Increased Focus on Employee Holistic Wellbeing: A Bibliometric Analysis

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Article Info

ABSTRACT

This study conducts a bibliometric analysis to map the intellectual structure, thematic development, and global research trends surrounding employee holistic wellbeing. Drawing data from the Scopus database and analyzing 2000–2024 publications using VOSviewer, the study reveals four major thematic clusters: psychological stress and health, organizational engagement and satisfaction, performance-driven wellbeing strategies, and sustainability-linked ethical frameworks. The temporal overlay shows a transition from deficit-oriented topics like job stress and burnout toward emerging themes such as remote work, mindfulness, and resilience. Author co-citation networks identify Schaufeli W.B. and Bakker A.B. as foundational scholars, with contributions from interdisciplinary domains including psychology, HRM, and organizational behavior. Geographic analysis highlights dominant research from the United States, United Kingdom, and Australia, with growing participation from India, China, and Malaysia. The study concludes by emphasizing the need for integrated, cross-cultural, and proactive approaches to employee wellbeing in research and practice.

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1. INTRODUCTION

In recent years, the concept of employee wellbeing has evolved from a narrow focus on physical health and occupational safety to a broader, more holistic view that incorporates mental, emotional, social, and even spiritual dimensions. As organizations face rapid technological advancements, shifting work paradigms, and heightened expectations from stakeholders, there is increasing awareness that employees are not just labor units but complex individuals with multifaceted needs [1]. Holistic wellbeing—an integrative approach that addresses all aspects of human functioning—has become a central theme in human resource management and organizational development. This shift reflects a broader recognition that employee wellbeing is not only a moral imperative but also a critical driver of productivity, innovation, and organizational sustainability [2], [3].

The COVID-19 pandemic further accentuated the importance of employee wellbeing. Lockdowns, remote work transitions, and increased workloads led to widespread burnout, mental distress, and social isolation. These challenges pushed organizations to invest in more comprehensive wellbeing strategies that included mental health support, flexible work arrangements, and virtual team-building activities [4]. Research indicates that organizations that adopted a more holistic approach to employee wellbeing during the pandemic fared better in maintaining workforce engagement and resilience [5]. Consequently, the pandemic has served as both a stress test and a catalyst for the transformation of employee wellbeing practices.

The integration of holistic wellbeing into workplace strategy is also influenced by generational shifts and cultural transformation. Millennials and Gen Z employees are entering the workforce with expectations that go beyond competitive salaries—they prioritize purpose, flexibility, and psychological safety. These cohorts view wellbeing not as a perk but as an essential aspect of their employment experience [6]. Moreover, increasing awareness around mental health and emotional intelligence, as well as the growing popularity of wellness technologies (e.g., meditation apps, wellbeing platforms), have significantly shaped how organizations conceptualize and implement wellbeing initiatives [7].

At the theoretical level, holistic wellbeing in the workplace draws upon interdisciplinary frameworks spanning psychology, organizational behavior, public health, and even spiritual leadership. Models such as the PERMA framework, which outlines five pillars of wellbeing—Positive emotion, Engagement, Relationships, Meaning, and Accomplishment—have provided robust guidance for both research and practice. Likewise, concepts from positive organizational scholarship and human flourishing contribute to a more nuanced understanding of how employees thrive at

work [8]. This growing theoretical base supports an evidence-driven expansion of wellbeing initiatives across diverse organizational contexts.

Given the growing academic and practical interest in employee holistic wellbeing, there is a pressing need to systematically map the landscape of scholarly contributions in this area. A bibliometric analysis offers a quantitative and objective method for tracing the evolution, structure, and thematic directions of research on this topic. Through citation analysis, co-authorship networks, keyword co-occurrence, and source clustering, scholars and practitioners can identify seminal works, influential authors, emerging subfields, and collaboration patterns. This kind of insight is essential not only for advancing theoretical knowledge but also for informing effective organizational policies [9], [10].

Despite the increasing prominence of employee holistic wellbeing in both academic literature and organizational practice, there remains a lack of comprehensive understanding of how this field has developed over time. Prior studies have often focused on isolated dimensions such as mental health or job satisfaction, without capturing the integrative and interconnected nature of holistic wellbeing. Moreover, with research dispersed across various disciplines—psychology, management, public health, and human resources—the field lacks a cohesive synthesis of its intellectual structure and developmental trajectory. This fragmentation hampers both theoretical advancement and the practical implementation of evidence-based wellbeing strategies in the workplace. This study aims to conduct a bibliometric analysis of the scholarly literature on employee holistic wellbeing, with the objective of mapping the intellectual landscape, identifying major themes, influential contributors, and research trends.

2. METHODS

This study employed a bibliometric analysis to systematically examine the development and structure of the scholarly literature on employee holistic wellbeing. Bibliometric analysis is a quantitative research method used to evaluate patterns in scientific publications, including the relationships among authors, institutions, countries, and thematic trends [10]. The methodological steps of this study included data collection, data cleaning, and bibliometric mapping using specialized software tools.

2.1 Data Collection

The data was extracted exclusively from the Scopus database, recognized for its comprehensive coverage of peer-reviewed publications across disciplines. The search was conducted using the keywords: ("employee wellbeing" OR "employee well-being" OR "workplace wellbeing" OR "holistic wellbeing") AND ("organization" OR "corporate" OR "workplace"), restricted to the title, abstract, and keyword fields. The time frame of publication was limited to the years 2000 to 2024, ensuring the inclusion of both foundational and recent research. Only articles and review papers published in English were included to maintain quality and relevance. Non-scholarly sources such as editorials, conference proceedings, and book chapters were excluded. The final dataset consisted of 900 documents, which were exported in CSV and RIS formats for analysis.

2.2 Analytical Tools and Techniques

The bibliometric analysis was conducted using VOSviewer (version 1.6.x), a widely-used tool for constructing and visualizing bibliometric networks [10]. The

following analytical components were included:

1. Co-Authorship Analysis

This analysis identified collaboration patterns among authors and countries, highlighting the most prolific and influential contributors in the field. The co-authorship networks revealed how scholarly communities are formed and sustained in the area of employee holistic wellbeing.

2. Citation Analysis

Citation metrics were analyzed to determine the most cited articles thereby identifying foundational studies and thought leaders. Total citation counts and average citations per document were used as indicators of scholarly impact.

3. Keyword Co-Occurrence Analysis

A co-occurrence analysis of author keywords was performed to uncover the major themes and emerging topics within the literature. A minimum threshold of five keyword occurrences was set to ensure robustness and minimize noise. Clustering algorithms within VOSviewer were used to group keywords into thematic clusters.

4. Data Cleaning and Standardization

Prior to analysis, the dataset underwent cleaning to merge variations in author names (e.g., "Smith J." and "Smith, John"), institutional affiliations, and synonymous keywords (e.g., "wellbeing" vs. "well-being"). This standardization ensured accurate network mapping and minimized fragmentation.

3. RESULTS AND DISCUSSION

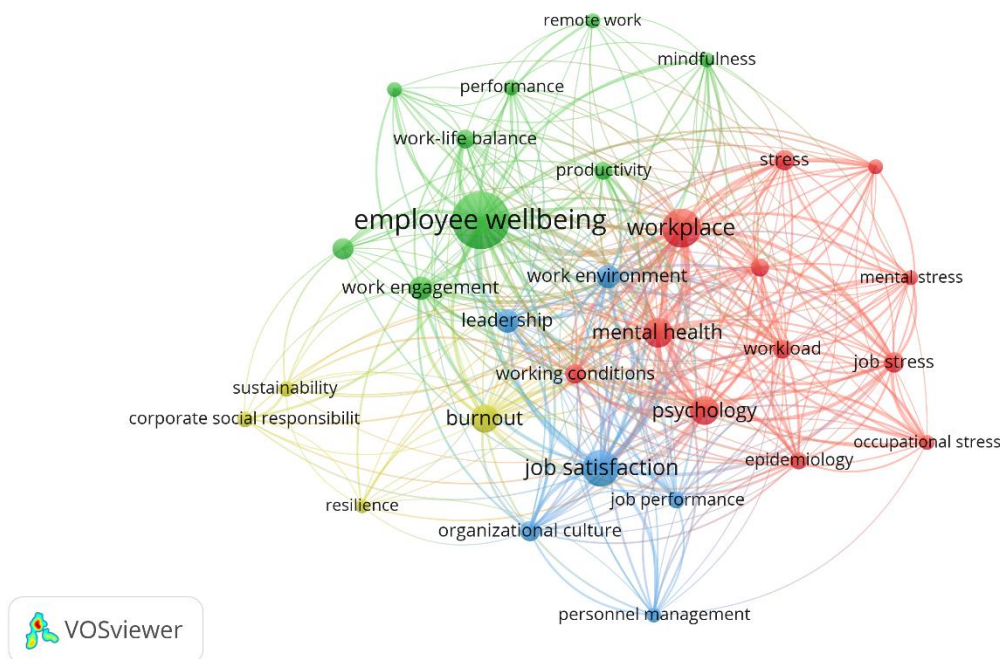### 3.1 Keyword Co-Occurrence Network

Figure 1. Network Visualization
Source: Data Analysis Result, 2025

The keyword co-occurrence visualization reveals four primary thematic clusters in the literature on employee holistic wellbeing. The green cluster, centered on the term "employee wellbeing," includes keywords such as "work-life balance," "work engagement," "performance," and "productivity." This cluster signifies a performance-oriented discourse that connects wellbeing to organizational outcomes. The linkage between "employee wellbeing" and "work-life balance" suggests a growing emphasis on how employees' personal and professional lives intersect, while terms like "engagement" and "performance" indicate that employee wellbeing is increasingly viewed as instrumental to productivity and business success. The red cluster revolves around terms like "mental health," "stress," "job stress," and "workload," representing a psychological and health-oriented perspective on wellbeing. This cluster reflects significant concern with the negative outcomes of poor working conditions, particularly psychological distress and occupational stress. The dense interconnections among "stress," "mental

stress," "epidemiology," and "psychology" suggest that this thematic area draws heavily from health sciences and psychological research. It also highlights how the concept of holistic wellbeing often emerges in response to risks and threats to employee health, especially in high-pressure work environments.

The blue cluster, built around "job satisfaction," "organizational culture," and "personnel management," suggests an organizational behavior and HRM-focused interpretation of wellbeing. Here, the emphasis lies on structural and cultural factors within organizations that affect employee experience. The co-occurrence of "job performance" and "job satisfaction" reflects classical management literature linking motivation, satisfaction, and productivity. This cluster points to the view that employee wellbeing is not just an individual matter but also a product of systemic organizational practices and leadership styles. he yellow cluster, although less dense, connects keywords such as "sustainability," "corporate social responsibility," and "resilience." This

indicates a growing alignment of employee wellbeing with broader concepts of sustainable business and ethical management. The inclusion of "resilience" suggests a shift toward proactive strategies for enabling individuals to adapt and thrive despite workplace challenges. This cluster reflects a more strategic and future-oriented framing of holistic wellbeing—one that ties individual wellness to corporate values, long-term sustainability, and social impact. Together, these clusters illustrate the multidimensional and interdisciplinary nature of employee wellbeing scholarship.
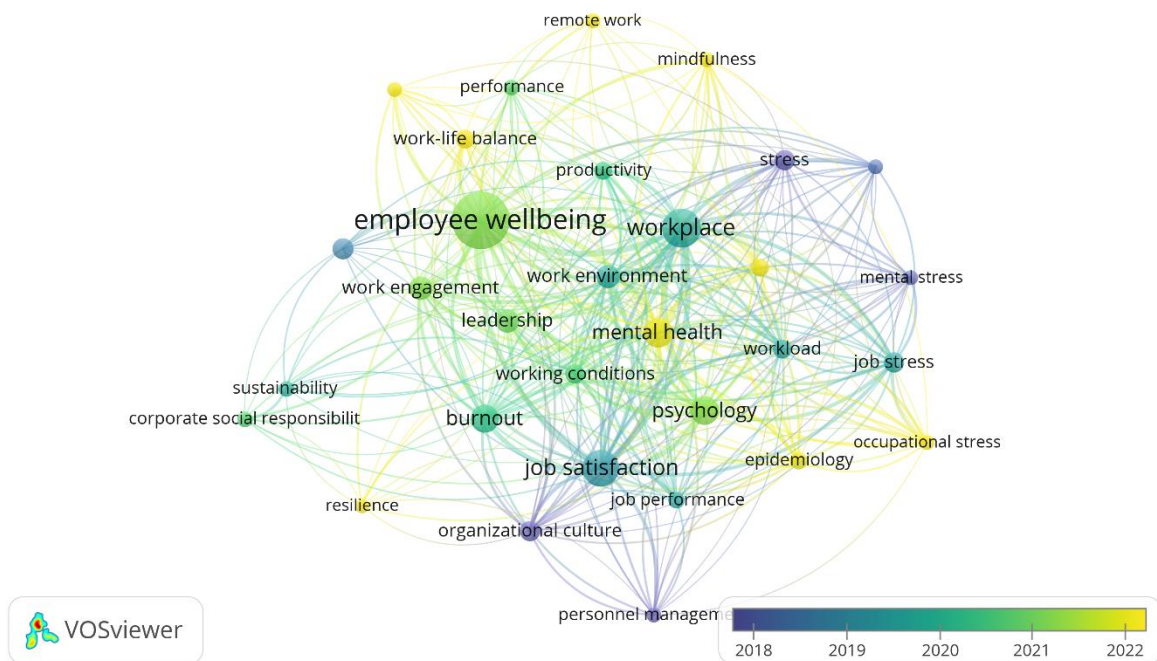

Figure 2. Overlay Visualization
Source: Data Analysis Result, 2025

The overlay visualization presents a temporal dimension of the research landscape in employee holistic wellbeing, illustrating the average publication year for each keyword. Darker shades (blue and green) represent older topics (centered around 2018–2019), while brighter shades (yellow) indicate newer research directions (2021–2022). Core terms like "employee wellbeing," "workplace," "mental health," and "job satisfaction" appear in green, suggesting their consistent prominence over time. These central terms have been foundational to the field and remain relevant, indicating their sustained research interest across several years. Newer terms such as "remote work," "mindfulness," "performance," and "work-life balance" are depicted in yellow, showing that these topics have gained significant

attention in recent years, particularly post-2020. This temporal shift corresponds with the global disruption caused by the COVID-19 pandemic, which accelerated the adoption of remote work and highlighted the importance of flexible working arrangements and mental resilience. The increased focus on "mindfulness" and "work-life balance" reflects a growing interest in proactive strategies for promoting holistic employee wellbeing beyond traditional workplace boundaries. In contrast, terms like "occupational stress," "mental stress," and "job stress" are predominantly shown in darker shades, implying that these topics have a longer-standing presence in the literature. Their earlier appearance suggests that the field initially concentrated on the negative aspects of work and health risks before

expanding into more positive, holistic, and sustainable wellbeing strategies.

Figure 3. Density Visualization
Source: Data Analysis, 2025

The density visualization highlights the concentration and frequency of keyword usage within the research on employee holistic wellbeing. The most intensely colored (bright yellow) regions indicate high-density areas where research activity and keyword co-occurrence are strongest. The term "employee wellbeing" sits at the center of this visualization, underscoring its role as the primary focus of scholarly discourse in this domain. Closely linked terms such as "workplace," "job satisfaction," "burnout," "mental health," and "psychology" also appear in brighter regions, suggesting that these themes are central and frequently discussed in conjunction with employee wellbeing. Conversely, keywords located in cooler (green to blue) regions—such as "resilience," "corporate social responsibility," "remote work," and "mindfulness"—represent emerging or less frequently explored topics within the field. While these concepts are relevant to holistic wellbeing, their relative lower density indicates that they may be newer areas of interest or currently underexplored in the literature.
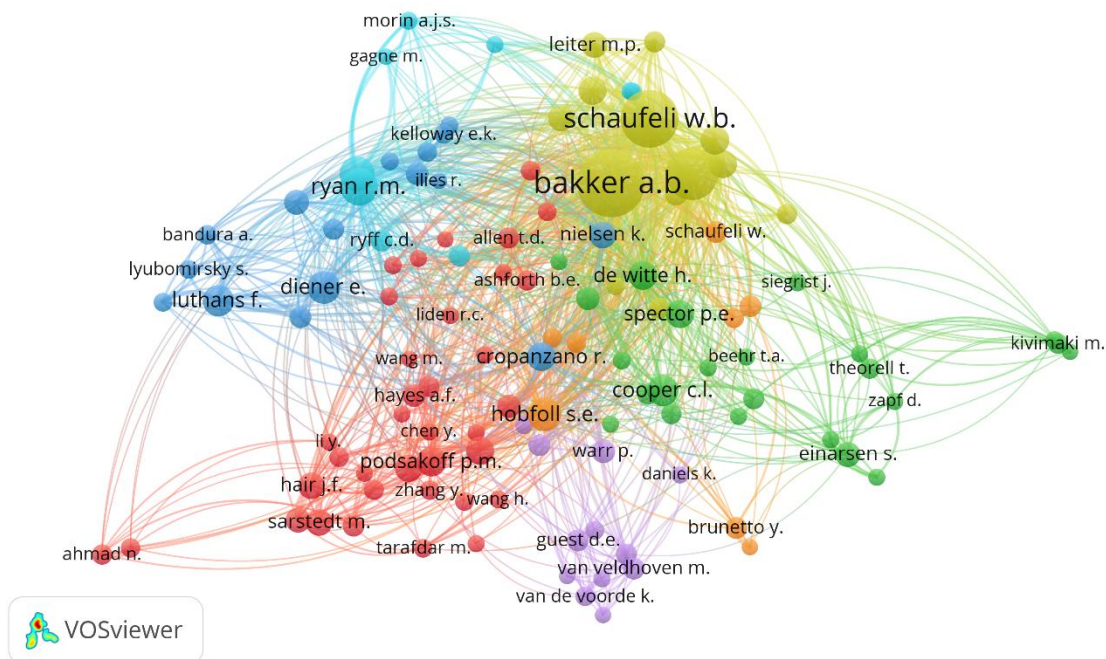
3.2 Co-Authorship Network

Figure 4. Author Collaboration Visualization
Source: Data Analysis, 2025

The author co-citation network visualization reveals the intellectual structure of the field of employee holistic wellbeing by mapping influential researchers based on their co-citation frequency. At the core of the network are Schaufeli W.B. and Bakker A.B., who are prominently positioned and strongly connected to other key authors, indicating their foundational contributions—particularly in areas like work engagement, burnout, and job demands-resources theory. Other dense clusters include authors such as Ryan R.M., Diener E., and Luthans F., representing the psychological and positive psychology streams of research, while Podsakoff P.M., Hair J.F., and Sarstedt M. align with methodological and structural equation modeling literature. The spread of colors indicates distinct research communities, with moderate interconnections suggesting interdisciplinary overlaps. Authors like Kivimäki M., Siegrist J., and Cooper C.L. represent occupational health and stress-related studies, further emphasizing the multifaceted nature of the field.
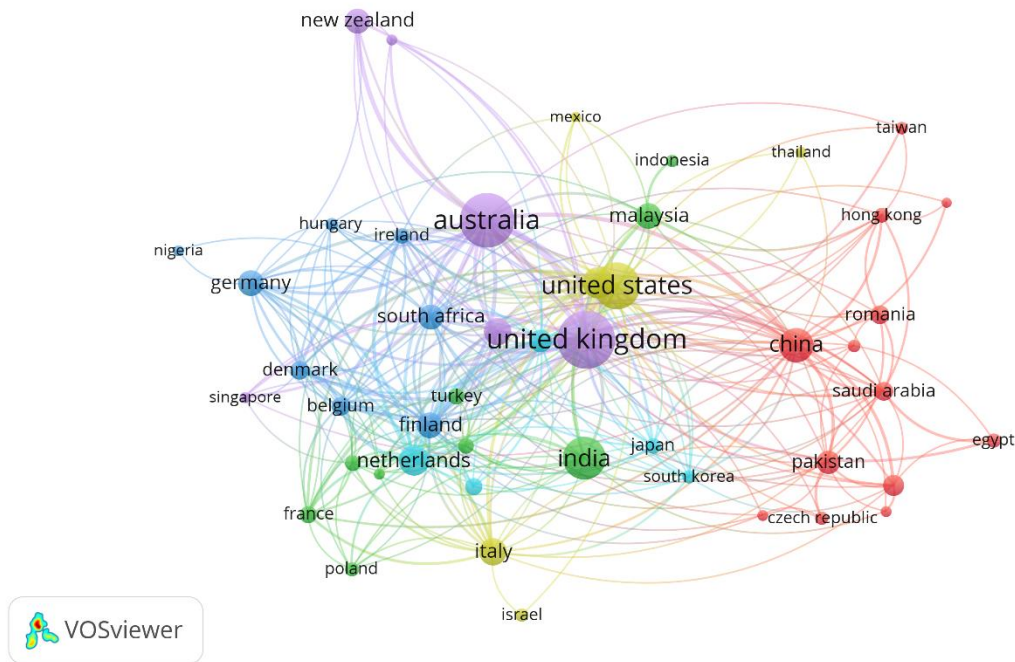
Figure 5. Country Collaboration Visualization
Source: Data Analysis, 2025

The country collaboration map reveals the global distribution and interconnectivity of research contributions in the field of employee holistic wellbeing. The United States and United Kingdom emerge as dominant hubs, indicated by their central position and large node size, signifying high publication output and extensive collaboration networks. Surrounding them are other prominent contributors such as Australia, India, Netherlands, and Germany, which show strong bilateral and multilateral research linkages. The clustering of countries into regional groups—such as European nations (e.g., Germany, France, Finland), Asian contributors (e.g., China, Japan, Malaysia), and Commonwealth-affiliated countries (e.g., Australia, New Zealand)—reflects both geographical proximity and shared academic partnerships. While China demonstrates significant research activity, its connections appear more regionally concentrated, particularly with countries like Pakistan, Saudi Arabia, and Hong Kong, indicating emerging but more localized networks.

3.3 Citation Analysis

Table 1. Top Cited Research

Citations	Authors and year	Title
580	[11]	Holistic Approach for Human Resource Management in Industry 4.0
516	[12]	The knowledge-creating company
424	[13]	Inter-linking issues and dimensions in sustainability reporting
401	[14]	Towards better embedding sustainability into companies' systems: An analysis of voluntary corporate initiatives
382	[15]	The moderating role of employee positive well being on the relation between job satisfaction and job performance
330	[16]	Innovation with Limited Resources: Management Lessons from the German Mittelstand

Citations	Authors and year	Title
327	[17]	A higher-order model of consumer brand engagement and its impact on loyalty intentions
323	[18]	Surveying the forest: A meta-analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover
276	[19]	For Harmony and Strength: Japanese White-Collar Organization in Anthropological Perspective
271	[20]	International hotel chains and environmental protection: An analysis of Hilton's we care! programme (Europe, 2006-2008)

Source: Scopus, 2025

Discussion

1) Thematic and Conceptual Structure

The co-occurrence analysis of keywords reveals that *employee wellbeing* has emerged as a central construct connected to multiple interrelated themes. Prominent clusters indicate the multidimensional nature of the field, which includes psychological, organizational, and performance-oriented perspectives. The green cluster focuses on positive organizational behavior, including concepts such as *work-life balance*, *performance*, *productivity*, and *engagement*. These associations suggest that employee wellbeing is increasingly recognized as a strategic driver of organizational effectiveness. The inclusion of *work-life balance* and *remote work* reflects modern concerns regarding flexibility and autonomy in employment relationships—especially post-pandemic.

The red cluster, in contrast, highlights a more clinical or health-focused narrative, with keywords like *mental health*, *job stress*, *occupational stress*, and *workload*. This cluster reveals that the literature continues to be rooted in addressing risks and deficits in the workplace, such as burnout and stress-related disorders. These issues are foundational to the wellbeing discourse, but their strong presence also indicates that research has often taken a remedial stance—seeking to mitigate harm rather than promote flourishing.

Meanwhile, the blue cluster brings forth job satisfaction and organizational culture, showcasing a socio-cultural layer of employee wellbeing. These studies investigate how culture, leadership, and human resource practices influence the subjective experiences of employees. Finally, the yellow cluster connects wellbeing to corporate social responsibility and sustainability, suggesting that wellbeing is now being framed within broader discussions of ethical management and sustainable development. This conceptual evolution is in line with global sustainability agendas, such as the United Nations' Sustainable Development Goal 8 on decent work and economic growth.

2) Temporal Trends and Emerging Themes

The overlay visualization adds a temporal lens to the analysis, illustrating how research themes have evolved. Earlier studies (circa 2018–2019) were primarily concerned with stress and occupational health—topics like *mental stress*, *epidemiology*, and *job stress* were dominant during this period. This indicates that the initial academic interest in employee wellbeing was largely reactionary, often motivated by workplace crises and the growing prevalence of burnout and psychological distress. By contrast, recent years (2021–2022) have witnessed the emergence of more progressive themes such as *remote work*, *mindfulness*, and *resilience*. These shifts suggest a move toward proactive and preventive strategies aimed at enhancing employee experience holistically, rather than simply addressing the symptoms of an unhealthy work environment. The inclusion of *mindfulness*—a psychological intervention strategy—and *remote work*—a structural transformation in work delivery—illustrates a convergence of personal agency and

organizational design in shaping holistic wellbeing. Moreover, the emergence of *resilience* and *corporate social responsibility* in more recent publications reflects a values-driven shift in the field. It suggests that wellbeing is not merely an internal HR issue but part of a broader social and ethical conversation about how organizations should function in the 21st century. These emerging topics align closely with the idea of *psychological capital* and *positive organizational scholarship*, highlighting employee wellbeing as a strategic, moral, and economic imperative.

3) Influential Scholars and Intellectual Foundations

The author co-citation network offers further insight into the foundational theories and thought leaders in the field. Scholars such as Schaufeli W.B. and Bakker A.B. appear as central nodes, highlighting their instrumental role in shaping the discourse through frameworks like the Job Demands-Resources (JD-R) model and work engagement theory. Their prominence reflects the field's early focus on burnout, stress, and energy dynamics at work. Other notable figures include Ryan R.M. and Diener E., whose work in self-determination theory and subjective wellbeing, respectively, has contributed psychological depth to the conversation. The presence of Luthans F., known for positive organizational behavior and psychological capital, further emphasizes the shift toward strength-based perspectives. In parallel, methodological scholars like Podsakoff P.M. and Hair J.F. indicate the field's strong reliance on empirical, quantitative models—particularly structural equation modeling (SEM)—to validate wellbeing constructs and interventions. The co-citation network is notably diverse and interdisciplinary, reflecting contributions from psychology, sociology, human resource management, and organizational behavior. This richness provides a fertile ground for theoretical integration but also suggests the need for a unifying meta-framework to harmonize fragmented lines of inquiry.

4) Geographical Distribution and Research Collaboration

From the country collaboration map, it is evident that the research on employee holistic wellbeing is globally distributed, yet disproportionately concentrated in Anglophone and Western nations. The United States, United Kingdom, and Australia are the leading contributors, not only in volume but also in cross-national collaboration. These countries act as central hubs, frequently partnering with both developed and developing nations. Their strong networks may reflect greater access to research funding, institutional support, and academic infrastructure. Interestingly, countries such as India, China, and Malaysia have shown increased participation, indicating growing interest from the Global South. However, these contributions often appear in more regionalized clusters, suggesting opportunities for deeper integration into the global discourse. The expansion of wellbeing research into Asia, Africa, and Eastern Europe offers the potential to diversify the conceptualizations and applications of wellbeing across cultural contexts. This raises important questions about cultural variability in understanding and operationalizing wellbeing. For example, collectivist cultures may prioritize relational harmony and job security as elements of wellbeing, whereas individualist cultures may emphasize autonomy and personal growth. Future research should explore these dimensions and consider incorporating cross-cultural variables into their models.

5) Implications and Future Directions

The insights from this bibliometric analysis have significant implications for scholars, practitioners, and policymakers. Academically, the field is moving toward greater conceptual sophistication, integrating multiple layers of wellbeing—psychological, social, structural, and ethical. There is a need for interdisciplinary research that bridges micro (individual-level), meso (organizational-level), and macro (societal-

level) approaches to holistic wellbeing. For organizations, the findings support the case for implementing multi-dimensional wellbeing programs that go beyond physical health to address emotional resilience, social connectivity, and purpose at work. Initiatives that blend digital tools (e.g., mental health apps), flexible policies (e.g., remote work), and inclusive cultures can enhance both employee experience and organizational outcomes. Policymakers, meanwhile, should recognize employee wellbeing as a public policy issue tied to national productivity, healthcare burdens, and social cohesion. Incentivizing organizations to adopt wellbeing frameworks—through tax benefits, certification programs, or sustainability reporting—can help institutionalize this agenda. Future studies may consider longitudinal bibliometric tracking to monitor post-pandemic shifts, qualitative meta-synthesis to interpret lived employee experiences, and experimental designs to test interventions across different industries and cultural settings. Moreover, exploring under-researched populations such as gig workers, remote freelancers, and employees in the informal economy will help democratize the wellbeing discourse.

4. CONCLUSION

This bibliometric study offers a comprehensive synthesis of the scholarly landscape on employee holistic wellbeing. The findings underscore that the field has evolved from a primary focus on stress and mental health to a more integrated and multidimensional understanding encompassing engagement, satisfaction, resilience, work-life balance, and sustainability. Central themes are supported by foundational contributions from key scholars and enriched through cross-disciplinary perspectives. The recent emergence of topics like remote work, mindfulness, and corporate responsibility highlights a paradigm shift toward proactive and values-driven wellbeing strategies. While Anglophone countries dominate the field, increasing contributions from Asian and Global South regions suggest a trend toward greater global inclusivity. Going forward, a more holistic, cross-cultural, and interdisciplinary approach is needed to both deepen theoretical understanding and enhance the practical relevance of employee wellbeing initiatives in diverse workplace contexts.

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