

Mapping the Intellectual Structure of Employee Well-Being: A Decade of Bibliometric Insight (2016-2025)

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Abstract

Purpose - This study aims to map the global research landscape on employee well-being over the period 2016–2025 using bibliometric analysis. **Design/Methodology/Approach** - A total of 613 documents indexed in Scopus were analyzed using biblioMagika@2.10.5, Biblioshiny and VOSviewer. **Findings** - The findings reveal a significant growth trend in publications, indicating increasing scholarly attention to employee well-being as a strategic organizational issue. The results highlight the dominance of themes such as job satisfaction, work engagement, and burnout, supported by theoretical frameworks like the Job Demands-Resources (JD-R) model. The analysis also identifies leading authors, institutions, countries, and journals contributing to the field. Furthermore, emerging themes such as mental health, digital work, and post-pandemic workplace dynamics indicate future research directions. **Research limitations/implications** – The database used only focuses on Scopus. **Originality/value** – This study contributes to the literature by providing a comprehensive overview of the intellectual and thematic structure of employee well-being research and offers a future research agenda for scholars and practitioners.

Keywords: Intellectual structure, Employee Well-Being, Bibliometric Analysis

Introduction

Employee well-being has increasingly emerged as a critical area of scholarly inquiry, attracting substantial attention from academics, practitioners, and policymakers due to its significant implications for both individual performance and organizational effectiveness (Negi et al., 2025). Within the domain of human resource management, employee well-being is widely recognized as a key determinant of productivity, job satisfaction, and long-term organizational sustainability (Judijanto et al., 2025). This growing recognition reflects a

broader shift in organizational priorities, where employee welfare is no longer viewed merely as a supportive function but as a strategic asset.

In contemporary organizational environments, employee well-being is no longer viewed as a peripheral concern but as a strategic imperative that directly influences organizational resilience, productivity, and long-term sustainability. Organizations operating in increasingly volatile, uncertain, complex, and ambiguous (VUCA) environments are required to ensure not only performance outcomes but also the psychological and emotional stability of their workforce. This shift highlights the critical need to understand employee well-being not merely as an outcome variable, but as a central mechanism through which organizations achieve sustainable competitive advantage.

The urgency of this topic has been further amplified by global disruptions, particularly the COVID-19 pandemic, which has significantly impacted employees' mental health, work-life balance, and overall psychological resilience (Bhoir & Sinha, 2024). Consequently, research on employee well-being has experienced exponential growth, encompassing diverse perspectives such as psychological well-being, workplace engagement, organizational support, and job flourishing. This rapid expansion indicates that employee well-being is inherently multidisciplinary, integrating insights from psychology, management, sociology, and organizational behavior.

Despite the substantial increase in scholarly publications, the literature on employee well-being remains highly fragmented and dispersed across various disciplines and methodological approaches trajectories (Elsamani et al., 2023; Vătmănescu & Vintilă, 2023). Existing studies often focus on specific dimensions—such as mental health, job satisfaction, or organizational support—without offering a comprehensive synthesis of the field. As a result, there is limited clarity regarding the overall intellectual structure, key contributors, and emerging research trends within this domain.

The significance of this study extends beyond academic inquiry. For scholars, this research provides a comprehensive mapping of the intellectual structure of employee well-being, enabling clearer identification of dominant theories, methodological approaches, and research gaps. For practitioners, particularly human resource managers and organizational leaders, the findings offer evidence-based insights into key drivers of employee well-being, such as job satisfaction, work engagement, leadership, and organizational support, which can inform the design of effective workplace interventions. Furthermore, for policymakers, especially in developing economies such as Malaysia and Indonesia, this study offers a strategic reference for developing policies related to workforce sustainability, occupational health, and employee mental well-being.

Moreover, the rapid proliferation of research over the past decade has created challenges in identifying dominant themes, influential works, and evolving conceptual frameworks (Ashfan et al., 2026). Without a systematic mapping of the literature, it becomes difficult for researchers and practitioners to understand how the field has developed, where the current research gaps lie, and which areas require further scholarly attention (Pandey et al., 2025). In addition, inconsistencies in methodological approaches and theoretical perspectives further complicate efforts to build cumulative knowledge.

Another critical issue lies in the limited integration of emerging themes, such as workplace spirituality, diversity, leadership styles, and positive organizational constructs like thriving and workplace civility. These aspects remain underexplored in a unified framework, despite their growing relevance in shaping holistic employee well-being. Therefore, a comprehensive and systematic review is essential to address these gaps and provide a clearer understanding of the field's evolution.

In response to these challenges, this study aims to conduct a comprehensive bibliometric analysis of employee well-being research published between 2016 and 2025. Specifically, the study to address this need by providing a holistic understanding of the scientific landscape of employee well-being, and by mapping publication trends, authorship patterns, and key conceptualizations (Chandrakumar et al., 2024; Rando-Cueto et al., 2023), and identifying influential authors, prominent journals, and emerging thematic clusters within this rapidly evolving field (Bhoir & Sinha, 2024; Yiğit & Çakmak, 2024).

By systematically analyzing these bibliometric indicators, this research will delineate the multidisciplinary perspectives influencing employee well-being and highlight emergent themes meriting deeper scholarly exploration (Ashfan et al., 2026). This rigorous approach will not only consolidate current understandings but also pinpoint areas where conceptual clarity remains elusive, thereby facilitating more precise future research (Samwinga et al., 2023). The analysis will also identify influential scholars, institutions, and countries shaping the discourse, revealing the global distribution of research efforts and potential collaborations (Quintero et al., 2025).

This systematic review aims to transcend the fragmentation often observed in prior literature by providing an integrated understanding of the multi-level antecedents, mediators, and moderators influencing employee well-being (Pandey et al., 2025). Such a comprehensive overview is essential for enhancing human resource development practices and informing strategic decisions aimed at fostering a flourishing work environment (Pandey et al., 2025; Putra et al., 2023). By identifying influential papers and frequent research topics, this study seeks to bridge existing gaps, provide a comprehensive overview, and offer valuable insights that can inform future studies and policy development in this domain (Putra et al., 2023; Trần et al., 2024).

Furthermore, this bibliometric analysis will critically examine the methodological approaches employed in employee well-being research, identifying prevalent study designs, data collection techniques, and analytical frameworks to assess the rigor and robustness of current scholarship (Pandey et al., 2025). Additionally, this study will identify gaps in the literature, particularly concerning the long-term effects of spiritual practices in diverse workplace settings and quantitative analyses of organizational support structures (Mohamad & Abiddin, 2024). This exploration will also delineate the conceptual evolution of employee well-being, moving beyond a sole focus on mitigating negative aspects like incivility to embrace positive constructs such as workplace civility and thriving (Peng, 2023).

The examination will also encompass an evaluation of how diversity and leadership styles intersect with employee well-being, exploring their collective impact on the overall employee experience (Vătămănescu & Vintilă, 2023). Furthermore, the investigation will explore how

theoretical frameworks have guided empirical research on job flourishing, integrating diverse perspectives to better understand how employee well-being can benefit both individuals and organizational stakeholders (A'yunnisa et al., 2023).

Based on the background, problem, and objectives of this paper, the research questions are as follows:

1. How did employee well-being studies perform during 2016-2025?
2. How did the science mapping of employee well-being studies during 2016-2025?
3. What are the most highly cited documents in the field of Employee Well-Being?
4. What are the most common keywords and themes in the literature on Employee Well-Being, and how have they evolved over time?
5. How did the relationship between references, authors, and authors plot?

Methodology

This approach involves a comprehensive analysis of scholarly publications, including journal articles, conference papers, and reviews, to identify key trends, influential authors, prominent institutions, and emerging research themes (Shi & Antwi-Afari, 2023). This systematic approach enables the quantitative assessment of research output and collaboration networks, providing an empirical basis for understanding the evolution and impact of employee well-being scholarship. Specifically, this methodology will involve a multi-stage process encompassing data collection from reputable scientific databases, data cleaning and normalization, and the application of various bibliometric techniques such as co-citation analysis, co-authorship networks, and keyword co-occurrence mapping to delineate the intellectual landscape (Shi & Antwi-Afari, 2023).

This rigorous methodology facilitates the identification of both well-established research fronts and nascent areas poised for future exploration, thereby offering a foundational understanding for subsequent in-depth qualitative investigations into the mechanisms underpinning employee well-being (Pauknerová, 2024). This detailed bibliometric analysis will also address existing gaps in understanding the interplay between specific job-related factors and personal factors contributing to well-being, particularly in specialized sectors such as construction (Petersen et al., 2024).

This rigorous analysis will leverage advanced bibliometric software to visualize complex relationships and identify clusters of research, thereby revealing the underlying conceptual structure of the field (Ribeiro et al., 2024). This comprehensive approach will address the limitations of prior reviews, which often lacked empirical validation and focused on narrow scopes, by providing an evidence-based perspective on emergent trends and developments in employee well-being research (Arokiasamy et al., 2024).

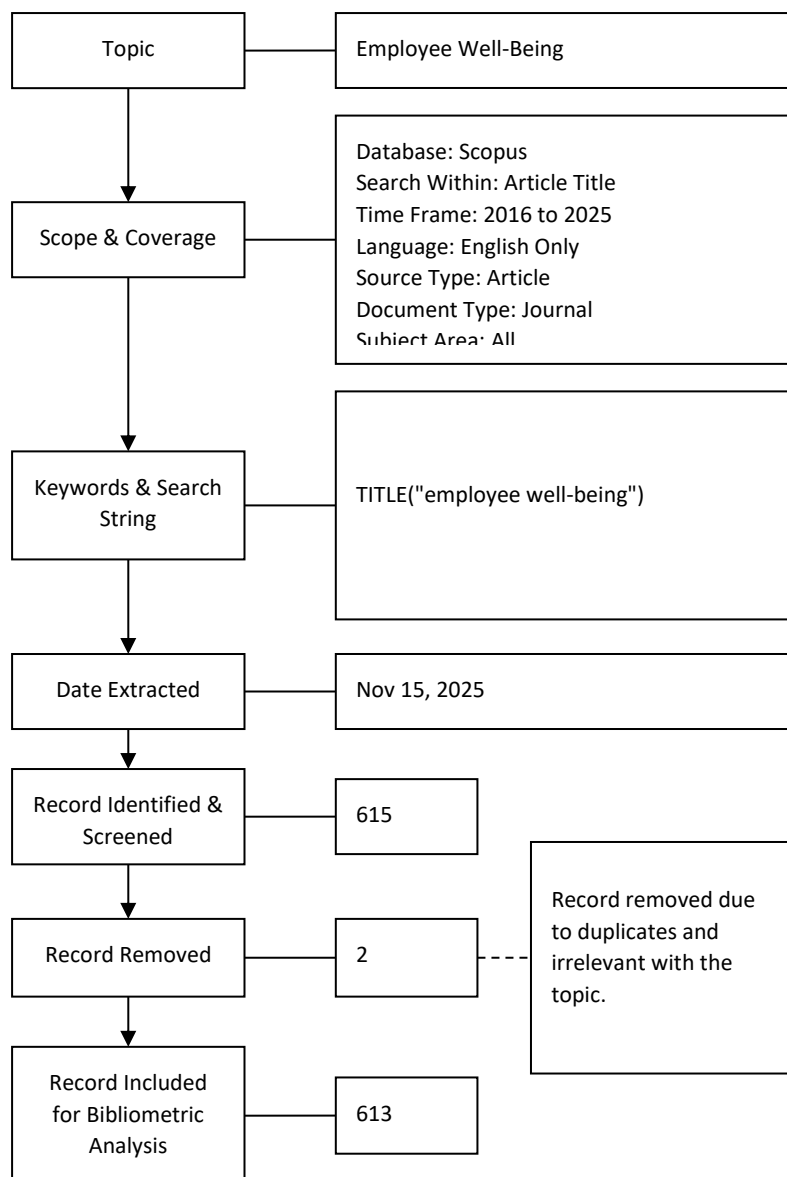


Figure 1. Flow diagram of the search strategy.
Source: Ahmi et al. (2025), Moher et al. (2009)

Results and Finding

Basic Information

Overall, these findings indicate that the theme of employee well-being has evolved into a well-established, rapidly growing, interdisciplinary, and increasingly strategic field within management studies, work psychology, occupational health, and human resource management (HRM). The dataset comprises 613 documents from 330 sources published between 2016 - 2025, with an annual growth rate of 20.03%, a total of 14,630 citations, an h-index of 65, and an international co-authorship rate of 32.14%. These metrics suggest that employee well-being is no longer a peripheral topic but has become one of the central streams in contemporary organizational research.

Regarding collaboration patterns, the absence of single-authored documents and an average of 6.59 co-authors per document indicate a highly collaborative field. The international co-

authorship rate of 32.14% further reinforces this observation. This suggests that employee well-being research requires the integration of multiple disciplinary perspectives, including HRM, psychology, occupational health, and organizational behavior, leading to a predominance of team-based research. This collaborative intensity underscores that the field's development is not merely quantitative but also supported by strong scientific networks. Table 1 shows the basic information about employee well-being research.

Table 1

Basic Information

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2016:2025
Sources (Journals, Books, etc)	330
Documents	613
Annual Growth Rate %	20.03
Document Average Age	3
References	4601
CITATIONS	
Citable Year	10
Number of Contributing Authors	2020
Number of Cited Papers	502
Total Citations	14,630
Citation per Paper	23.87
Citation per Cited Paper	29.14
Citation per Year	1625.56
Citation per Author	7.24
Author per Paper	3.3
Citation sum within h-Core	12,493
DOCUMENT CONTENTS	
Keywords Plus (ID)	1034
Author's Keywords (DE)	1089
AUTHORS	
Authors	1829
Authors of single-authored docs	0
AUTHORS COLLABORATION	
Single-authored docs	0
Co-Authors per Doc	6.59
International co-authorships %	32.14
INDEX	
h-index	65
g-index	98
m-index	5.909

Performance Analysis*Publication Trend*

Table 2 indicate, from a publication profile perspective, the most salient point is the strong growth trajectory of the field. The number of publications increased significantly from 29 articles in 2016 to 150 articles in 2025, with the cumulative growth curve forming an almost exponential pattern ($R^2 = 0.9942$) (Figure 1). This reflects a highly consistent increase in scholarly attention to employee well-being over time. In the results narrative, this surge can

be interpreted as evidence of the growing recognition of employee well-being as a strategic issue amid transformations in the world of work, digitalization, psychosocial pressures, and the shift in HR paradigms from productivity-oriented approaches toward workforce sustainability.

Table 2

Year of Publication

Year	TP	NCA	NCP	TC	C/P	C/CP	<i>h</i>	<i>g</i>	<i>m</i>
2016	29	104	29	2027	69.90	69.90	20	29	2.000
2017	28	79	28	2051	73.25	73.25	21	28	2.333
2018	31	95	29	1726	55.68	59.52	19	31	2.375
2019	39	150	39	1683	43.15	43.15	26	39	3.714
2020	50	164	49	2071	41.42	42.27	26	45	4.333
2021	56	178	56	2105	37.59	37.59	29	45	5.800
2022	73	239	72	1440	19.73	20.00	23	34	5.750
2023	55	175	51	677	12.31	13.27	16	23	5.333
2024	102	326	87	655	6.42	7.53	12	20	6.000
2025	150	510	62	195	1.30	3.15	6	8	6.000
Total	613	2020	502	14630	23.87	29.14	65	98	6.500

Note: TP=total number of publications; NCA=Number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; *h*=*h*-index; *g*=*g*-index; *m*=*m*-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

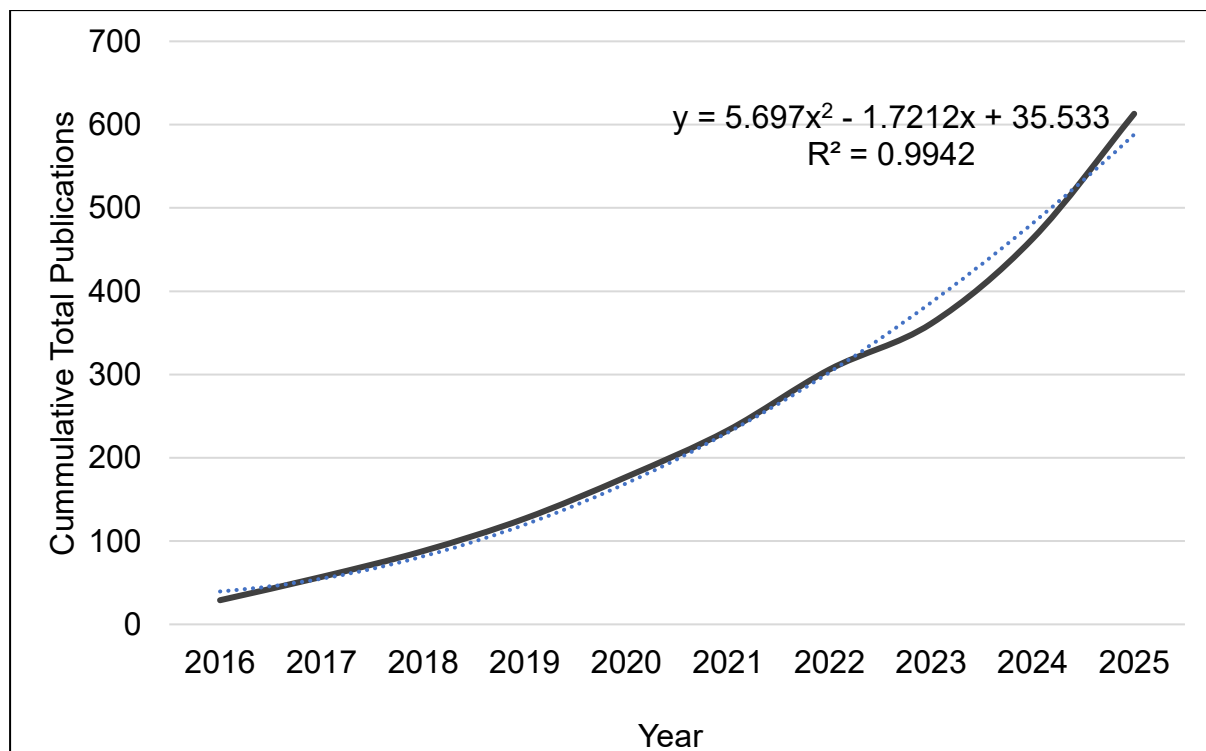


Figure 1: Publications Growth

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

However, citation trends exhibit a different pattern from publication trends (Figure 2). Earlier years, particularly between 2016 and 2021, demonstrate significantly higher citation rates compared to more recent years. For instance, publications from 2017 recorded an average of 73.25 citations per paper, whereas those from 2025 only reached 1.30 citations per paper (Table 2). This should not be interpreted as a weakness of the dataset but rather as a typical bibliometric phenomenon known as the citation window effect, whereby older publications have had more time to accumulate citations. Therefore, recent years should be understood as reflecting research momentum and emerging interest, while earlier years represent consolidated scientific impact. The sharp increase in publications after 2022 indicates rapid field expansion, even though citation impact will likely mature in the coming years.

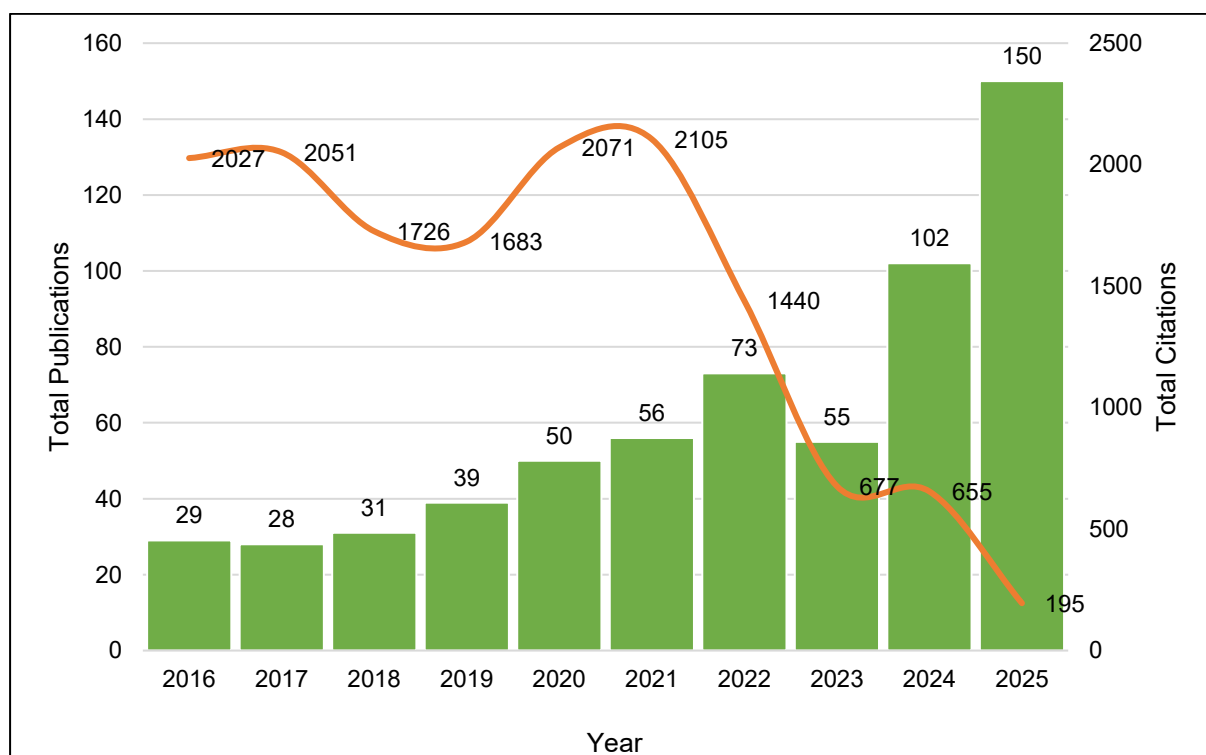


Figure 2: Total Publications and Citations by Year

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Publication by Author

From the author mapping perspective, the results reveal that productivity does not necessarily equate to impact. For example, both Kuriakose and Hakanen produced six publications each; however, Hakanen accumulated 426 citations compared to Kuriakose's 126 (Table 3). This suggests a distinction between productive authors and those who shape the intellectual foundations of the field. Influential scholars such as Hakanen, Bakker, and Kinnunen, along with researchers from Finland, the Netherlands, Germany, and South Korea, appear not only active but also highly impactful. This indicates that the development of employee well-being research is strongly supported by scholarly communities grounded in occupational health psychology, the Job Demands–Resources (JD-R) theory, and work engagement and well-being research.

Table 3

Most Productive Author

Full Name	Current Affiliation	Country	TP	NCP	TC	C/P	C/CP	<i>h</i>	<i>g</i>	<i>m</i>
Kuriakose, Vijay	Indian Institute of Management	India	6	6	126	21.00	21.00	4	6	0.571
Hakanen, Jari Juhani	Työterveyslaitos	Finland	6	6	426	71.00	71.00	5	6	0.625
S, Sreejesh	Indian Institute of Management Kozhikode	India	5	5	98	19.60	19.60	4	5	0.571
Kaltiainen, Janne	Työterveyslaitos	Finland	5	5	226	45.20	45.20	4	5	0.800
Kinnunen, Ulla M.	Tampere University	Finland	4	4	261	65.25	65.25	4	4	0.400
Bakker, Arnold Bastiaan	University of Johannesburg	Netherlands	4	4	374	93.50	93.50	4	4	0.444
Jaiswal, Akanksha	Loyola Institute of Business Administration	India	4	4	75	18.75	18.75	4	4	0.667
Ogbonnaya, Chidiebere Ndukwe	Employment Systems and Institutions Group	United Kingdom	4	4	159	39.75	39.75	4	4	0.500
Oksanen, Tuula A.	Institute of Public Health and Clinical Nutrition	Finland	3	2	2	0.67	1.00	1	1	0.500
Rehman, Ali	University of the Punjab	Pakistan	3	3	53	17.67	17.67	3	3	0.750
Ansari, Nighat G.	University of the Punjab	Pakistan	3	3	53	17.67	17.67	3	3	0.750
Ervasti, Jenni M.	Työterveyslaitos	Finland	3	2	14	4.67	7.00	1	3	0.200
Hassan, Sobia	Lahore College for Women University	Pakistan	3	3	53	17.67	17.67	3	3	0.750
Mittal, Amit	Chitkara University	India	3	3	16	5.33	5.33	2	3	0.400
Brunetto, Yvonne	Southern Cross University	Australia	3	3	72	24.00	24.00	3	3	0.500
Zacher, Hannes	Universität Leipzig	Germany	3	3	108	36.00	36.00	3	3	0.600
van Dick, Rolf	Goethe-Universität Frankfurt am Main	Germany	3	3	98	32.67	32.67	3	3	0.600
Choi, Suk Bong	Korea University	South Korea	3	3	275	91.67	91.67	3	3	0.333
Hammer, Leslie B.	Oregon Health & Science University	United States	3	3	76	25.33	25.33	3	3	0.333
Kang, Seungwan	Gachon University	South Korea	3	3	275	91.67	91.67	3	3	0.333
Jose, Heerah	Cochin University of Science and Technology	India	3	3	36	12.00	12.00	3	3	0.429
Mäkikangas, Anne	University of Jyväskylä	Finland	3	3	159	53.00	53.00	3	3	0.300
Harney, Brian	Dublin City University	Ireland	3	3	111	37.00	37.00	3	3	0.375
Feldt, Taru	University of Jyväskylä	Finland	3	3	191	63.67	63.67	3	3	0.300
Sonnentag, Sabine	Universität Mannheim	Germany	3	3	108	36.00	36.00	3	3	0.375

Note: TP=total number of publications; NCA=Number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; *h*=*h*-index; *g*=*g*-index; *m*=*m*-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Publication by Institution

A similar pattern is observed at the institutional level. Työterveyslaitos (Finland) is the most productive institution with 33 publications, followed by Tampere University (23) and Mayo Clinic (21). However, in terms of impact, Erasmus Universiteit Rotterdam stands out with 1,247 citations and an average of 62.35 citations per paper, while Universiteit Utrecht and Deakin Business School also demonstrate strong influence (Table 4 and Figure 3). This suggests that leading centers in employee well-being research are not only those producing high volumes of output but also those effectively integrating well-being studies with organizational theory, HRM, and work psychology. The research landscape is therefore dominated by mature academic ecosystems, particularly in Western Europe, Nordic countries, Australia, and the United States.

Table 4

Most Productive Institution

Institution Name	Country	TP	NCA	NCP	TC	C/P	C/CP	h	g	m
Työterveyslaitos	Finland	33	33	22	759	23.00	34.50	13	27	1.300
Tampere University	Finland	23	23	23	734	31.91	31.91	10	23	1.000
Mayo Clinic	United States	21	21	21	297	14.14	14.14	11	17	1.571
Erasmus Universiteit Rotterdam	Netherlands	20	20	20	1247	62.35	62.35	14	20	1.556
University of Craiova	Romania	14	14	14	51	3.64	3.64	3	7	0.750
Università degli Studi di Padova	Italy	12	12	12	80	6.67	6.67	5	8	0.556
University of Jyväskylä	Finland	12	12	11	503	41.92	45.73	11	12	1.100
Goethe-Universität Frankfurt am Main	Germany	11	11	11	400	36.36	36.36	11	11	2.200
Indian Institute of Management	India	10	10	7	22	2.20	3.14	3	4	0.375
Jilin University	China	10	10	8	48	4.80	6.00	6	6	3.000
Vilniaus Universitetas	Lithuania	10	10	10	317	31.70	31.70	10	10	2.000
Renmin University of China	China	10	10	10	193	19.30	19.30	7	10	1.000
Monash University	Australia	9	9	9	151	16.78	16.78	7	9	1.167
Universiteit Utrecht	Netherlands	9	9	9	592	65.78	65.78	7	9	0.700
Tilburg University	Netherlands	9	9	9	427	47.44	47.44	7	9	0.700
University of G. d'Annunzio Chieti and Pescara	Italy	8	8	4	4	0.50	1.00	1	2	0.500
Bucharest University of Economic Studies	Romania	8	8	4	76	9.50	19.00	4	8	0.800
Universiti Malaya	Malaysia	8	8	6	69	8.63	11.50	3	8	0.300
Jean Mayer USDA Human Nutrition Research Center on Aging	United States	8	8	8	112	14.00	14.00	8	8	1.143
Sunway University	Australia	8	8	8	169	21.13	21.13	6	8	0.600
Universiti Utara Malaysia	Malaysia	8	8	8	256	32.00	32.00	6	8	0.857
Linköpings Universitet	Sweden	8	8	8	144	18.00	18.00	7	8	1.750
Deakin Business School	Australia	8	8	8	546	68.25	68.25	8	8	0.800
Toronto Metropolitan University	Canada	8	8	8	324	40.50	40.50	4	8	0.400
Uluslararası Kıbrıs Üniversitesi	Cyprus	7	7	7	16	2.29	2.29	2	4	1.000

Note: TP=total number of publications; NCA=number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; g=g-index; m=m-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

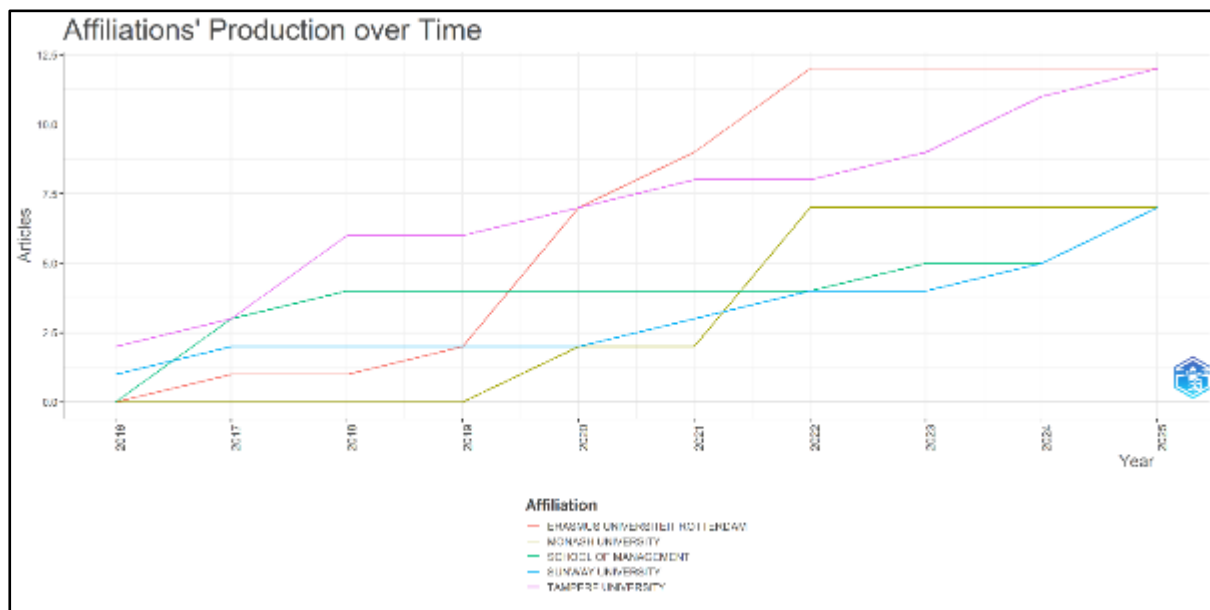


Figure 3: Affiliations' Production Overtime

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

Publication by Country

Table 5 show, at the country level, the findings are equally compelling. The United States leads in both publication output (268 documents) and total citations (8,292), followed by China (225) and India (162). However, when considering average citation impact, countries such as the United Kingdom (61.69 citations per paper), South Korea (62.35), the Netherlands (51.58), Taiwan (46.33), and Australia (38.71) demonstrate strong influence. This reflects a dual structure in the global landscape of employee well-being research: countries with high production capacity and those with high scientific impact per publication. These findings suggest that while the field has experienced global diffusion, theoretical and methodological influence remains relatively concentrated in countries with strong traditions in HRM and occupational psychology. Malaysia shows a relatively strong position with 73 publications, while Indonesia is emerging with 35 publications, although citation impact remains comparatively low. This highlights the opportunity for developing countries to strengthen theoretical contributions, methodological rigor, and international collaboration.

Table 5

Top 20 Countries contributed to the publications

Country	TP	NCA	NCP	TC	C/P	C/CP	<i>h</i>	<i>g</i>	<i>m</i>
United States	268	268	234	8292	30.94	35.44	55	91	5.500
China	225	225	188	3832	17.03	20.38	33	61	3.300
India	162	162	129	1731	10.69	13.42	23	41	2.300
Australia	109	109	104	4219	38.71	40.57	35	64	3.500
Finland	102	102	83	2343	22.97	28.23	21	48	2.100
United Kingdom	89	89	77	5490	61.69	71.30	32	74	3.200
Germany	86	86	75	2162	25.14	28.83	31	46	3.444
Spain	76	76	67	1636	21.53	24.42	24	40	2.667
Malaysia	73	73	61	842	11.53	13.80	18	29	1.800
Italy	68	68	57	889	13.07	15.60	17	29	1.889
Pakistan	67	67	61	2219	33.12	36.38	25	47	2.778
Netherlands	60	60	60	3095	51.58	51.58	31	55	3.100
Canada	40	40	35	998	24.95	28.51	18	31	1.800
Indonesia	35	35	29	190	5.43	6.55	9	13	1.500
Romania	32	32	27	524	16.38	19.41	12	22	1.714
Sweden	29	29	29	857	29.55	29.55	16	29	1.778
South Korea	26	26	25	1621	62.35	64.84	20	26	2.000
Japan	24	24	20	134	5.58	6.70	6	11	1.500
Taiwan	24	24	18	1112	46.33	61.78	12	24	1.200
Turkey	21	21	11	131	6.24	11.91	5	11	1.000

Note: TP=total number of publications; NCA=number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; *h*=*h*-index; and *g*=*g*-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

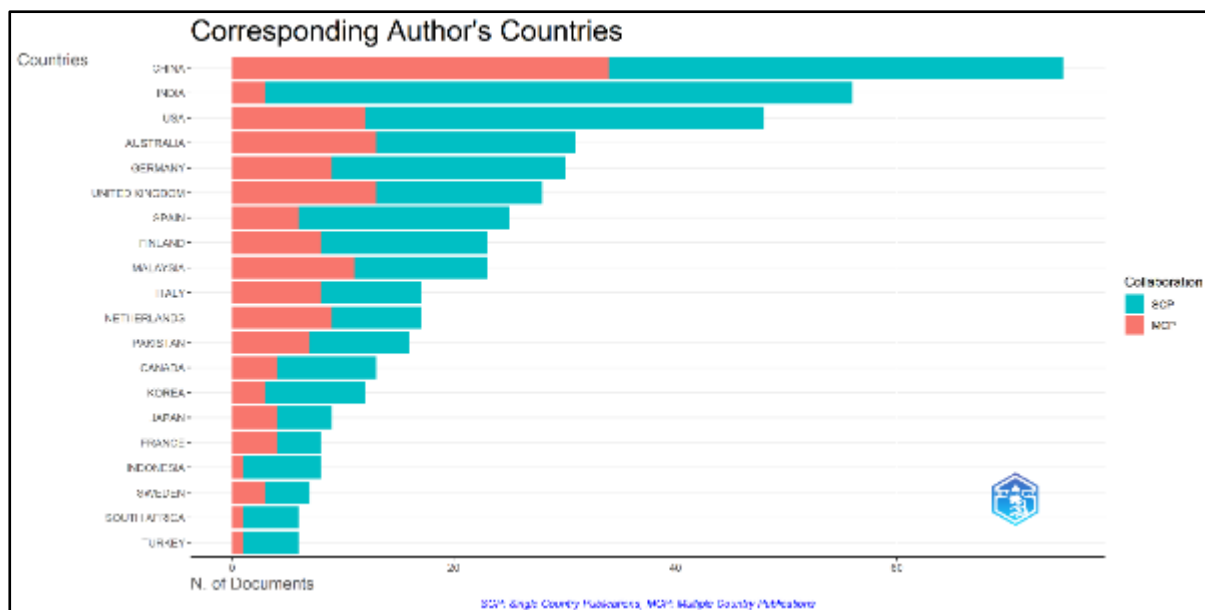


Figure 4: Corresponding Author's Countries

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

The analysis of corresponding authors' countries reveals a clear distinction between Single Country Publications (SCP) and Multiple Country Publications (MCP). The dominance of MCP in leading countries such as China, India, and the United States indicates that employee well-being research is highly collaborative and globally interconnected. This suggests that the field inherently requires cross-national perspectives, reflecting its multidisciplinary nature spanning HRM, psychology, and occupational health.

Meanwhile, countries such as Australia, Germany, and the United Kingdom demonstrate a balanced distribution between SCP and MCP, indicating strong domestic research capacity alongside active international collaboration. In contrast, developing countries such as Malaysia and Indonesia show a higher proportion of SCP, suggesting that research activities are still largely domestically oriented. This pattern highlights the need to strengthen international collaboration networks to enhance research visibility and citation impact.

Overall, these findings confirm that international collaboration plays a critical role in shaping the development and impact of employee well-being research, while also revealing disparities between developed and developing research ecosystems.

Publication by Source Title

From the perspective of source titles, the journal landscape demonstrates that employee well-being lies at the intersection of psychology, public health, and HRM. In terms of productivity, journals such as *Frontiers in Psychology* lead with the highest number of publications (23 documents), followed by *International Journal of Environmental Research and Public Health* (17), and *Sustainability* (15) (Figure 5). However, in terms of impact, journals such as *Human Resource Management* (96,67 citation per paper), *Human Resource Management Journal* (62,70), *Journal of Vocational Behavior* (62), and *Journal of Occupational Health Psychology* (59,71) exhibit significantly higher citation rates (Table 6). This indicates that employee well-being is not merely a descriptive topic within occupational

health but is deeply embedded in broader debates on HR systems, organizational behavior, work design, leadership, and performance.

Table 6

Most active source titles that published 5 or more documents

Source Title	TP	NCA	NCP	TC	C/P	C/CP	<i>h</i>	<i>g</i>	<i>m</i>
Frontiers in Psychology	23	86	22	465	20.22	21.14	12	21	1.333
International Journal of Environmental Research and Public Health Sustainability (Switzerland)	17	68	17	328	19.29	19.29	10	17	1.250
Current Psychology	15	56	13	176	11.73	13.54	6	13	0.750
Personnel Review	12	42	10	170	14.17	17.00	8	12	2.000
International Journal of Human Resource Management	12	32	12	573	47.75	47.75	11	12	1.100
Employee Relations	12	37	12	533	44.42	44.42	10	12	1.000
Human Resource Management Journal	10	28	8	280	28.00	35.00	7	10	0.700
European Journal of Work and Organizational Psychology	10	28	10	627	62.70	62.70	9	10	0.900
Journal of Occupational Health Psychology	8	30	8	325	40.63	40.63	5	8	0.556
Stress and Health	7	29	7	418	59.71	59.71	6	7	0.750
Journal of Organizational Behavior	7	21	5	213	30.43	42.60	4	7	0.400
Journal of Vocational Behavior	7	24	7	375	53.57	53.57	6	7	0.600
Human Resource Management	6	17	5	372	62.00	74.40	4	6	0.444
International Journal of Workplace Health Management	6	21	6	580	96.67	96.67	5	6	0.833
International Journal of Workplace Health Management	5	16	5	46	9.20	9.20	4	5	0.400

Note: TP=total number of publications; NCA=Number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; *h*=*h*-index; *g*=*g*-index; *m*=*m*-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

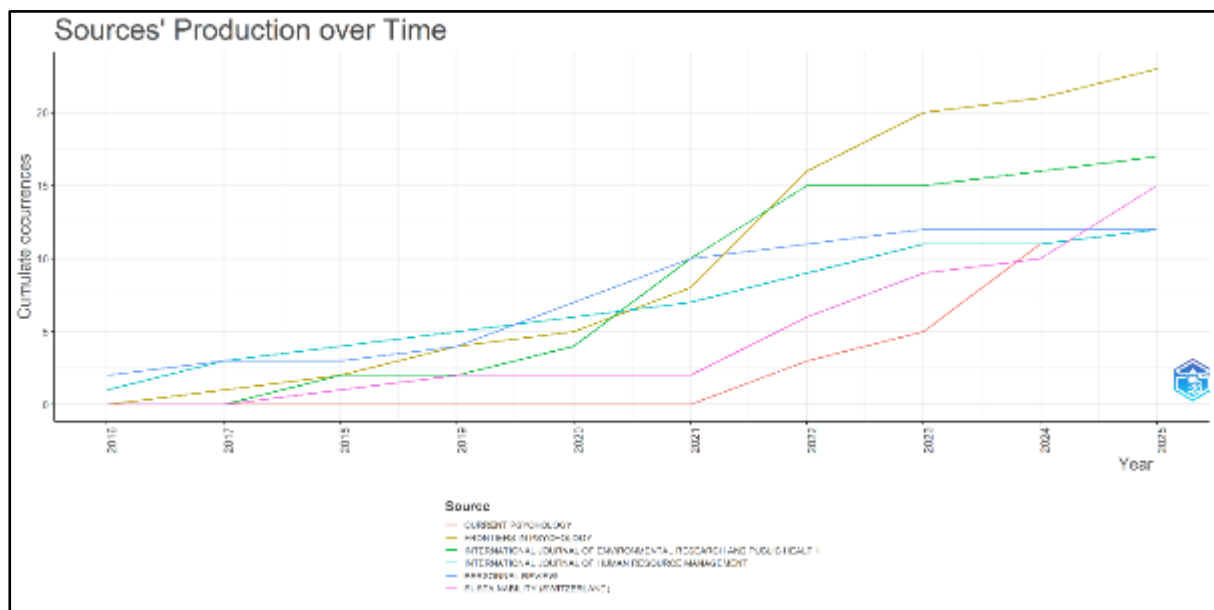


Figure 5: Source Production Overtime

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

Intellectual Structure

Co-Occurrence Analysis

Figure 6 shows, the co-occurrence analysis reveals several major clusters within the employee well-being literature. One prominent cluster (red) is centered around employee well-being and is closely associated with terms such as job satisfaction, work engagement, burnout, and

This pattern suggests the presence of two conceptual layers within the dataset. The first layer represents the core theoretical foundation of management and organizational psychology, encompassing constructs such as job satisfaction, work engagement, burnout, workplace spirituality, leadership, organizational support, and the Job Demands–Resources (JD-R) model. The second layer reflects metadata or demographic terms associated with health-related indexing rather than substantive theoretical constructs.

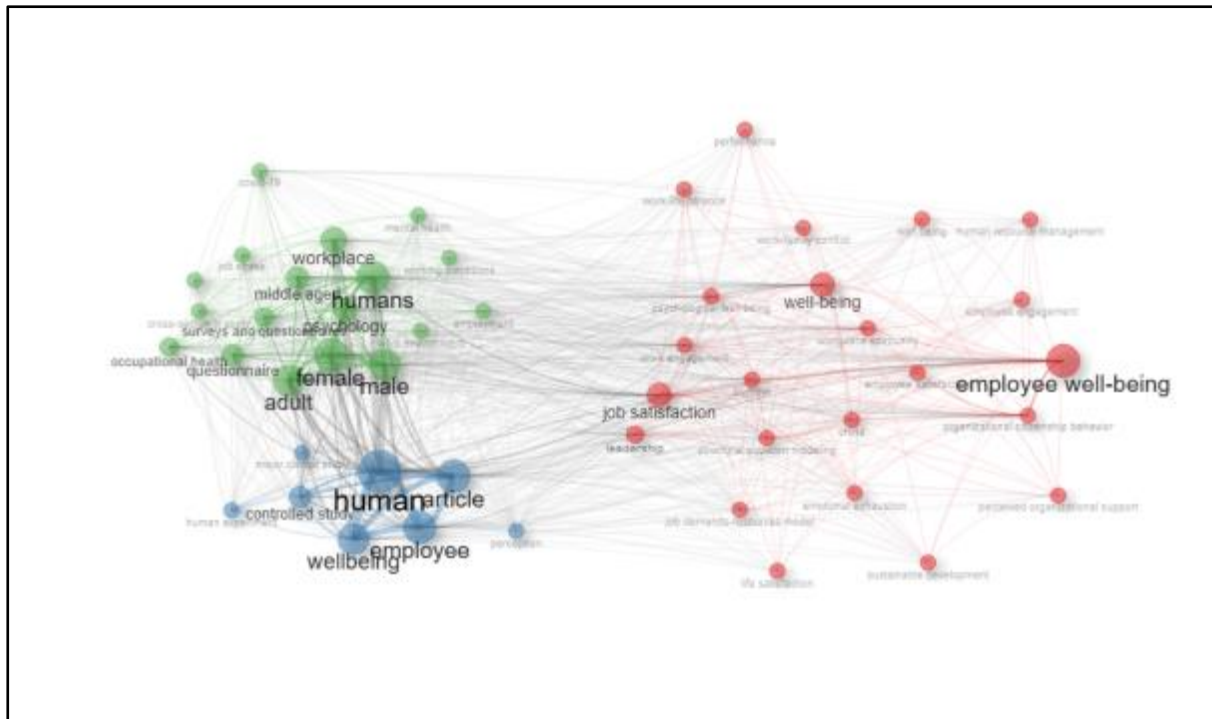


Figure 7: Co-occurrence

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

Co-Citation Network

The co-citation network visualization reveals that influential scholars, particularly those associated with Arnold Bakker and collaborators, occupy central positions within the network. This indicates a strong reliance on shared theoretical foundations, particularly the JD-R model, burnout–work engagement frameworks, and occupational well-being literature. The concentration of co-citations around key authors suggests that the field has achieved a relatively stable theoretical core, reflecting a degree of conceptual consolidation rather than fragmentation.

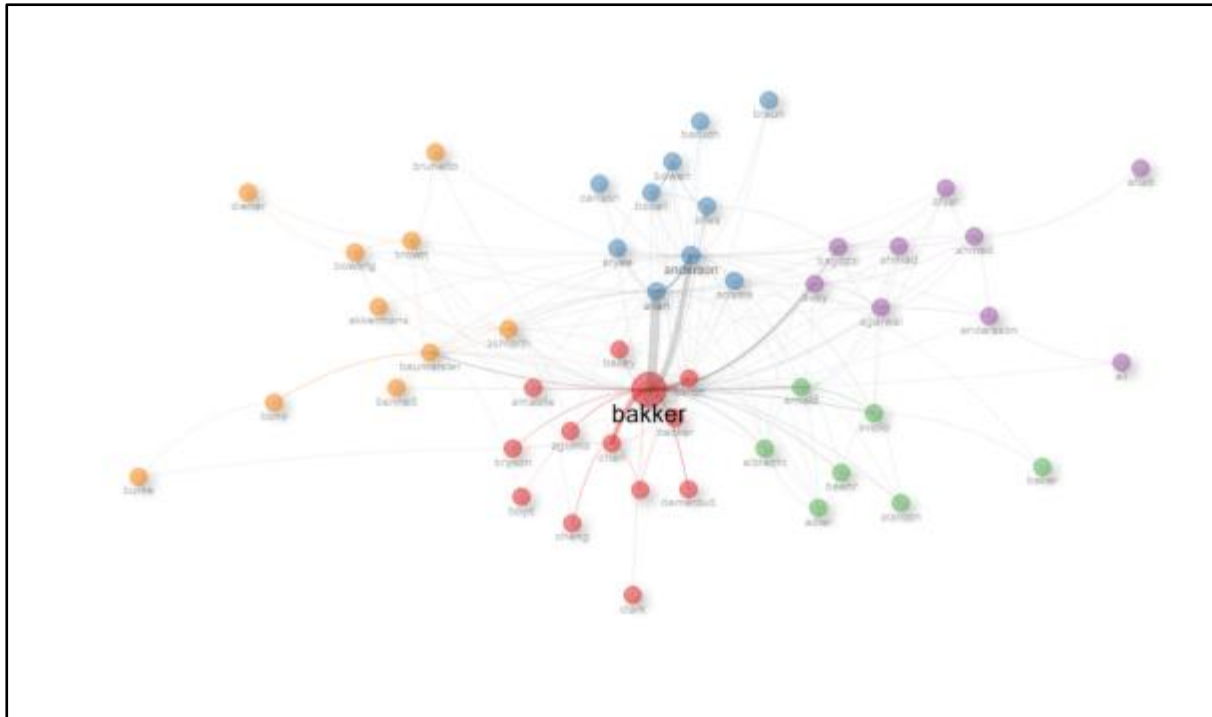


Figure 8: Co-citation network

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

Thematic Map

The thematic map provides critical insights into the structure of the field (Figure 9). In the motor themes quadrant, job satisfaction, work engagement, and burnout emerge as highly central and well-developed themes, functioning as the main drivers of current research. In the basic themes quadrant, employee well-being, organizational citizenship behavior, the JD-R model, occupational health, and COVID-19 appear as central but less internally developed themes, serving as foundational elements connecting various studies. Meanwhile, workplace spirituality, psychological well-being, and mental health are positioned near the upper-right quadrant, indicating their growing strategic importance. Niche themes such as multi-level analysis, job performance, and negative affect are internally developed but less central, while emerging or declining themes include engagement, knowledge hiding, entrepreneurial psychological capital, and clusters related to China and subjective well-being.

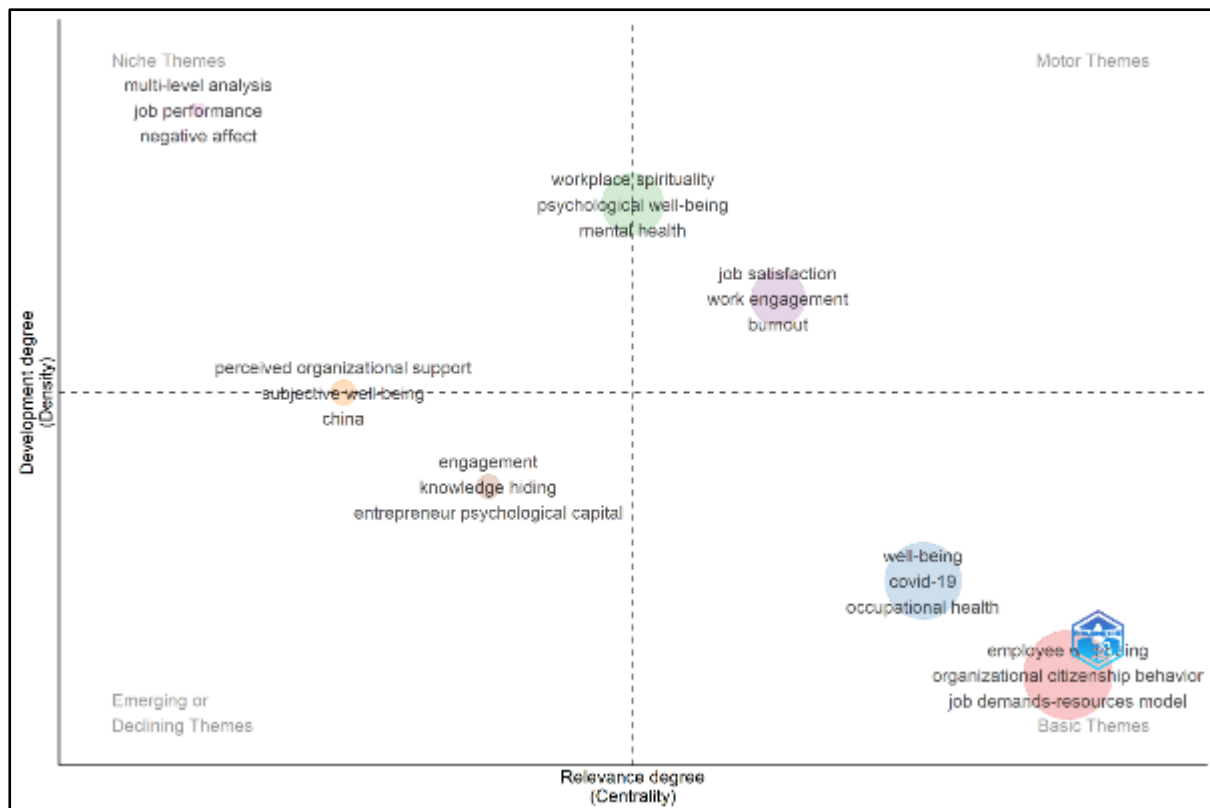


Figure 9: Thematic Map

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

Cited Document

The highly cited documents further clarify the intellectual foundations of the field. The most cited article is by Inceoglu et al. (2018) on leadership behavior and employee well-being (Table 7), followed by studies on web-based psychological interventions, CSR and employee well-being, organizational flexibility and support initiatives, job crafting, organizational support, high-performance work systems (HPWS), inclusive leadership, and technology-driven workplace changes. These findings suggest that employee well-being research revolves around several core axes: leadership, HR practices/HPWS, job crafting and work design, organizational support, CSR, technological change, and mental health interventions. Thus, employee well-being is conceptualized not as an isolated outcome but as an integrative construct linking organizational context, HR practices, psychological experiences, and performance outcomes.

Table 7

Top 10 Highly Cited Articles

No.	Author(s)	Title	Source Title	TC	C/Y
1	Inceoglu, I.; Thomas, G.; Chu, C.; Plans, D.; Gerbasi, A. (2018)	Leadership behavior and employee well-being: An integrated review and a future research agenda	Leadership Quarterly	456	57.00
2	Carolan, S.; Harris, P.R.; Cavanagh, K. (2017)	Improving employee well-being and effectiveness: Systematic review and meta-analysis of web-based psychological interventions delivered in the workplace	Journal of Medical Internet Research	280	31.11
3	Ahmed, M.; Sun, S.; Raza, S.A.; Qureshi, M.A.; Yousufi, S.Q. (2020)	Impact of CSR and environmental triggers on employee green behavior: The mediating effect of employee well-being	Corporate Social Responsibility and Environmental Management	250	41.67
4	Moen, P.; Kelly, E.L.; Fan, W.; Lee, S.-R.; Almeida, D.; Kossek, E.E.; Buxton, O.M. (2016)	Does a Flexibility/Support Organizational Initiative Improve High-Tech Employees' Well-Being? Evidence from the Work, Family, and Health Network	American Sociological Review	212	21.20
5	Kim, H.; Woo, E.; Uysal, M.; Kwon, N. (2018)	The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry	International Journal of Contemporary Hospitality Management	211	26.38
6	van Wingerden, J.; Bakker, A.B.; Derks, D. (2017)	Fostering employee well-being via a job crafting intervention	Journal of Vocational Behavior	209	23.22
7	Hakanen, J.J.; Peeters, M.C.W.; Schaufeli, W.B. (2018)	Different types of employee well-being across time and their relationships with job crafting	Journal of Occupational Health Psychology	200	25.00
8	Caesens, G.; Stinglhamber, F.; Demoulin, S.; de Wilde, M. (2017)	Perceived organizational support and employees' well-being: the mediating role of organizational dehumanization	European Journal of Work and Organizational Psychology	197	21.89
9	Heffernan, M.; Dundon, T. (2016)	Cross-level effects of high-performance work systems (HPWS) and employee well-being: The mediating effect of organisational justice	Human Resource Management Journal	197	19.70
10	Choi, S.B.; Tran, T.B.H.; Kang, S.-W. (2017)	Inclusive Leadership and Employee Well-Being: The Mediating Role of Person-Job Fit	Journal of Happiness Studies	196	21.78

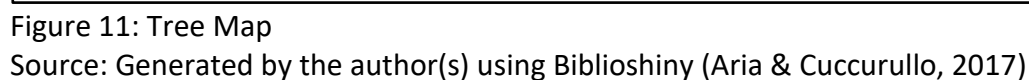
Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Themes Analysis*Word Cloud and Tree Map*

The word cloud and treemap (Figure 10 and 11), further reinforce the core conceptual structure. Dominant keywords include employee well-being, well-being, job satisfaction, workplace spirituality, organizational citizenship behavior, and terms related to psychological health. This indicates that while the literature remains centered on well-being as an outcome, it has expanded toward behavioral variables, work attitudes, and organizational contexts. In

other words, the field has moved beyond questioning the importance of well-being toward examining its antecedents and consequences.

Figure 10: Word Cloud



The three-field plot further illustrates the relationships among core references, active authors, and keywords. Influential authors are strongly connected to foundational works, particularly those related to the JD-R model and structural equation modeling (SEM), while keywords such as employee well-being, psychological well-being, organizational citizenship behavior, workplace spirituality, work engagement, mental health, and occupational health dominate the landscape. This suggests that active researchers build upon established theoretical foundations while extending them toward contemporary organizational issues.

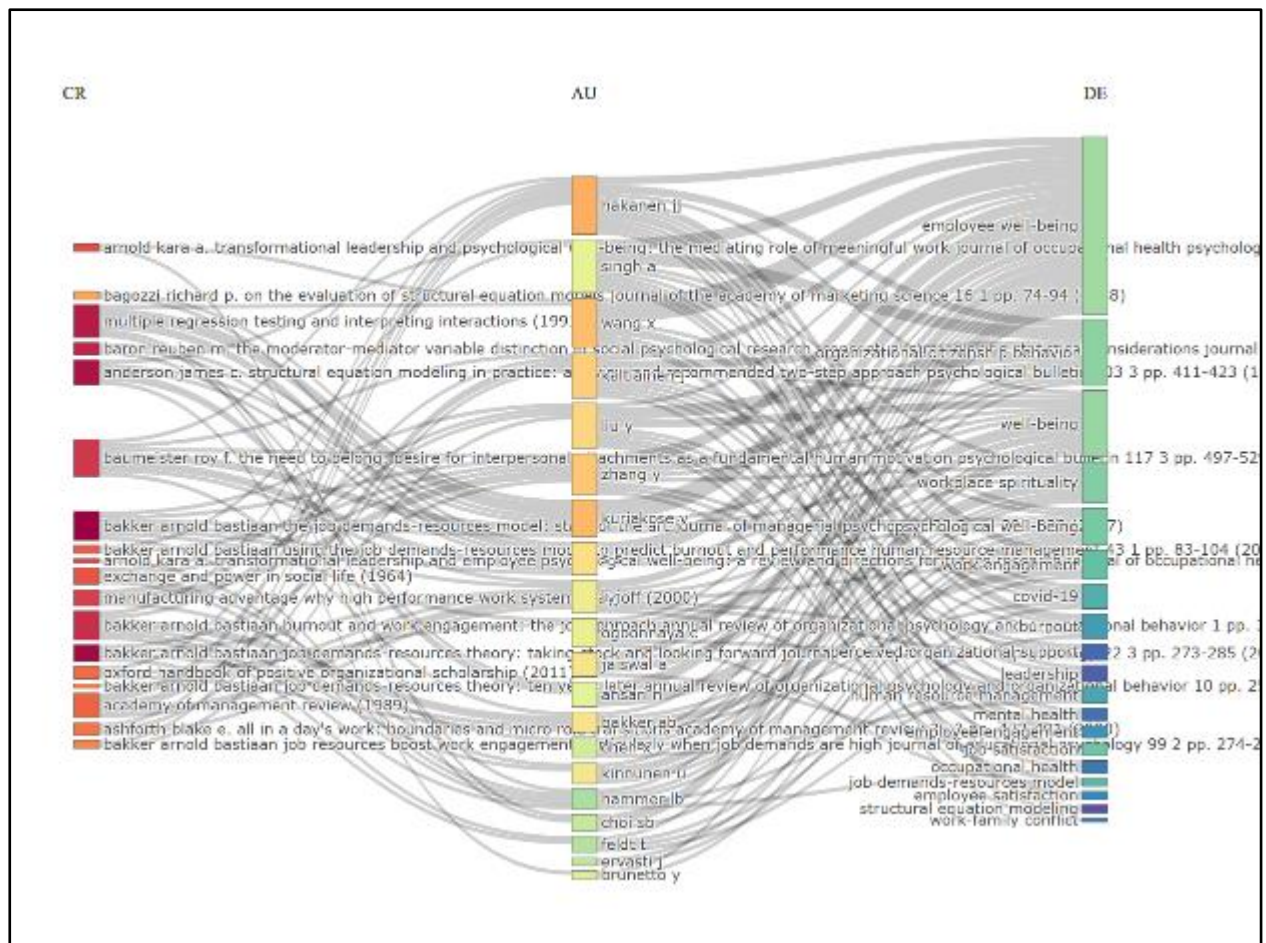


Figure 12: Three Field Plot

Source: Generated by the author(s) using Biblioshiny (Aria & Cuccurullo, 2017)

In summary, the findings suggest that employee well-being research between 2016 and 2025 has experienced rapid expansion, achieved moderate to high conceptual maturity, and is supported by strong networks of scholars and institutions, particularly from the United States, Europe, Australia, and parts of Asia. The field is grounded in theoretical frameworks such as leadership, the JD-R model, work engagement, job satisfaction, burnout, organizational support, and HRM systems, while recent developments increasingly focus on mental health, workplace spirituality, post-pandemic work, and technological transformation. Therefore, employee well-being can be positioned as a strategic construct linking human sustainability and organizational performance.

Several research gaps can also be identified. First, although developing countries such as Indonesia and Malaysia are increasingly active, their citation impact remains relatively low, indicating the need for stronger theoretical and methodological contributions. Second, given that classical themes such as job satisfaction and work engagement are already well-established, future research would benefit from exploring intersections with emerging topics such as digital work, AI-enabled workplaces, hybrid work arrangements, psychological safety, inclusive leadership, and green HRM in relation to well-being. Third, as the thematic map shows a dominance of individual-level outcomes, future studies should extend the analysis to unit-level performance, organizational resilience, and sustainable HRM frameworks.

Discussion

The findings from the bibliometric analysis will be systematically presented in this section, offering a quantitative overview of publication trends, key thematic areas, influential scholarly contributions, and collaborative networks within the field of employee well-being over the specified decade. This will include an in-depth examination of publication output, citation patterns, geographical distribution of research, and the evolution of core research themes over time (Makhanya & Roboji, 2025). This quantitative overview will be complemented by a qualitative synthesis of the identified thematic clusters, offering a nuanced interpretation of the dominant discourses and emerging intellectual trajectories shaping the employee well-being landscape.

Furthermore, this section will delve into the performance measurement of publications and citations, alongside a scientific mapping of collaboration networks and emerging thematic trends (Ribeiro et al., 2024). A critical aspect will be to conduct a gap analysis between employer and employee perceptions, particularly concerning psychological safety and overall well-being (Karlsen et al., 2024). This will involve assessing self-reported conditions, psychological safety, and engagement, alongside employer size and specialized support functions (Roczniewska et al., 2024).

This section will also scrutinize the methodologies employed in the analyzed literature, differentiating between quantitative, qualitative, and mixed-methods approaches, to assess their efficacy in capturing the multifaceted nature of employee well-being (Negi et al., 2025). The discussion will further elaborate on the most prominent research topics and their interconnections, leveraging data mining techniques to identify links between diverse research fields, as previous bibliometric studies have effectively demonstrated (Elsamani et al., 2023). This analysis will highlight not only the most frequently investigated aspects but also significant research gaps, particularly in the psychological dimensions of workplace safety and mental health strategies (Dong et al., 2024).

Additionally, the discussion will incorporate an analysis of the most influential journals and authors, mapping their contributions to the conceptual development and dissemination of knowledge in employee well-being research (Elsamani et al., 2023; Munda, 2025). This bibliometric exploration will identify impactful works and primary themes, thereby illuminating the developmental pathways of knowledge within this domain (HELER, 2025). It will also identify potential areas for future research by examining the evolution of research questions and methodologies used over time, thereby providing a robust foundation for subsequent investigations (Abdullah et al., 2023).

Moreover, the analysis will also highlight the relationship between safety culture and more comprehensive organizational attributes, considering that much of the existing research on safety climate focuses on questionnaire validation for specific organizational contexts (Abdullah et al., 2023). Therefore, this study will critically examine how perceived organizational support and safety practices contribute to reducing distress and promoting mental health and general well-being among employees (Fiore et al., 2023). This will involve an investigation into how various organizational interventions and safety support mechanisms influence individual safety behavior and overall employee well-being (Fiore et al., 2023).

Conclusion

This extensive bibliometric analysis provides a comprehensive understanding of the current state and future directions of employee well-being research, emphasizing the need for evidence-based frameworks to implement more effective mental health strategies in the workplace (Dong et al., 2024). Such a comprehensive mapping not only identifies leading institutions and influential publications (Abdullah et al., 2023) but also underscores the critical interplay between physical, psychological, and social well-being elements in fostering employee productivity and reducing presenteeism (Chandrakumar et al., 2024).

This study elucidates the complex interplay between individual and organizational factors influencing presenteeism behavior, highlighting the necessity for targeted interventions that promote a healthy and productive work environment (Chandrakumar et al., 2024). Moreover, the findings resonate with existing bibliometric analyses of related phenomena, such as presenteeism, which have similarly utilized extensive database searches (e.g., Web of Science) to delineate publication trends, thematic clusters, and the most influential actors in the field (Shdaifat & Alshowkan, 2025).

For instance, a science mapping approach applied to presenteeism research identified key themes such as social interaction, psychological aspects of health, employee well-being and productivity, and organizational culture, which are similarly relevant to the broader study of employee well-being (Chandrakumar et al., 2024; Kişi, 2025). Specifically, the analysis of presenteeism has revealed a significant emphasis on the relationship between employee health status and overall organizational performance, along with the economic implications of presenteeism (Chandrakumar et al., 2024). This convergence of themes underscores the interconnectedness of various facets of workplace health and productivity, suggesting that research into employee well-being can draw valuable insights from studies on related concepts like presenteeism (Chandrakumar et al., 2024).

This convergence emphasizes the utility of adopting a holistic approach, integrating quantitative metrics with qualitative insights from content analysis to inform interventions aimed at mitigating presenteeism and enhancing employee well-being (Chandrakumar et al., 2024). Organizations must therefore consider implementing stress management programs, flexible work arrangements, and supportive leadership practices to mitigate presenteeism and foster psychological well-being among their workforce (Chandrakumar et al., 2024). Further exploration into presenteeism trends has identified critical elements such as health issues, work-related factors, organizational culture, and individual characteristics as key influencers (Chandrakumar et al., 2024).

These insights highlight the necessity for a multi-faceted approach to intervention strategies, encompassing both psychologically-oriented techniques and organization-wide policy adjustments to comprehensively address presenteeism (Chandrakumar et al., 2024). This aligns with findings suggesting that organizations can enhance overall performance and reduce presenteeism by promoting a culture that prioritizes employee well-being through initiatives like flexible work arrangements, wellness programs, and policies encouraging time off for illness (Chandrakumar et al., 2024). Effective leadership and supportive management styles are also critical in shaping organizational culture and minimizing presenteeism, thereby contributing to a healthier and more productive workforce (Chandrakumar et al., 2024).

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Declaration Of Ai And Ai-Assisted Technologies In The Writing Process (If Author[S] Utilize Ai)

During the preparation of this work, the authors used **ChatGPT** and **Jenni AI** to assist with language refinement, organization of ideas, and literature exploration. The tool was used solely to improve clarity of expression and readability. All substantive intellectual contributions, research design, data analysis, interpretation of results, and conclusions were developed and verified by the authors. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the publication's content.

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