

## Employee Well-Being Study: A Bibliometric Review of the Terms Well-Being and Mental Health

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### ABSTRACT

In today's high-pressure work environment, employee well-being and mental health have emerged as critical issues affecting organizational productivity and sustainability. This article examines the development of literature on employee well-being and workplace mental health using a bibliometric approach, analyzing 60 Scopus-indexed articles published between 2020 and 2024. The analysis, conducted with VOSviewer and CiteSpace, identifies research trends, author collaborations, and dominant themes. Findings reveal a significant surge in attention to these issues, particularly after the COVID-19 pandemic, with a peak in publication and citation activity in 2021. Key influencing factors include Corporate Social Responsibility (CSR) practices, leadership styles, organizational support, and cultural and religious contexts of different countries. This study highlights the need for holistic and context-specific organizational policies to foster healthy, supportive, and sustainable work environments.

**Keywords:** Well-being, Mental Health, Bibliometrics

## 1 Introduction

Many employees feel trapped in a relentless, demanding routine in today's fast-paced and high-pressure work environment. Very long working hours, high demands, and competitive settings often lead to chronic stress, burnout, and a decline in mental well-being. This phenomenon is especially pronounced in countries with intense work cultures, such as India, where many employees face unhealthy working conditions and high mental health risks. Amidst this, meditation and mindfulness have emerged as hopeful approaches, helping individuals manage stress and increase workplace happiness and productivity[1].

Employee well-being is increasingly important in the modern workplace, especially as work pressures, rapid organizational changes, and mental health challenges rise. The terms well-being and mental health describe the psychological and emotional state of employees and relate closely to work performance, retention, organizational culture, and overall productivity [2]. In today's dynamic work era, characterized by digitalization and productivity pressures, well-being includes psychological, emotional, and social dimensions, not just physical health. Well-being and mental health represent interrelated but distinct dimensions of employees' conditions at work[3].

The decline in workers' mental health has become a global issue, accelerated by the COVID-19 pandemic, which changed work styles and increased risks of burnout, stress, and depression. Organizations now recognize maintaining employee mental well-being as both a moral responsibility and a crucial business strategy for sustainable productivity [4]. In the last decade, scientific literature on employee well-being has increased significantly. However, with the large number of publications and terms used, a thorough analysis requires an understanding of the direction and purpose of development and research trends in this field. The bibliometric approach allows researchers to review the scientific map systematically and objectively, including identifying key keywords, collaboration networks between authors, and publication trends.

As research on the topic continues to grow, it is important to understand how the literature on

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employee wellbeing has evolved. A bibliometric approach offers a quantitative method for analyzing trends, collaboration patterns, dominant keywords, and the influence of specific authors or publications in the field. By conducting a bibliometric review of the terms well-being and mental health, this study aims to map the scientific landscape on employee well-being, identify research gaps, and provide direction for future studies.

## 2 Literature Review

### Employee Wellbeing

Employee well-being refers to a positive, holistic condition, balancing job demands with an individual's capacity to manage work and life. According to PERMA theory by Martin Seligman (2011), well-being consists of five elements: Positive emotion, engagement, relationships, meaning, and achievement. In organizations, well-being is linked to productivity, job satisfaction, and employee retention[5].

### Mental Health in the Workplace

Mental health relates to an individual's psychological condition regarding stress management, productive engagement, and positive community contribution. The World Health Organization highlights that unfavorable work environments can increase the risk of mental disorders such as stress, anxiety, and depression. Understanding workplace mental health is essential for fostering supportive, healthy organizations.

## 3 Research Methods

This study employed bibliometric analysis using VOSviewer and CiteSpace. Data were collected from Web of Science and Scopus databases, focusing on scholarly articles about employee well-being, mental health, and related workplace factors from 2020 to 2024. The analysis aimed to uncover research trends, author collaborations, and dominant themes within the literature.

## 4 Results and Discussion

Table 1. Number of Articles and Citations

Year	Number of Articles	Percentage (%)	Citations	Percentage (%)
2020	14	23.3	251	24.3
2021	20	33.3	456	44.2
2022	12	20.0	146	14.2
2023	11	18.3	156	15.1
2024	3	5.0	22	2.1
<b>Total</b>	<b>60</b>	<b>100</b>	<b>1031</b>	<b>100</b>

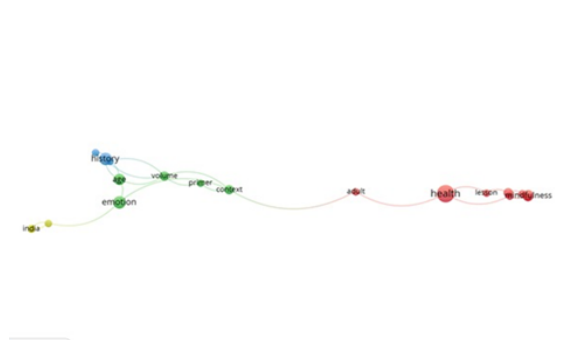
*Source: Processed primary data, 2025*

Table shows that the highest number of articles and citations was in 2021, reflecting increased research interest after the COVID-19 pandemic. The decline in articles and citations in 2024 may indicate shifts in research focus or publication cycles.

According to the data presented in Table 1, the most frequently cited article is the one listed as reference [6], titled "Dark Academia: How Universities Die," which has received a total of 151 citations. This article explores the evolving academic environment characterized by an obsession with performance metrics and rigid hierarchies that often conceal the darker aspects of the neoliberal university. It addresses key issues such as the commercialization of education, mental health struggles and self-harm, the rise of managerial control, and the shift toward viewing students as consumers and

evaluators. Additionally, it highlights how competitive individualism contributes to a sense of alienation within academic departments.

Employee engagement, defined as the emotional connection between employees and their work and organization, is crucial for corporate productivity and competitive advantage. [7].



Gambar 1. Network visualization co-Authors

Source: Processed primary data, 2025

Cluster analysis revealed key themes such as welfare-related employee issues, economic and social challenges affecting employment relations, and trends eroding employment relationships and well-being. Long-term monitoring of employment dynamics is conducted across countries with varying economic systems through sociological surveys targeting employees [8].

Organizations face the dilemma of balancing success with maintaining employee well-being amid increasing work demands and burnout risks[9]. Corporate Social Responsibility (CSR) emerges as a significant practice to improve employee well-being, incorporating ethics, sustainable healthcare, employee development, and moral support[9].

A nation's philosophy and religion can significantly shape its business practices, socio-cultural context, and corporate decision-making. In Muslim-majority countries, Islamic values place specific responsibilities on businesses and organizations. Brunei offers a useful case for exploring how its national ideology, Melayu Islam Beraja (MIB), along with Islamic teachings, impacts the nature of corporate social responsibility (CSR) activities pursued by companies and the way these efforts are communicated to the public.

Cultural and religious factors also shape CSR and employee well-being. For example, Islamic values influence CSR practices in Brunei, aligning business models with social and religious responsibilities to enhance human capacity and community well-being[10].

Employee well-being in the United Arab Emirates is examined through a review and integration of existing studies. This research explores the intricate nature of employee well-being within the UAE's diverse socio-cultural environment. By analyzing key aspects such as work-life balance, job satisfaction, mental and physical health, and organizational support, the chapter delves into the multifaceted factors that contribute to employees' overall well-being.

This article explores how government policies, corporate initiatives, and cultural nuances influence the landscape of employee well-being. It emphasizes the importance of adopting a holistic perspective that integrates traditional values with the evolving demands of the modern workplace. The findings provide meaningful knowledge for both organizations and policymakers aiming to enhance employee well-being within a dynamic and culturally diverse setting, thereby enriching the broader discourse on workplace well-being and organizational performance [11].

Inadequate staff well-being, rigid hierarchical structures, and non-collaborative organizational practices - along with national healthcare policies like activity-based funding (ABF) - fall short in supporting individual performance improvement. Tackling this multifaceted issue requires comprehensive strategies, as there is no one-size-fits-all solution. A content and healthy healthcare workforce is essential for delivering quality patient care. Therefore, hospitals must go beyond simply achieving clinical benchmarks and place greater emphasis on staff well-being. National and state regulatory agencies play a crucial role in upholding these standards by offering oversight and guidance to protect the welfare of healthcare professionals nationwide.

Healthcare organizations face challenges in staff well-being, hierarchical structures, and policy

support, requiring comprehensive strategies that emphasize staff support and leadership development to ensure quality care and sustainable performance[12].

## 5 Conclusion

In the last decade, several articles, journals, and case studies have explained that employee welfare can be influenced by several factors. Among them are CSR practices in organizations or companies, job satisfaction, and existing policies both in the government and companies. Several countries have implemented CSR as a factor that can improve employee well-being and mental health in a company.

Most countries ensure that the right leaders and leadership styles utilize limited resources and employee welfare to improve performance results. Some Muslim countries also implement Islamic systems and Islamic-based CSR, which has been proven to improve employee welfare and help improve their mental health.

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