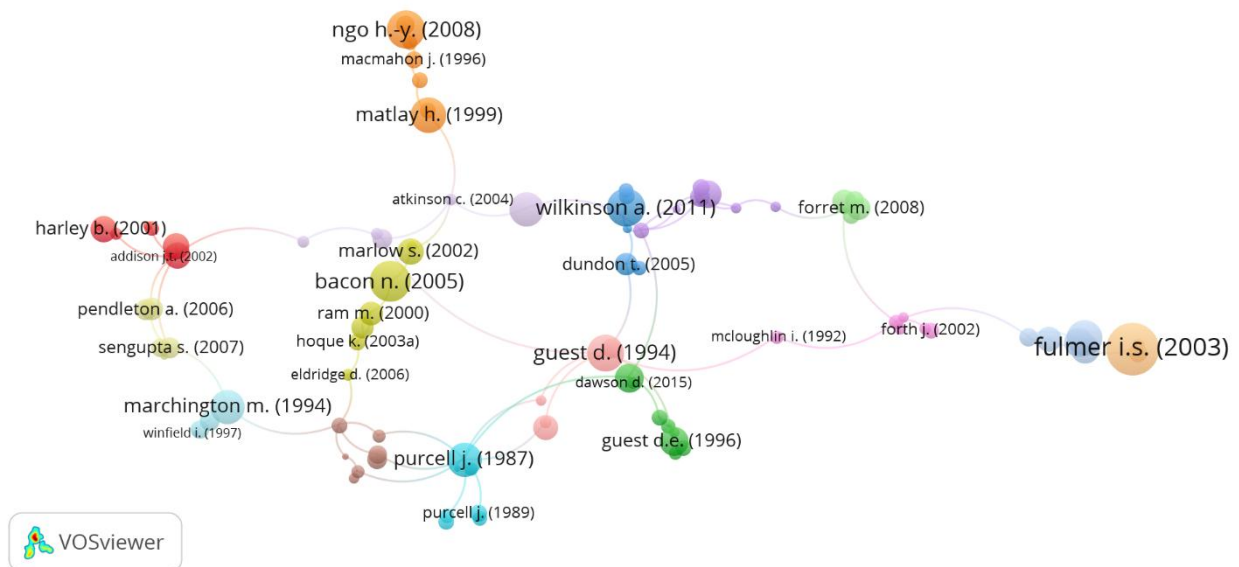


Figure 2: Network Visualization of most cited articles

Source Citation Visualization

The term "source" refers to the magazine or publishing house that first published the work. Figure 3 was produced using VOS viewer (version 1.6.18), which enabled the generation of a graphical map of the origin of

States and the United Kingdom have the largest co-authorship network among the thirty-four countries studied. On the map, it is clear that Georgia and the United States of America work together closely. UK and Turkey share the same network cluster

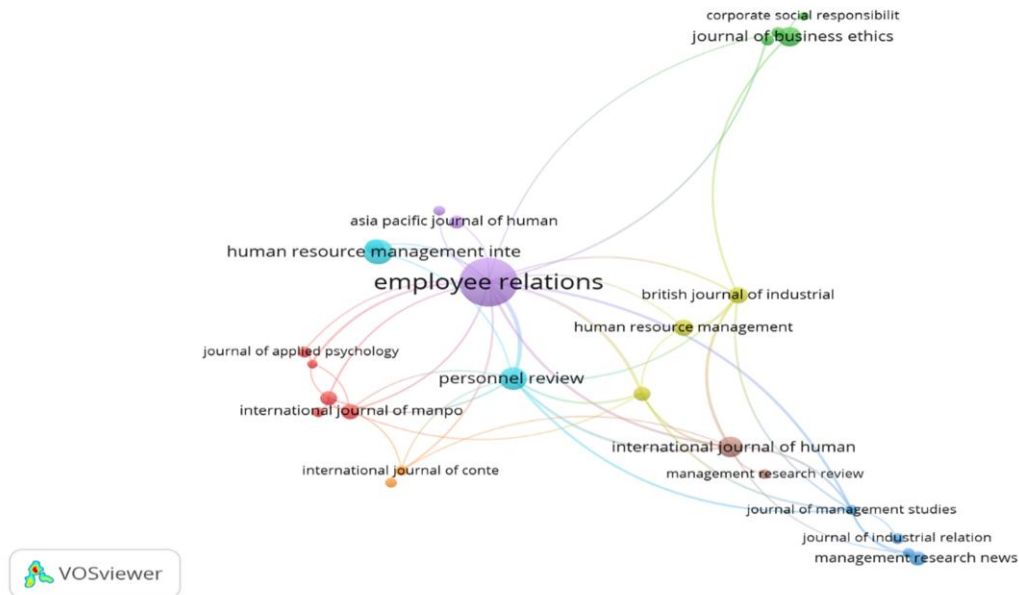


Figure 3: Source Citation Visualization

most-cited journals. Based on the map, Employee Relations has the highest overall link strength (42) of any journal, followed by Personnel Review (26) and the International Journal of Human Resource Management (22). It's worth noting that all of the journals mentioned are directly related to the fields of Human Resource Management, Corporate Social Responsibility, and Employee Relations.

Countries Co-Authorship

According to Figure 3 and Table 4, ER, HRM, and CSR authors hail from thirty four different nations. The figure shows that the United

(purple), which implies that the two nations have a strong cooperative relationship (Orange). Other writers in this cluster include Greek and Dutch authors as well as those from South Korea, South Africa, and the United States (Red). It's not unusual to see authors from countries like India and Indonesia and Malaysia in the same clusters as Scandinavian authors from countries like Denmark. Australia and New Zealand may collabourate on a book together. However, in the list of countries with joint authorship, certain countries' nodes were not visible on the visualization maps.

Table 4: The countries' co-authorship

id	Country	Documents	citations	total link strength	Cluster
34	Greece	11	611	8	1
37	Hong Kong	14	666	11	1
54	Netherlands	17	666	9	1
74	Singapore	7	388	7	1
77	South Africa	16	77	3	1
78	South Korea	7	668	7	1
27	Finland	14	153	2	2
38	Hungary	5	24	7	2
42	Ireland	13	267	10	2

63	Poland	5	4	6	2
73	Serbia	5	67	5	2
9	Belgium	6	99	6	3
29	France	10	328	6	3
31	Germany	19	639	16	3
44	Italy	16	1241	12	3
12	Canada	37	1142	27	4
14	China	26	364	25	4
83	Taiwan	11	420	2	4
84	Thailand	9	34	1	4
39	India	42	290	6	5
40	Indonesia	7	180	4	5
51	Malaysia	15	370	4	5
20	Denmark	13	233	6	6
58	Norway	9	74	4	6
81	Sweden	8	176	6	6
79	Spain	16	561	1	7
85	Turkey	8	123	4	7
90	United Kingdom	282	7542	65	7
5	Australia	89	2607	39	8
55	New Zealand	8	142	1	8
30	Georgia	5	33	5	9
91	United States	263	7914	69	9
43	Israel	5	25	0	0
49	Lithuania	12	73	0	0

(Collated by the author)

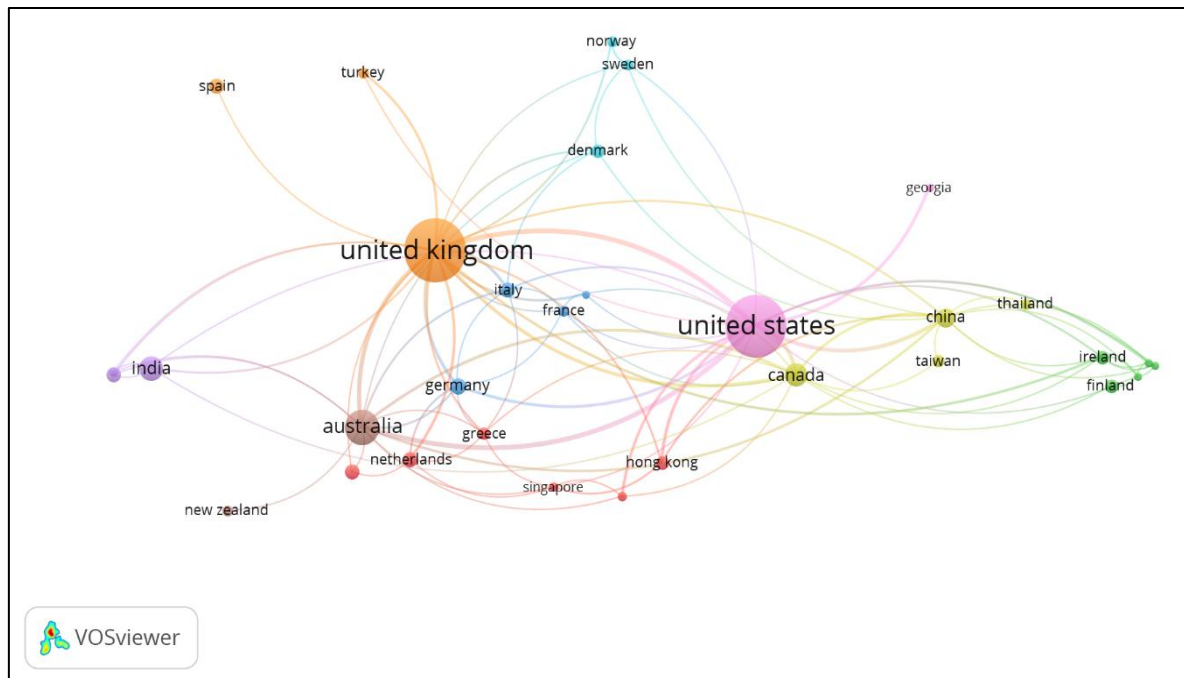


Figure 5: The countries with co-authorship network visualization

Countries Bibliographic Coupling

Bibliographic coupling occurs when two documents cite the same third document (Mas-Tur et al., 2021). In bibliographic coupling, two texts have one or more of the same entries in their reference lists (Kessler, 1963). To put it another way, both publications address the same research question, but they do it in different methods, resulting in some degree of overlap. Whereas (Weinberg, 1974) states that a bibliographic couple of documents have comparable intellectual structure. A country's intellectual structure may be seen as having a "bibliographic coupling" with other countries represented on the globe (Yang et al., 2016). Moreover, for scientific mapping, an alternative to the commonly used co-citation cluster technique may be found in the combination of a cluster approach with bibliographic coupling. The whole link cluster methodology was deemed an appropriate cluster method for this application based on theoretical considerations (Jarneving, 2007; Martinson, 2012; Weinberg, 1974). Figures 3 and 4 show that the United Kingdom and the United States of America share a rich conceptual foundation. Like the nations listed above, however, Australia has a strong intellectual basis. In terms of the number of authorships by country, it is possible to observe the differences. A further indication of international cooperation is the showing of

bibliographic couplings. Researchers in different countries credit their sources differently while writing papers on the same topic. Again, countries succeed in growing their intellectual variety, which raises the level of variance throughout the globe as a whole. Rather than relying on information from other countries, the countries explain the clusters by citing additional information from inside their borders.

Discussion

The current study, which considered citations, co-citations, and authorship coupling, sought to examine the employee relations research published in the Scopus database between 1940 and 2022. This analysis explains the important research on employee relations that has been done, highlighting the key findings and significance of employee relations. By reviewing 640 citations, it has been determined that Hoque & Bacon's (2016) publication significantly advanced the field of ER. Additionally, the most often cited journal on the subject of ER is the 2008 edition of the Academy of Management Journal. Table 3 lists more journals with the highest citations. The Journal of Business Ethics has published the majority of publications combining ER and CSR. Most papers containing the keywords ER, HRM, and CSR have been published by thirty foundations, with the majority of the co-authorship coming from the US and the UK.

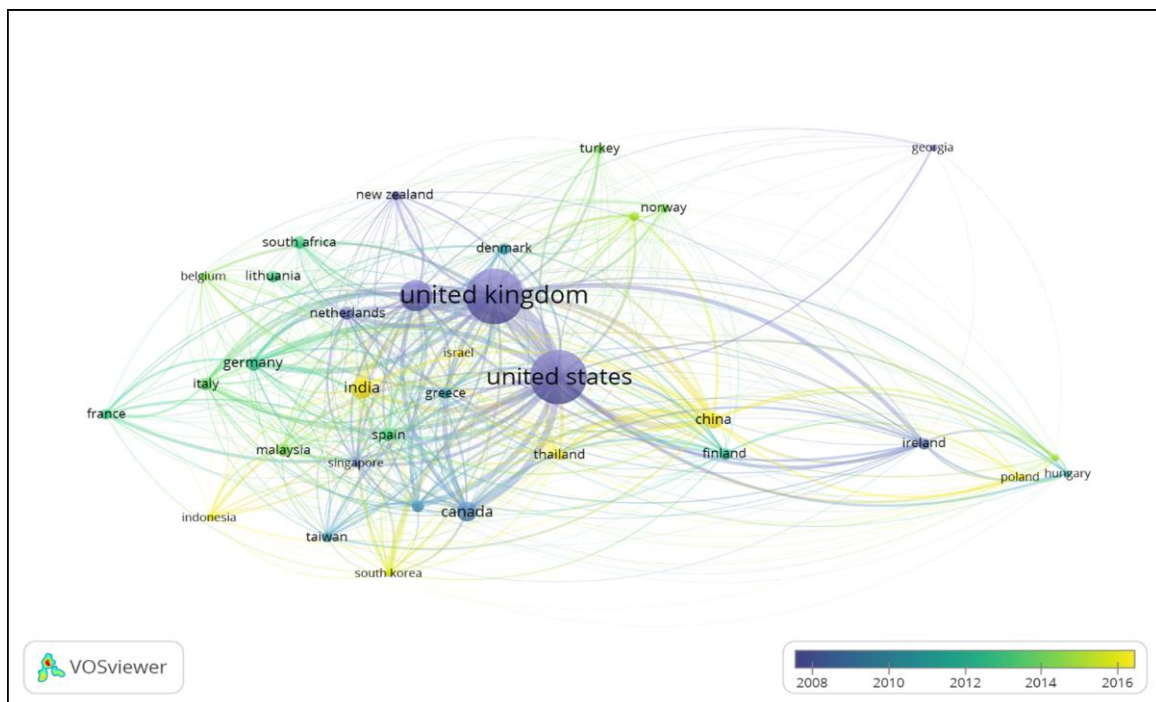


Figure 6: Countries' bibliographic coupling visualization

Georgia and the United States of America, the US and Turkey, Greek and the Netherlands, South Korea, South Africa, India, Indonesia, and Malaysia, as well as Austria and New Zealand, to name a few, are other nations that have collaborated on publications. Personal Review is another phrase associated with ER. Most papers with the keywords "HR," "CSR," and "ER" have been published in the International Journal of Human Resource Management. In conclusion, employee relations has been positioned as a field where rigorous and innovative research is conducted, particularly in human resource management and corporate social responsibility. According to the Scopus database, the area has been able to offer fresh perspectives on analysis and deeper understandings of current trends across disciplines. The many research works that are considered noteworthy by the research community as shown by numerous citations are revealed by the citation analysis and co-occurrence citation analysis techniques used for the study. The results showed the top authors in terms of citation counts, co-authorship counts, and bibliographic coupling counts. It is also evident that ER information in the form of published work is used by researchers and educators alike for doing the study, and is recognized by a larger audience both domestically and abroad.

Conclusion

Understanding the overarching tendencies of the most important studies on employee interactions is made easier by the analysis shown above. These findings are also indicative of the prevailing trends in this area. Last but not least, it's important to remember that employee relations are at the heart of every company's interaction with its employees. Positive employee relations can give workers a larger say in company decisions and increase their pride in their work. The study achieved its aims of identifying new research pathways and providing in-depth perspectives into the concomitant achievements in the disciplines of ER, HRM, and CSR.

Implications

The study has various implications, particularly for managers. The discussion of the research work can be used as an input strategy for employee retention programs because employee retention is a topic of

concern for managers. Similar explanations for employee mobility and turnover can be drawn from the important studies cited below. Additionally, this cutting-edge method of bibliometric analysis can be utilized to validate more fields (disciplines) where employee relations are related and where the research community can study the idea of employee relations.

Limitations

It should be clear at this point that the study provides details and an overview of the most recent concept patterns that have been accumulated throughout its development. Trends may significantly shift during the next few years. As a result, because the results are dynamic, one can anticipate differing co-authorship and citation results because more recent articles may receive more citations overall. The top researchers may have overlooked some excellent authors in their research effort through citation analysis and research works. This bibliometric research has also employed the Scopus database, which suggests that some significant papers that are available on other databases may have been overlooked. Therefore, one can also include the most influential authors and their works in future writings.

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