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A BIBLIOMETRIC ANALYSIS OF EMPLOYEE-ORGANIZATIONAL RELATIONSHIPS (EOR) RESEARCH IN THE BANKING SECTOR

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ABSTRACT

In general, research in the domain of Employee-Organizational Relationship (EOR) is gaining increasing importance in bank environments characterized by highly competitive pressures, complex legislative requirements, digitalization, high performance pressures, as well as enhanced pressures relating to legislative requirements in banking areas. Considering further the high strategic importance of research in the domain of EOR, this research is aimed at performing a bibliometric analysis of existing literature in this domain, particularly in articles stemming from the Scopus database of scientific articles comprising 133 articles in total. The findings observed in this analysis underscore that there are observable developmental trends in terms of field of investigation, as emergent streams of studies commenced in areas of organizational commitment, psychological contracts, and job satisfaction, gradually progressing to more contemporary subject matters in sustainability, corporate social responsibility, employees' engagement, fintech, as well as technological transformation, among others. Thematic mapping also reveals that newer trends are observed in terms of emergent research streams, supported by citation analysis of observed trends indicating that canonical studies are influencing contemporary literature; nevertheless, newer studies are also observed as increasingly influential, underscoring innovation in the field of EOR. Co-Citation analysis also underscores that banking-related topics in EOR heavily engage subject matters in organizational behavior, HR management, marketing, as well as finance; therefore, underscoring valuable themes that should be considered in terms of banking practitioners, particularly in terms of HR management.

KEYWORDS: *Employee–Organization Relationship (EOR), Banking Sector, Corporate Social Responsibility (CSR), Sustainability, Employee Engagement, Digital Transformation*

1. INTRODUCTION

The findings observed in this analysis underscore that there are observable developmental trends in terms of field of investigation, as emergent streams of studies commenced in areas of organizational commitment, psychological contracts, and job satisfaction, gradually progressing to more contemporary subject matters in sustainability, corporate social responsibility, employees' engagement, fintech, as well as technological transformation, among others. Thematic mapping also reveals that newer trends are observed in terms of emergent research streams, supported by citation analysis of observed trends indicating that canonical studies are influencing contemporary literature; nevertheless, newer studies are also observed as increasingly influential, underscoring innovation in the field of EOR. Co-Citation analysis also underscores that banking-related topics in EOR heavily engage subject matters in organizational behavior, HR management, marketing, as well as finance; therefore, underscoring valuable themes that should be considered in terms of banking practitioners, particularly in terms of HR management.

The theoretical support comes from social exchange theory, psychological contracts theory, and POS theory, which concentrate on issues of exchange, trust, and fairness, measured in terms of consistency between employees' contributions to the organization and organizational contributions to employees (Tsui, 1997; Masterson and Stamper, 2003; Eisenberger, 2019). Over time, however, perspectives on EOR were extended to organizational consideration as perceived in broader constructs such as need fulfillment, organizational justice, mattering, and employee voice (Shore, 2024). All of these factors have contributed to organizational concern with EOR taking central stage in organizational behavior studies, especially in terms of human resource management in banking, which often concerns issues of grave consideration.

Research has also identified many positive effects associated with the presence of high-quality EORs. These make up job satisfaction, organizational commitment, citizenship behavior, as well as employee wellbeing (Kumari & Singh, 2018; Akpan et al., 2021; Che et al., 2022). More specifically, positive EORs are associated with authenticness in interactions, permissive leadership, and shared investments (Dhanesh, 2014; Lee & Kim, 2017; Kim, 2021). However, the presence of strong EORs can sometimes lead to the possibility that an actor might exhibit unethical behavior in a pro-organizational sense. But this is provided an appropriate degree of balancing is replaced by moral identity/ethics leadership (Wang et al., 2019). The interaction between the employee and the organization is then to be achieved with balancing and ethical intent.

Indeed! In this highly volatile environment, the shifts presently occurring globally with immense implications for EOR have occurred, particularly in response to the pandemic's effects. The mindset of employees has metamorphosed with a greater emphasis placed upon their psychological well-being, mental health, hybrid work approaches, and organizational resilience (Shore et al., 2024; Ruck et al., 2017). Banking sector - a sector in which so much requests have been driven by the ability to engage clients remotely! Increasing needs in an environment in which digital tension exists with a need for strong fiduciary relationships.

Yet despite the burgeoning trend for EOR, it is observed that research on EOR within the financial sector takes a disintegrated shape. While an immeasurable number of case studies and empirical analyses are conducted on EOR results, to comprehend synthesized macro-level EOR knowledge, one needs to understand its development trajectory, prevailing topics therein, and prominent subject contributors. Moreover, it is observed that "the promise of tracing the evolution of knowledge structures, prominent contributors to these structures, thematic groupings of publications, and charting out avenues for future research can only be accomplished by employing bibliometric methodology."

A more global view is provided by Scopes, in contrast to a focus of EOR studies, which since 2000, was mainly focused in the banking area. This period was considered appropriate for historical lessons to be drawn, and changes implemented recently coming under scrutiny.

The main underlying research question was as follows:
1. Have publication numbers and trends in employee-organization research in the banking field increased over the period 2000-2025?
2. Which countries, institutions, and authors have been most prominent concerning the studies on employee-organization relations in banking, and which international collaboration patterns can be identified?
3. What, according to these citations, is most frequently referred to, such as publications, authors, and journals, and what can be learned from co-citation analysis regarding the theoretical frame of reference?
4. What are the main keywords and clusters of themes relating to EOR research within the domain of banking, and how have they developed over time?
5.What are some areas in existing literature that can be explored using another level of research, as enhanced through bibliometric analysis, in terms of opportunities it can offer to future research in the fields of human resource management as well as organizational behavior?

Answers to these research questions will, it is expected, emerge and reveal an organized landscape regarding research on “EOR” within banking, which will offer worthwhile information for both scholars and practitioners. For scholars, studies on notable trends and “niche areas” will be uncovered, while for banking’s human resource managers, conclusions from such research will possibly inform an evidence-based practice for organizations operating within that industry.

2. KEY DRIVERS OF EMPLOYEE–ORGANIZATION RELATIONSHIPS

- Organizational culture and support: A highly organized and supportive organizational culture has a positive impact in promoting employees’ performance and satisfaction. Entrepreneurial and supportive organizational culture have positive impacts compared with perceived organizational support concerning work-life balance and commitment (Kaur et al., 2024; Opoku et al., 2022; Sheikh, 2022).
- Empowerment & Relationship Management: Organizational agility & retention get directly encouraged for enabling plus empowerment & relationship management. The mediating effect of relationship management on organizational agility develops when employees get empowered, which is extremely relevant for highly dynamic & tech-driven business scenarios (Karim et al., 2025; Naik et al., 2024).
- Leadership and Team Interaction: Transformational leadership and team interaction quality are positively correlated with job satisfaction, creativity, and turnover rate. Team quality is highly correlated with job satisfaction, while an inclusive leadership style is also linked with an environment in which corporate social responsibilities are leveraged in favor of fostering an environment of productivity in terms of the employees’ creativity (Lekić et al., 2020; Shah et al., 2021; Fu et al., 2022).

2.1 Outcomes of Strong Employee–Organization Relationships

Positive relationships between the firm and its employees are associated with better employee performance, customer satisfaction, and improved financial capacity among banks. Resilience, justice, and internal marketing are some of the factors that enhance organizational commitment and lower intentions of turnover, hence promoting retention. Bailey et al. (2016); Khera, 2023; Adenike et al., 2024. An environment that fosters creativity and leadership styles boosts employees' creative work behavior and organizations towards adaptation easily. Fu et al. (2022); Shah et al. (2021); Ijaz (2022).

3. METHODOLOGY

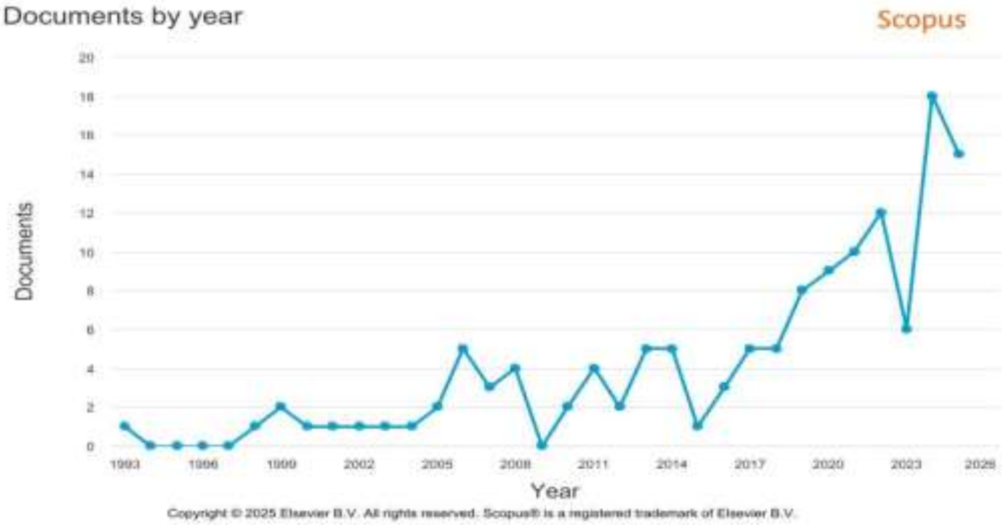
Using “Scopus” as the main data source, a bibliometric research type was followed to conduct the research as proposed in the study. For data retrieval, the search string “employee organization relationship” AND “banking” was used as the keyword with a window of years set as “1993-2025.” The articles and reviews were selected as types of publications. The total number of publications returned was “146,” out of which “3” were duplicates. Therefore, “143” publications were left after deleting the duplicates. However, “10” articles were excluded as irrelevant for the study. Hence, “133” publications were used as the final dataset for the study. Data cleaning was conducted on “Excel,” while “visualization” was conducted on “VOSviewer.” Among the bibliometric methods is “production,” indicated by “number of articles published per year,” “citation,” “co-author,” “keyword co-occurrence” or “co-word,” “topic,” and “cluster” for “topic specifically to study trends in the field”.

4. RESULTS AND DISCUSSION

4.1 Publication Trends

There is a particular moment in the progression of the study activity, as chart-1 illustrates, between 1993 and 2026. After the appearance in 1993, there were very few publication opportunities before the year 2001, with none or only two documents being published in any given year. This illustrates the initial nature of the subject. In the following decade, between 2002 and 2010, there is an increase in publication activity with slight spikes in the publication levels in approximately 2006 and 2008. Afterward, between the years 2011 and 2017, there is a gradual increase with activity levels ranging between two and five documents per year. This is an indication of the slow progression with little to no momentum. In the more recent past, between 2018 and the year of writing this manuscript today, there has been an increase in the publication rates as more documents are being written by researchers per annum, between five and ten documents in the year 2021. However, having witnessed an exponential rise in the research conducted during the decade running from 2022 till 2025, with the peak being in 2025 at close to 18 documents, which is a pointer towards the highest level of scholarship being given ever, there is a dip in 2026, but it is substantially far away from any earlier decade. However, this clearly points toward a trend in which a peculiar area of research is now at a mature stage, being in mainstream, despite a few ups in the publications.

Chart-1 Publication Trends

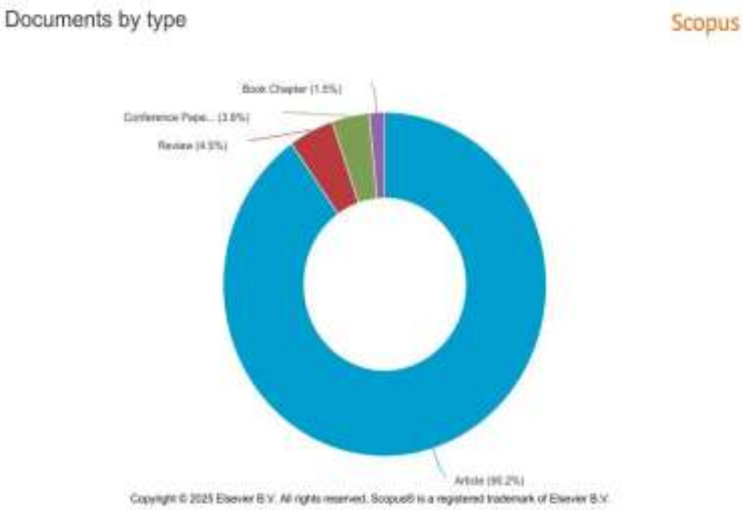


4.2 Document by Type

The above chart-2 illustrates the ways in which the various form categories of the publication genre disburse in the dataset. Here we notice the starkly disproportionate presence of 'Articles.' Articles form 90.2% of the entire dataset. This dominant presence of Articles points towards the fact that the majority of the available literature is being disseminated in the form of peer-reviewed 'Journal Articles.' They are regarded as quite substantially empiric and theoretical pieces. They form only 4.5% of the entire dataset. This suggests the presence of a degree of 'synthesized knowledge' with an ability to gauge the 'research progress.' 'Conference Papers' are at the second-lowest at 3.8%, suggesting a level of 'academic participation.'

The distribution of journal publication could support the claim that there is a need to focus on the scientific rigor, visibility, and impact of a citation by showing how there could be a lesser number of reviews and book chapters, implying that there could be a form of dependency on synthesizing knowledge wherein there could be a knowledge accumulation process, showing that indeed this domain is advancing with emphasis on original research journal publications focusing on original work done.

Chart-2 Documents by Type



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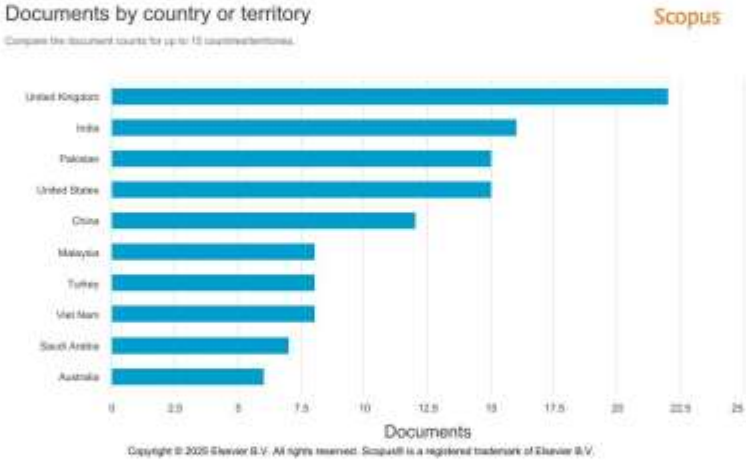
4.3 Country-wise Contribution

Chart-3 gives an overview of the production of research based on location. The data reveal that the United Kingdom holds first place in terms of publications, having produced close to 22 documents. This shows the immense academic interest in this domain. Next come India and Pakistan, which fall in the bracket of 16-17 documents each, depicting the rising academic interest in South Asia. Of course, the US and China are, in fact, of keen interest in the debate and each makes a contribution of about 13 to 14 documents each.

Chart-3 Documents by country or territory



Similarly, other nations such as Malaysia, Turkey, Vietnam, Saudi Arabia, and Australia have a moderate output ranging from 6 to 8 documents; therefore, it is a notable output in terms of research endeavors and activities on this subject matter. The range signals and affirms the idea and notion that there is a rising interest and awareness about this subject matter across the world, especially from regions such as Europe, Asia, the Middle East, and Oceania.

From an overall point of view, this distribution implies that though the UK is the most important contributor, emerging economies such as India, Pakistan, and China are contributing substantially in the development of this discourse. Thus, this implication of international participation is where the true significance of a multicultural theme can be grasped, where it appears the theme reverberates in different settings.

4.4 Subject area

The highest portion of research is concentrated in the field of Business, Management, and Accounting, which accounts for 29.7%. This is due to the fact that almost all the research is conducted within the organization/management field itself. Next in the list come the Social Sciences, which is a field of research that deals with the behavior, relationships, and changes within an institution itself, accounting for 17.5%. After that come the research conducted in the field of Computer Science, accounting for 11.5%, followed by Environmental Sciences with a research portion of 10.1%. This implies that the viewpoints concerning computers and the environment within this field of research are gaining prominence.

Other areas worthy of note are those related to Energy (8.7%), Decision Sciences (5.1%), Engineering (3.5%), showing that some branches of applied sciences are exploring this subject too, though generally combined with aspects of organizational practices/performance. Few insignificant but still pertinent publications come from those related to Economics, Econometrics, Finance (3.5%), Education (2.7%), Medicine (2.7%), Arts & Humanities (2.0%), showing just how interdisciplinary this subject is. The entry for “Other” (5.4%) once again highlights some of those diversities but to a lesser extent.

Overall, this enumeration appears intended to suggest that notwithstanding its basic foundation and rooting within the business and social sciences fields, some inflows into studies have been experienced within the STEM fields and within studies of sustainability and education. There thus seems to have been some emergence of an interdisciplinary pattern. The fact that such crossing of disciplines was intended so unstintingly serves to underscore the comprehensiveness and applicability/relevance of research within the employees-organizations relationship (EOR) discipline or field.

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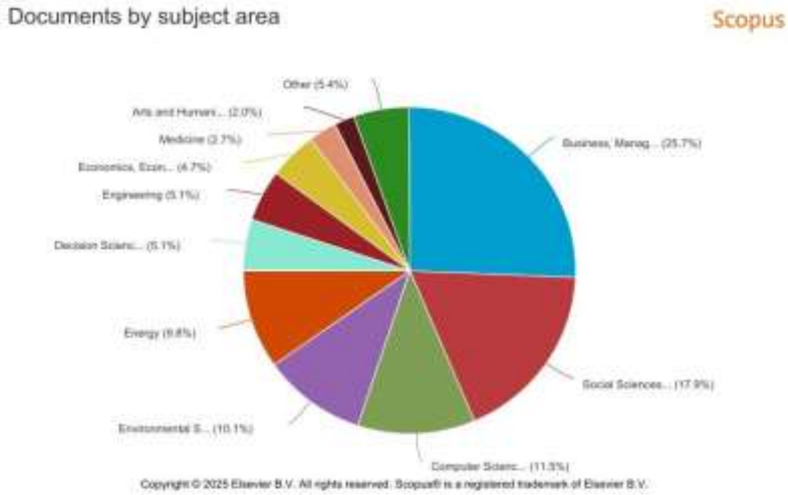
Chart-4 Documents by subject area



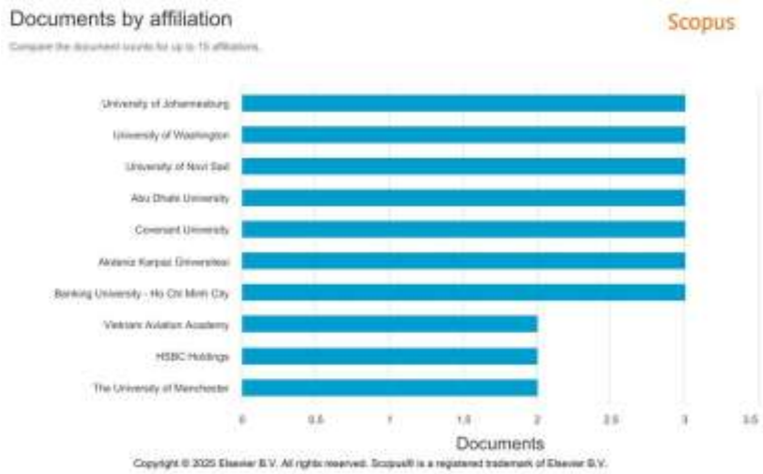
4.5 Leading Affiliations

The chart-5 presents institutions that contributed most to research on employee-organization relation (EOR). The chart illustrates that different universities and institutions have almost equally contributed to research, with the University of Johannesburg, University of Washington, University of Novi Sad, Abu Dhabi University, Covenant University, and Akdeniz Karpaz Universitesi leading, each having contributed almost three documents to research on employee-organization relation (EOR).

Following them are institutions like Banking University – Ho Chi Minh City, Vietnam Aviation Academy, HSBC Holdings, and The University of Manchester, each submitting two articles, thereby illustrating an almost balanced distribution of research from their domains of academia and practical fields.

The spread of institutions in Africa, Europe, the Middle East, Asia, and North America represent the academic and professional emphasis placed on EOR research on a global level. On another note, the low rate of publication from individual institutions shows that there are indications that research in this field also has low centralization, unlike in other fields where just a few universities are dominant in publication.

Chart-5 Documents by affiliation



4.6 Leading Journals

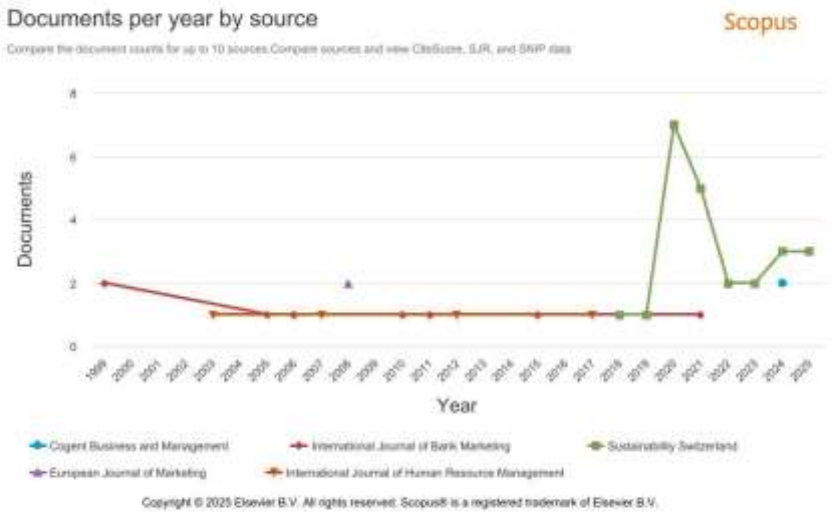
The chart-6 gives an idea about the academic journals and outlets publishing research on EOR over the years. It emerges from the data that the research activity in the field has been dispersed throughout the journal series; however, the contribution has been very intermittent-with periods marked by very low output or none to speak of, and then sudden eruptive peaks.

This would facilitate sporadic contributions between the International Journal of Bank Marketing and the International Journal of Human Resource Management with regards to matters relating to EOR and human resource management practices regarding employee engagement. Notice a huge spike around 2020-2021 in Sustainability (Switzerland), topping at about seven documents within a single year, a sure indication of growing interest in linking EOR research with sustainability, corporate social responsibility, and organizational responsibility. This rise represents the beginning of worldwide focus on business sustainability.

The other journals, like Cogent Business and Management and European Journal of Marketing, present similar but albeit lower numbers, which indicate that EOR is interdisciplinary, intersecting with several domains like HRM, Marketing, and Sustainability.

In more general terms, what the chart appears to illustrate is, firstly, that nobody yet has been to the starting line in the field of EOR, but, secondly, very recently, an important publication has emerged in the field of Sustainability, which tends to support the thesis of the increased attention paid to the field of sustainable and socially responsible business contexts.

Chart-6 Documents per year by source



4.7 Keyword Co-occurrence Analysis

Cluster and Coordinate the Research Conclusions on the Themes by including a Keyword Co-occurrence Analysis on the dataset containing 815 papers and 36 keywords with an occurrence threshold set to ≥5, which can be seen through the network diagram of a cluster created by VOSviewer above showing how interconnected each keyword is on the different thematic areas.

The keyword "banking" was identified as used most frequently and was found to hold maximum significance by having worked a total of 133 times with a total link strength of 257, making it the highest actor on this dataset. Other relevant keywords related to it are "banking sector" (9), "banking industry" (6), "banking sectors" (6), "banks" (5), heavily tilting this area towards financial services. Other prominent keywords include "performance assessment" (14), "Corporate Social Responsibility" (14), "sustainability" (13), "Pakistan" (13), "job satisfaction" (13). These keywords are indicative of additional aspects that cover performance aspects relating to organizations to aspects relating to employees. Keywords "innovation" (11), "leadership" (10), "perception" (10), "human resource management" (10) are indicative of aspects related to linking innovation to employees.

Figure-1 highlights four large clusters consisting of interconnected themes in different hues. The first cluster in red explores themes concerning satisfaction with one's job or performance appraisal and the job or employment aspect in particular. The attention still remains focused only on aspects concerning human behavior or attitude and their empirical nature. The second cluster comprises green and yellow hues with an emphasis placed on corporate social responsibility or sustainable development aspects concerning themes such as financial performance, human capital development, and innovation in particular. The intertwining nature of organizational ethics with the productivity-oriented notion of sustainable development remains prominent in these themes in particular.

The third set explores themes concerning aspects such as human resource management in particular in the case of the banking sector in blue hues concerning human engagement and commitment or customer satisfaction in particular. The aspect concerning the region in green hues in Figure-1 specifically in the case of the region ofPakistan,Nigeria,Chinaetc., remains prominent in particular, highlighting the growing trends concerning the contextual nature or emphasis placed in emerging economies in particular concerning themes or topics discussed in this paper.

The analysis also reveals a move from the "conventional banking-oriented" research focus toward a "more holistic" focus on concepts such as CSR, sustainable development, innovation, and employees, all of which are consistent with global trends. The search of the literature using the key words including "fintech" and "sustainable" also revealed opportunities with regards to "digital transformation" and "sustainable" "growth trajectories." In this way, the co-occurrence analysis highlights that this "fryase" research is "multidimensional" and "constantly evolving," bringing various "financial," "organizational," and "human" outlooks together to make sense of "employee-organization relationships" and "banking" performance.

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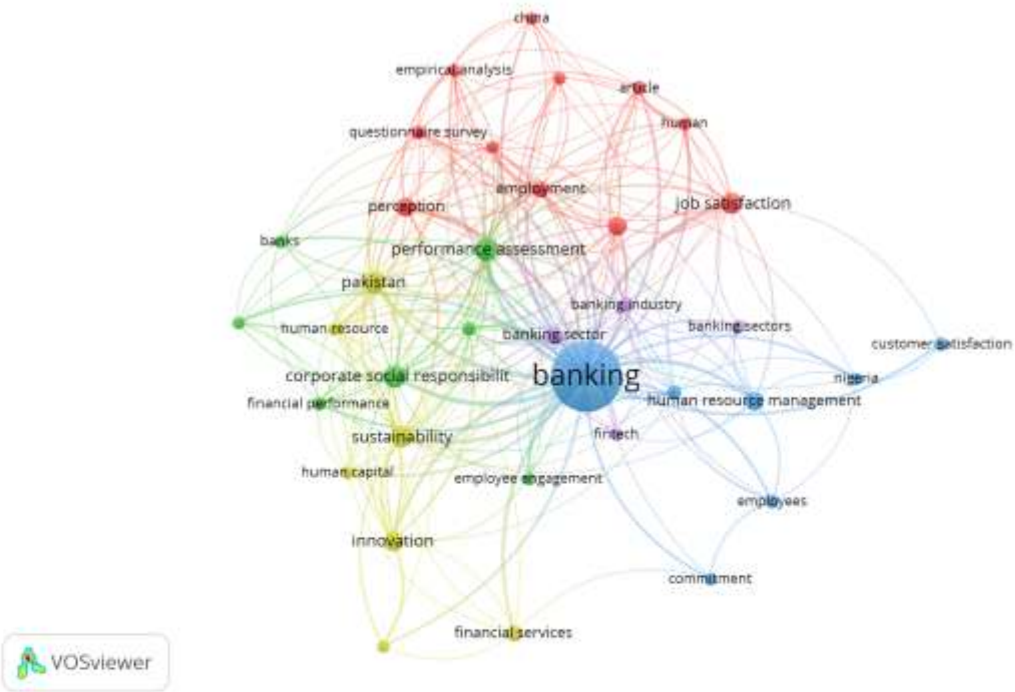
Figure-1 Co-occurrence Analysis Network Diagram



4.8 Thematic Evolution

From the bibliometric analysis, there appears an evolution of themes in executing EOR in banking.

The Initial Phase

Actually, very little was studied; it was mostly related to fundamental banking operations and to the realm of labor relations, and certainly not to the realm of employee-organization interaction itself. At a descriptive level, studies on organizational performance and basic human resource practices were carried out. In reality, studies were mostly "serving" a specific case or, better still, a specific country.

Growth Phase

Performance appraisal, job satisfaction, human management, etc., were the keywords for the period. Investigations also began to examine the relationship between organizational practices and employee outcomes, i.e., commitment, satisfaction, and performance, etc. Questionnaire surveys and empirical analysis dominated the methodologies, which emphasized the measurement of employee attitudes.

Expansion Phase: 2016–2020

They have extended these thematic clusters to CSR, sustainability, and innovation. This shift in focus and themes is indicative of a greater recognition of the greater role that banks play in society and how the strategies adopted by an organization impact not just the employees but also other stakeholders and society as a whole. There is also noticeable entry of keywords such as Pakistan, Nigeria, and China, placing the EOR research in emerging economies. Key contributors here are the International Journal of Bank Marketing and the Human Resource Management Journal.

Contemporary Phase (2021-

There is a heightened research effort being put into issues of sustainability, fintech, and employee engagement. There are key channels for publication through journals that include Sustainability, published in Switzerland, and Sustainable Development. This suggests a strong emergence of a trend to prioritize a global agenda for sustainability within EOR research. The key words that are prominent include innovation, corporate social responsibility, financial services, and fintech. This indicates a strong interworking between financial services, innovation, and psychology. Trust-based mechanisms, leadership, psychology, etc. are all being factored into more recent research work published between 2023-2025. This would suggest a multi-dimensional perspective on how exactly it can impact both organizational potential outcomes and societal expectation.

The thematic evolution also reveals a significant shift from HR and performance-oriented studies to a generalized inter-disciplinary approach involving sustainability, business innovation, and technology. In many ways, this experience can also be linked with the nature of global banking systems, where it is now recognized that the association between employees and organizations specifically represents a central concern with regards to achieving competitive advantage, responsibility, and adaptability, particularly with regards to this digital age experience. The focus on a cross-country setting also reveals that EOR studies are now a mature approach on the global scenario, with a quest to stabilize local settings with universal organizational dynamics.

4.9 Citation Analysis

The distribution indicates a mix of traditional and foundational literature and new high-impact literature on the subject matter on employee-organization relationships (EOR). Out of 133 documents, 87 have crossed the benchmark of five citations, showing a variety of perspectives used to inform the subject matter on EOR worldwide. The first key papers were Walumbwa and Lawler (2003) on employee outcomes, but only

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287 citations; Neeru Malhotra and Avinandan Mukherjee (2004) on EOR density and outcomes, 200; Dennis Wat and Margaret A. Shaffer (2005) on EOR density and outcomes, 189; and Nelson Oly Ndubisi and Chan Kok Wah (2005) on outcomes and clusters, 162, creating foundational literature on EOR and OB as a subject matter and concept. However, the leading literature on EOR is by Brammer et al. (2007) on 961 citations, establishing a reference category.

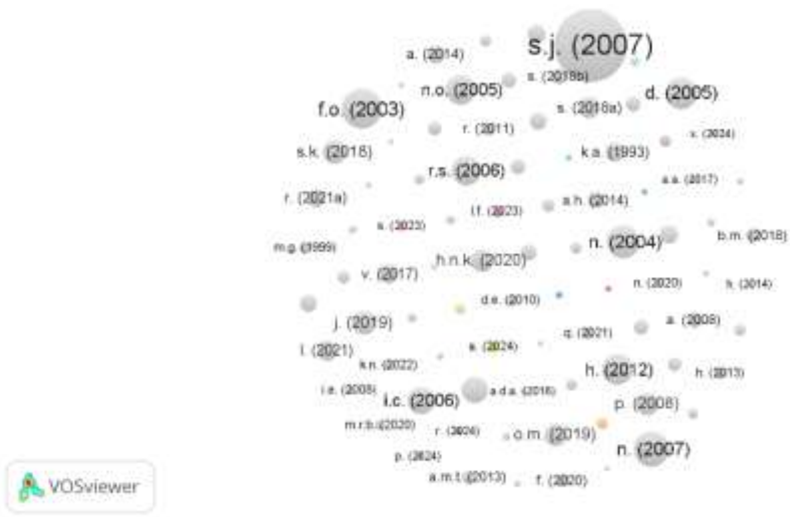
Other impactful contributions include those of Ioanna Papasolomou & Demetris Vrontis (2006), having obtained 137 citations; Richard S. Lytle & John E. Timmerman (2006), which obtained 161 cites; Wu HY (2012), that obtained 178 cites; among many more impactful ones that focused on EOR contribution to human resource management, organizational justice, as well as well-being of employees. The aforementioned works therefore acted as the backbone to EOR theory, highly cited across more than one aspect of management.

The more recent studies, yet equally impactful, have continued to add to the literature since 2013. Drexler & Schoar (2014, 59 citations), Mobarek & Kalonov (2013, 62 citations), Williams & Adams (2013, 63 citations), and Karatepe et al. (2019, 99 citations) discuss the maturity level of EOR in relation to linking with leadership, CSR, sustainability, and employee engagement. Giao et al. (2020), from the more recent publication (95 citations), as well as Abbas et al. (2019, 106 citations), show how the more recent researchers have used earlier studies as reference material and how the study of EOR has moved to the areas of digital transformation, cross-cultural, and sustainability.

The evolution of intellectual influence shows that it is a precise three-step process. During the foundational period (1993–2007), Brammer et al. (2007) cited 74 in Brown and Mitchell, Walumbwa and Lawler, and most importantly Brammer et al., who offered theoretical support along with empirical support on ER–Os, in terms of basics of psychological contracts, social exchange, and justice.

Within this Expansion Stage that spanned from 2008 to 2015, there has been a marked growth in citations based on journal articles published on subjects including job satisfaction, leadership styles, and various practices of HRM. Influencing works like Wu HY (2012), Mobarek & Kalonov (2013), combined both behavioral and organizational approaches; therefore, advancing EOR to include topics that go beyond organizational outcomes like innovation, employee well-being, etc.

Figure-2 Citation Analysis Network Diagram



Finally, during the Contemporary Stage, from 2016 to 2024, the review came across an overriding thematic preoccupation of contributions with themes bordering on sustainability issues, CSR, employee engagement, and digitization of banking. Works such as Sharma et al. scores of leading works in this field reveal that the orientation of the field is toward global phenomena such as sustainability, ethics, and technological transformation. The steady increase in citation tolls for these works signals that EOR research will soon reach maturity and continue to evolve with elements constitutive of organizational and societal challenges today.

Through a broad analysis, the citation suggests a strong latent citation that corroborates the works done in the recent past as having been laying the foundation for disciplines through works and theming evolution sets on more recent works gain traction, and with intellectual diversification. However, the landmark work of Brammer et al., 2007, among others, still holds sway given their insight into the developing issues and undercurrents that are given attention, and how the works gain more relevance given the younger works as the field reaches maturity in its interaction with trending topics such as digitalization, sustainability, and cross-cultural studies.

4.10 Co-Citation Analysis

For authors, co-citation analyses were considered for a minimum of two citations, and out of 216 analyzed authors, 36 satisfied this threshold. This implies there is a group of leading authors forming a concentrated core for the intellectual construct of the EOR and related organizational research.

Figure 3: Clusters of highly co-cited authors. The line thickness in the figure indicates the strength of linkages between authors. Key influential authors are Natalie J. Allen, 5 citations total link strength 10; Richard P. Bagozzi, 5 citations, link strength 6; James C. Anderson, 6 citations, link strength 6; Leonard L. Berry, 4 citations, link strength 7; and Allen N. Berger, 5 citations link strength 5. These authors come at the

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center interconnecting with multiple sources; therefore, these references often appear commonly across different studies.

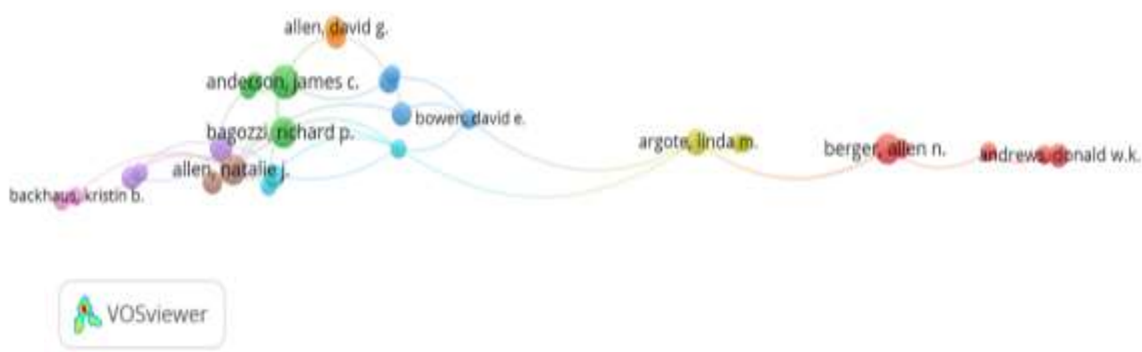
Other notable scholars included in the list of contributors to the journal include David G. Allen, Linda M. Argote, Donald W.K. Andrews, Kristin B. Backhaus, David E. Bowen, and Scott L. Boyar, who cover different disciplinary areas with the inclusion of marketing, banking, and management science alongside organizational psychology/HRM. They indicate the involvement of an interdisciplinary knowledge base for conducting research in the area of EOR.

The co-citation map shows several things about the scientific field itself:

- Foundational Scholars in OB and HRM: The highest levels of co-citation occur with scholars such as Natalie J. Allen, James C. Anderson, and David G. Allen; their work remains paramount in understanding organizational commitment in EOR-based works in conjunction with their understanding in HR and OB in how they have psychologically and managerially benefited HR studies in their endorsement of EOR theory.
- Marketing and Service Quality Influences: The presence of Leonard L. Berry and Richard P. Bagozzi has laid a firm foundation with regard to how their perspectives on employee-organization relationship and its interface with relationship management, marketing, and service quality can be integrated within its domain. Thus, it can be inferred that employee satisfaction has its links with customer experience.
- Banking and Financial Sector Research: Allen N. Berger and Donald W.K. Andrews are the ones bringing the financial, banking aspect of the EOR domain through the co-citation network, which illustrates the intermingling of the financial and behavioral aspects of organizations within the field of banking.
- Interdisciplinary Breadth - The inclusion of individuals such as Linda M. Argote in organizational learning, Bruce J. Avolio in leadership studies, and Reuben M. Baron in psychological studies points towards the realization that EOR studies have been and should be interdisciplinary in nature. The implications here are that in studying EORs, there had been no sole reliance only on management studies but there had been an inclusion of views from professional fields such as those of psychologists, economists, and marketers.

In Sneh, all the co-relationship network bears witness to the narrative of our contention that the intellectual antecedent of EOR knowledge speculations has to be situated at the confluence of organizational activity, HRM, marketing, and financial management. The authors, namely Bridget Allen, Richard P. Bagozzi, Leonard L. Berry, and Allen N. Berger, were perceived to be of utmost significance with regards to synthesizing human resource considerations with service quality and financial result aspects. In a way, this also speaks volumes of the evolving nature of various fields of study, it is a testimony to how EOR research continues to explore different theoretical and practical domains to understand employees and organizations better.

Figure-3 Co-Citation Analysis Network Diagram



5. IMPLICATIONS

5.1 Academic Implications

The co-citation analysis reveals that EOR banking research heavily draws on a variety of fields including organizational behavior, HRM, marketing, and finance fields. The inter-disciplinary approach makes room for several emerging fields of EOR including EI banking, HR aspects of banking, leadership communication styles on EE, and even fintech vs HR approaches to EOR. There are also avenues to be taken up by EOR researchers on examining CSR influences on the organization-employee relationship, including banker employees, or how differences across cultures affect employees in multinational financial organizations. Besides this, as sustainability and technology shape aspects including finance, it is left to the EOR researchers to go beyond the analysis and include aspects including the psychological impact of technology-based approaches to sustainable banking innovation on organizations and employees alike.

5.2 Practical Implications

Here, the practitioner and, indeed, the human resource manager of banks will find valuable information for consideration and implementation into their policies. With information being drawn from subjects like organizational commitment, job satisfaction, and employee engagement, the question seems clear that HR management policies have got to address this while considering the interests of employees and the institutions themselves. With information also being drawn into the formulation of trainings that address leadership skills, emotional intelligence, and relationships, the question seems clear that engagement and retention issues that need formalization are being informed by the need for employees, within this fiercely and IT-devoured banking environment, to feel appreciated and thus commit themselves. The information will be easy for managers to bank on for the enhancement of the employee-organization relationship, where the end result will see employees, institutions, and customers being satisfied.

6. LIMITATIONS

Although, as can be noted from the information derived from the study through co-citation and bibliometric methods, there can certainly remain a number of interesting facts about the intellectual structure and how it is related to the field of employee-organization relationship studies among the banking industry, there is a number of areas which must remain noted as the study is restricted to a certain source, Scopus, which is quite exhaustive but does not take account of publications conducted in other locations such as Web of Science and Google Scholar.

Second, this subject is circumscribed by language bias as seen in the Scopus database, which comprises more English-based sources. In this case, perhaps significant contributions have been overlooked, particularly in places where banking studies are rising but are rarely quoted internationally.

Third, it can also be that there has been an omission of grey literature, reports, or even work in progress that has perhaps never been published or even indexed. Given that we are indeed in an emergent field, or so it appears—particularly when it comes to sustainability, fintech, as well as employee engagements—some debate can be raised as to whether these have indeed limited or can even, in any way, restrict how recent pieces of insights can be retrieved.

With such factors in mind, one can clearly conclude that while it can be ascertained that the conclusions lead to a reasonable point, they must ideally be taken with a small grain of salt and further studied in a future research attempt while utilizing multiple databases, multiple languages, and grey literature to achieve a broader perspective on the field.

7. CONCLUSION

The bibliometric and co-citation method in this write-up offers an indicative representation of the intellectual development and exploration in the subject area of EOR in the banking sector. The evolutionary development in this subject area has been found to have been forked from studies on organizational commitment theory, psychological contract theory, and job satisfaction theory to studies that have delved into the fields of sustainability/green business, corporate social responsibility (CSR), employee engagement, fintech, and digital transformation. The studies by Brammer et al. (2007) have been found to occupy the place of pride once again in the newer studies that have offered greater attention to leadership culture, cross-culturalism, and technological disruption in the subject area.

However, gaps in research exist as well. There is much research done only from select regions of the world, with limited research done in comparison to other regions and cultural setups. Furthermore, although EOR research covers the whole spectrum from sustainability to CSR, the addition of new topics like artificial intelligence, online banking, and emotional intelligence in HR management is also limited in itself. To top it all off, an emphasis on research done in the English language and published in Scopus may lead to an overlooking of research done in other languages.

Look ahead, and regional comparative studies on EOR between a developed and emerging economy might provide future study directions to explore the influence of cultural and institutional considerations on EOR outcomes. It is perhaps among the future trends and tendencies towards a post-AI working environment to examine how automation, digital surveillance, and algorithm-driven decision-making might influence banking employee trust, motivation, and wellness. Further, if EOR theory and praxis place even more emphasis on interdisciplinarity and interconnections between psychology, HRM, technology, and sustainability, it would likely provide a buoyant future environment. Overall, this study illustrates the intellectual diversity and constantly moving focus of EOR theory and praxis, as well as future areas broadly related to the future working environment, sustainability, and technology.

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