A Bibliometric Analysis of Employee Well-Being Research: Trends, Collaborations, and Future Directions

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1. INTRODUCTION & LITERATURE REVIEW

Wellbeing is something that is expected by every human being, including workers and families. The topic of well-being has become a concern in all parts of the world, including in Indonesia. The topic of employee well-being has also been widely researched in various contexts. In the work context, the concept of well-being has been recognized since Page & Vella-Brodrick, (2009) introduced the concept of employee well being. Over time, research on employee well-being has increasingly received attention from researchers. This is marked by the development of a well-being measurement model conducted by Zheng et al., (2015). However, research on employee well-being is still considered not fully in line with organizations' increasing need for a comprehensive understanding of this topic.

Page & Vella-Brodrick, (2009) developed a comprehensive theoretical model of employee well-being, including subjective well-being and psychological well-being as the main criteria for workers' mental health. Prior to the development of this model, the concept of employee well-being that only included subjective well-being or psychological well-being had received significant criticism. Research by Rice et al., (1980) stated that general well-being was not yet able to represent well-being in the workplace. This traditional approach was considered insufficiently comprehensive in capturing the complexity experienced by employees in the work environment. This criticism emphasised that employee well-being was more than just happiness or overall life satisfaction.

Daniels, (2000) said specific measures of well-being are needed to represent the diverse and complex experiences of employees. In measuring the level of employee well-being in the workplace, it is important to consider the cognitive and affective conditions that are deeply experienced by employees.

The views expressed by Page & Vella-Brodrick, (2009) are in line with the opinions of Daniels, (2000) and Rice et al., (1980), they assert that measurements that combine general well-being and work-related well-being will more accurately assess employee well-being. Relying solely on subjective well-being is considered insufficient to cover the various important aspects of workplace well-being. It is explained by this critique that understanding employee well-being requires a more comprehensive and specialised approach that involves all aspects of their work experience.

Several previous studies have shown that employee well being has a significant impact on employee performance (Moch. Anas Bachtiar & M. Isa Anshori, 2024; Ngo, Tuyet et al., 2024; Sabil, 2021), therefore, research on employee well-being is increasingly urgent. Empirical research related to well-being has a significant influence on the policies produced. In this case, the results of well being measurements are increasingly being used as a basis for formulating social and economic policies (Rahmi et al., 2021). Apart from its impact on policy and performance, employee well-being is also recognised as a crucial aspect in the modern work environment, especially regarding the balance of roles at work and family (Handayani, 2020; Marecki, 2024).

Based on this, and seeing the positive impact of employee well being, proactive and anticipatory actions are needed to enhance employee well-being, enabling productivity both at work and within the family sphere so that there is harmony between them. The results of employee well being research

can also be used as a guideline to shape the character of employees who are adaptive in family and work. Prior to conducting new research or implementing interventions. the first thing that needs to be done is to review previous research related to employee well being. This research was conducted to review previous studies on employee well being using the Scopus database in 2019-2024. The purpose of this research is to find out the study of employee well being using bibliometric analysis so that further research can be carried out.

2. METHODS

This research uses bibliometric analysis to describe the results of relevant journal publications. Bibliometric is a research method used to identify journal publications and scientific matters used to determine the relationship between variables, the level of collaboration between authors in the use of libraries and other fields (Purnomo, 2019). The term bibliometric was first introduced by Pritchard in 1969, followed by the contributions of Nalimov and Mulchencko in the same period. This method began to develop as a scientific study in library science since the 1980s and continued to expand to be applied to various disciplines (Yu et al., 2023). Bibliometric analysis is a quantitative approach that presents a picture of published literature by collecting bibliographic data. The data is then analysed to answer research questions, such as identifying research trends, measuring the impact of specific publications or authors, and comparing the productivity of different research groups (Yu et al., 2023).

Stages in bibliometric analysis include: formulating research questions, selecting databases, searching data, filtering bibliographies, and inputting data into the application. This research used the VOSviewer application to map the data network. Further analysis was carried out on the resulting network map (Academia, 2023). In carrying out the process, the researcher was assisted by several software including Scopus as a search database for published journals. As the main data source, this research utilises Scopus, which is known as one of the largest literature databases in the world. Scopus provides summaries and citations of various scientific literature that has gone through the review process (Ghozi et al., 2024). The bibliographic data search was limited to three aspects, namely (1) scientific articles written in English, (2) articles published in 2019-2024, and (3) open access journals.

The bibliometric analysis procedure followed a structured approach as recommended in methodological literature (Passas, 2024). The focus on the topic of employee well-being, with the Boolean search term "employee well being," was determined based on three main considerations: (i) the importance of employee well-being as both a theoretical and practical construct directly related to organizational productivity and employee health; (ii) the capacity of bibliometric analysis to reveal trends, thematic patterns, and collaboration networks through the examination of metadata (titles, abstracts, keywords, affiliations); and (iii) the practical value of providing a comprehensive synthesis of the literature that enables researchers and practitioners to identify key references and future research directions.
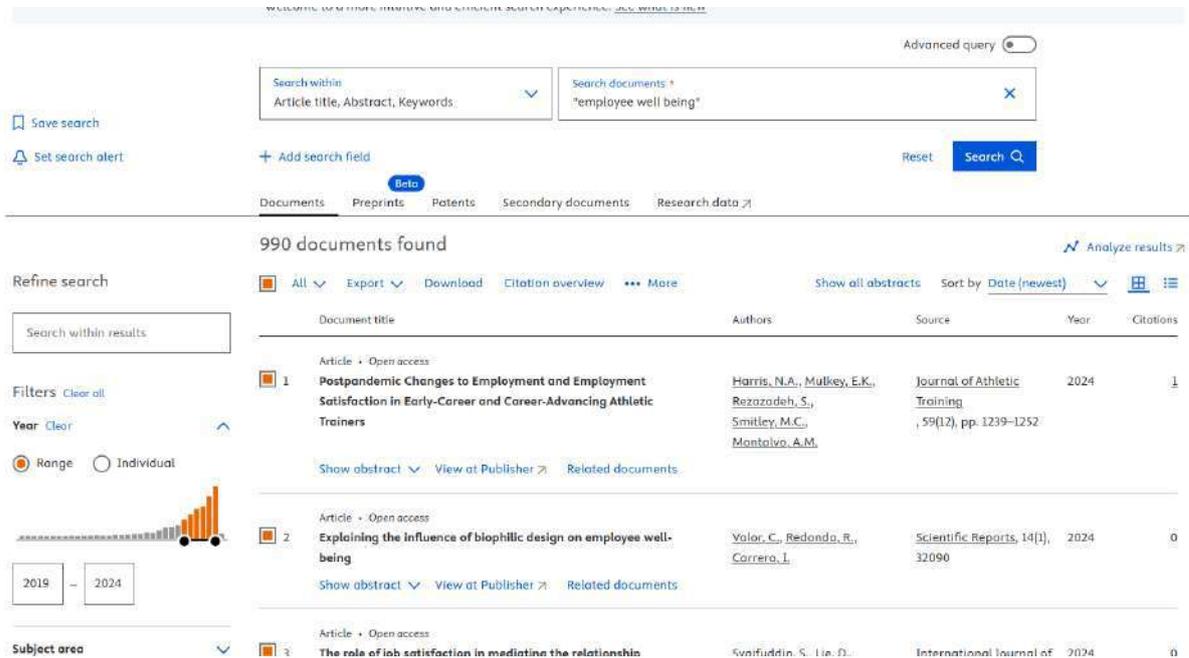
Figure 1. Initial Data Search on Scopus

Table 1. **Search Results by Year**

Year	Number of Articles
2019	86
2020	144
2021	146
2022	156
2023	212
2024	276
Total	990

In the initial data search based on restrictions on three aspects, 990 journals were obtained. The next step is data analysis based on Scopus data and also bibliometrics using VOSviewer.

3. RESULTS AND DISCUSSION
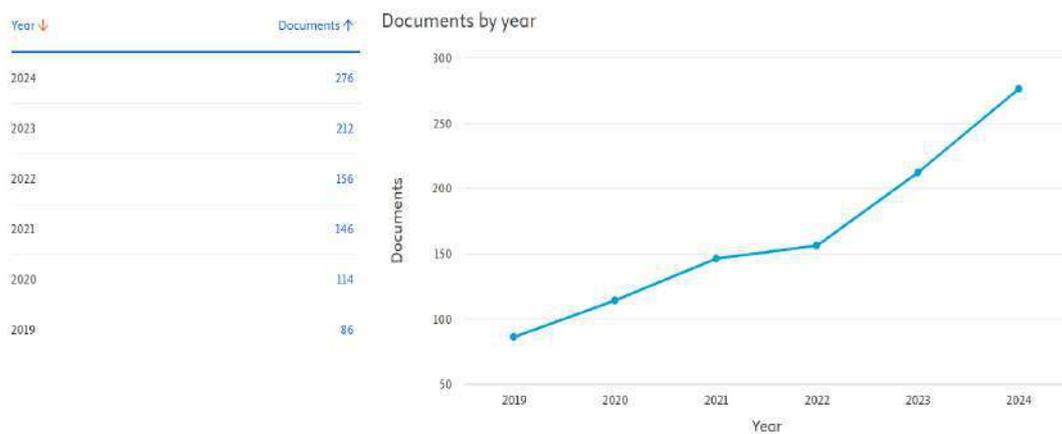
Figure 2. **Table and Graph of the Number of Journal Publications on Employee Well-Being (2019–2024)**
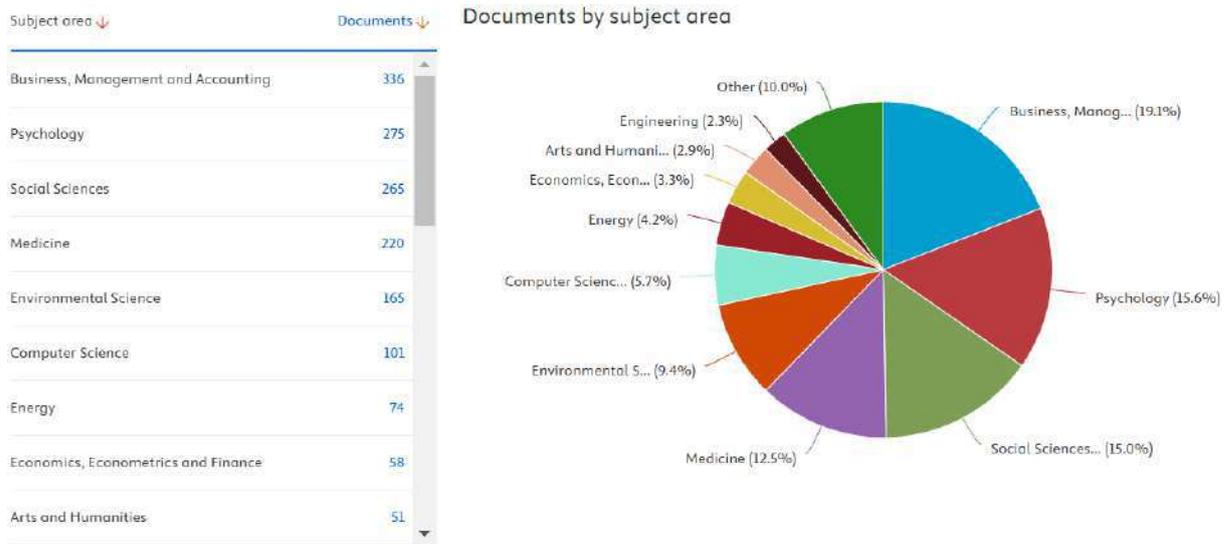
Figure 3. Subject Areas of Research on Employee Well-Being (2019–2024)
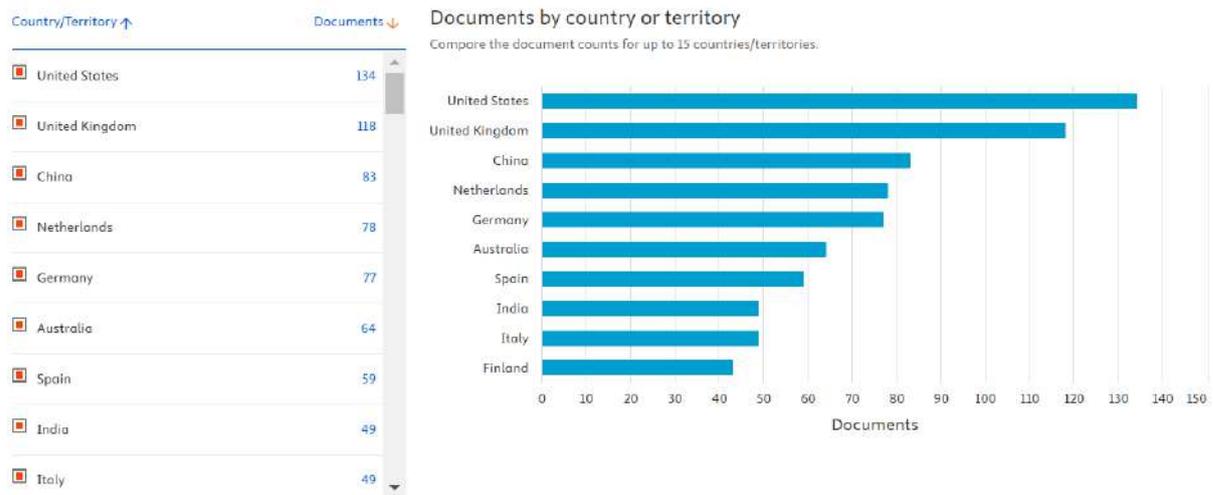

Figure 4. List of Countries Conducting Research on Employee Well-Being (2019–2024)

The data in Figure 2 shows that, in general, research on employee well-being from 2019 to 2024 has increased every year. The highest increase occurred in 2024, with the number of publications reaching 64 journals. The research area of employee well-being in that time span has also expanded, not only in the field of psychology, but also includes business, management and accounting, social science, medicine, environmental science, and other fields as described in detail in Figure 3.

Meanwhile, research related to employee well-being is conducted by various countries, with details shown in Figure 4. In the top ten rankings, almost all continents are represented except Africa. For the Asian continent, China and India are among the top ten countries with the highest number of studies on employee well-being. Based on the data, the United States ranked first with 134 Scopus indexed journals. The UK is ranked second with 118 journals, followed by China with 83 journals, the Netherlands 78 journals, Germany 77 journals, Australia 64 journals, Spain 59 journals, India 49 journals, and Italy 49 journals. Indonesia has not been included in the top ten research on employee

well-being published in Scopus indexed journals, so there are great opportunities for research development in Indonesia.

A total of 990 selected journals were exported for analysis using VOSviewer. The bibliometric analysis in this study includes two main aspects, namely (1) publication trends with employee well-being keywords and (2) analysis of collaboration between authors. To visualise the results of the analysis, VOSviewer software was used. VOSviewer was first developed by Nees Jan van Eck and Ludo Waltman at Leiden University's Centre for Science and Technology Studies (CWTS). The software is used to build and visualise bibliometric networks, which include relationships between journals, researchers, or publications based on citations, visual bibliographies, co-citations, or linkages between publications (Yu et al., 2023). The visualisation of bibliometric analysis results can be seen in Figure 5 and Figure 6.

Figure 5. **Bibliometric Patterns Based on the Correlation Among Research Variables**

Figure 6. **Bibliometric Patterns Based on Density Visualization Among Research Variables**

The results of the bibliometric analysis show that this network map gives rise to four main clusters with different colours to group keywords that often appear together, namely: 1) Red Cluster (Employee Well-Being & Organizational Factors) which focuses on employee well-being, leadership, work engagement, sustainability, social responsibility, job crafting, and work-life balance. These keywords relate to organisational factors that influence employee well-being. Strong links to the concepts of job security, work engagement, and leadership. 2) The Yellow Cluster (Individual Differences & Psychological Aspects) has the dominant keywords of career, reliability, personal satisfaction, personality, and health status. This cluster describes the psychological factors and individual characteristics that contribute to work wellbeing. 3) Cluster Blue (Occupational Health & Mental Well-Being) has the main keywords of human, occupational health, psychological stress, mental stress, safety, fatigue, anxiety. It deals with aspects of occupational health, fatigue, mental stress, and psychological well-being. 4) Green Cluster (COVID-19 & Remote Work Impact) which has main keywords: namely sars-cov-2, longitudinal studies, diagnosis, work from home, telecommuting, teleworking, and remote working. Indicates how the COVID-19 pandemic has impacted employee well-being research. Closely related to the concepts of work-life balance and stress due to remote work.

Employee well-being occupies a central position in the research network, as shown by the red cluster in the visualisation. The data shows that research on employee well-being is highly correlated with work engagement, employee engagement, job satisfaction, leadership, workplace, and burnout variables, which reinforces that employee well-being is a multidimensional concept covering cognitive, affective, and behavioural aspects.

In addition, there are several variables that are still rarely researched but have the potential for further research. These variables include work-family dynamics, quality of work life, family conflict, self-efficacy, work-life balance, and job security. These work-family dynamics variables appear in the network but with less connectedness than organisational and mental health factors. This is evident from their smaller node size and scattered position at the periphery of the main cluster. Despite the limited number of studies on work-family dynamics, their linkages with key concepts such as employee well-being and work engagement suggest that this topic remains relevant in supporting employee well-being.

Future research opportunities lie in further exploring the impact of work-family conflict, which is currently not a major focus in employee well-being studies. As attention to work-life balance and work flexibility increases, integrating the work-family conflict perspective in employee well-being research could make an important contribution in the future.

A longitudinal analysis of the collected literature shows that the theme of employee well-being has undergone significant development in recent decades. Initially, research focused more on the physical and safety aspects of work. However, with the development of psychology and the changing dynamics of the world of work, the focus of research has shifted to the psychological, social and emotional aspects of employee well-being.

Furthermore, researchers conducted bibliometric analysis to see the correlation between journal authors. The bibliometric pattern obtained is shown in Figure 9. Of the 148 authors identified, only 13 authors collaborated with each other. The collaboration was visualised with four different colours: yellow, blue, green and red, with details shown in Table 2.

Based on these data, the most collaborations occurred in the green and red groups, each consisting of four authors. The green group includes Li, L., Yang, X., Zhang, X., and Liu, Y., while the red group consists of Chen, Y., McNeely, E., Weziak-Bialowolska, D., and VanderWeele, T.J. The authors with the highest number of links are McNeely, E., Weziak-Bialowolska, D., and VanderWeele, T.J. from the red group, who have eight links.
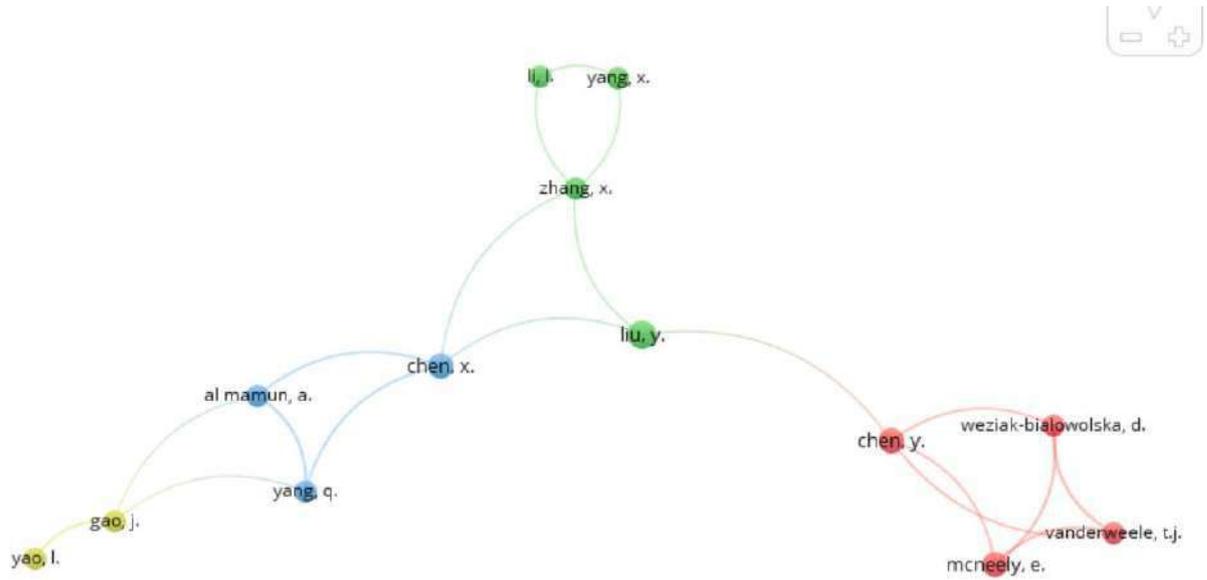
Figure 7. **Bibliometric Network of Author Collaboration Patterns**

Table 2. Collaboration between Researchers on employee well-being

Cluster	Color	Authors	Total Documents	Total Links
1	Yellow	Yao, l.	3	2
		Gao, J.	3	4
2	Blue	Al mamun, A.	3	6
		Yang, Q.	3	6
		Chen, X.	4	6
3	Green	Li, L.	3	2
		Yang, X.	3	2
		Zhang, X.	3	4
		Liu, Y.	5	3
4	Red	Chen, Y.	4	7
		Mcneely, E.	4	8
		Weziak-bialowolska, D.	3	8
		Vanderweele, T.J	3	8

According to bibliometric data, there are 148 authors but only 13 authors collaborate with each other, indicating that the other authors' fields of study are not related to each other. This indicates that the majority of researchers tend to work relatively independently, with limited interconnectedness across studies. Such a finding raises intriguing questions regarding the reasons behind the low level of collaboration, which may be influenced by disciplinary silos, geographical distance, or divergent research priorities. Although these factors are not further explored in the present study, existing literature on academic collaboration dynamics may provide additional insights into this phenomenon. Consequently, the limited collaboration among authors in employee well-being research highlights an important opportunity to strengthen research networks across disciplines and international boundaries in the futur

4. CONCLUSIONS & RECOMMENDATION

The bibliometric analysis in this study found several important findings. From the initial search results, 990 journals were obtained. Based on the trend of publication development from 2019 to 2024, the highest number of publication increases was recorded in 2024 with 64 journals, while the lowest number occurred in 2021 with 2 journals.

In the author collaboration analysis, 148 authors were identified, but only 13 of them collaborated with each other and formed four groups. This finding shows that the level of collaboration between authors is still insignificant. In addition, there are several research variables that have the potential for further research, including quality of work life, family conflict, self-efficacy, work-life balance, and job security. In line with recent recommendations (Öztürk et al., 2024), these topics should not only be considered as technical outcomes of bibliometric mapping but also evaluated in terms of how they align with broader scientific assessments. Such alignment allows for a more comprehensive understanding of employee well-being, ensuring that the identified variables are theoretically grounded and practically relevant for advancing future research agendas.

Based on the above conclusions, this bibliometric study can serve as a foundation for future research on employee well-being. Some variables worth considering in future research include quality of work life, family conflict, self-efficacy, work-life balance, and job security because these topics still show extensive research opportunities.

Nevertheless, this study is subject to certain limitations inherent in the bibliometric approach. First, there is a potential language bias, as only English-language publications were included, which may have led to the exclusion of relevant studies published in other languages. Second, non-open-access articles were excluded from the analysis, which may have narrowed the scope of the reviewed literature. Despite these limitations, the findings of this study remain a valuable foundation for future research on employee well-being. Variables such as quality of work life, family conflict, self-efficacy, work-life balance, and job security deserve further investigation, given the considerable opportunities that remain in these areas.

5. ACKNOWLEDGMENT

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