

# Global Trends in Employee Wellbeing Research: A Bibliometric Study

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## ABSTRACT

This bibliometric study examines global trends in employee wellbeing research from 1990 to 2024, focusing on key themes such as burnout, work engagement, job satisfaction, leadership, and workplace environment. Using co-authorship networks, keyword co-occurrence analysis, and citation metrics, the study identifies influential authors, emerging trends, and underexplored areas in the field. Results show a significant increase in publications since 2017, with a growing focus on the psychological and emotional dimensions of wellbeing. Key findings highlight the positive impact of transformational leadership and supportive work environments, as well as the detrimental effects of toxic behaviors like abusive supervision and workplace bullying. The study also identifies gaps in the literature, particularly regarding the intersection of employee wellbeing and diversity, equity, and inclusion (DEI). This analysis provides a foundation for future research and emphasizes the critical role of employee wellbeing in fostering organizational success and sustainability.

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## 1. INTRODUCTION

Employee wellbeing has emerged as a critical area of interest for organizations, researchers, and policymakers due to its significant impact on productivity, job satisfaction, and overall organizational performance. In the last few decades, the concept of employee wellbeing has evolved beyond physical health to encompass mental, emotional, and social dimensions. The shift from a purely economic view of work to a more human-centric approach has driven the surge in research focusing on how organizations can create environments that support and enhance employee wellbeing. This development has been amplified by

increasing recognition that promoting employee wellbeing is essential not only for individual workers but also for long-term business success and sustainability [1].

The global rise in attention to mental health and work-life balance has particularly influenced research trends in employee wellbeing. Studies have consistently demonstrated that employees' mental health is directly linked to their ability to perform optimally, reduce absenteeism, and increase retention [2]. Organizations across different sectors are now investing more in initiatives that focus on mental health support, flexible work schedules, and holistic wellbeing programs. This growing emphasis

on the psychosocial aspects of work has been further accelerated by the COVID-19 pandemic, which heightened the awareness of mental health issues and brought about new challenges in maintaining employee wellbeing amidst a global crisis [3]. These developments have spurred a notable increase in academic literature, creating a need to assess the global trends in this area through a bibliometric lens.

Moreover, the diversity in approaches to employee wellbeing across countries, industries, and organizational sizes has led to a vast body of research that examines various factors influencing wellbeing. Studies have explored topics such as job satisfaction, work engagement, stress management, and the role of leadership in fostering a supportive work environment. Alongside these, the role of technology in employee wellbeing, particularly in remote work settings, has gained traction. Researchers have investigated how digital tools can both support and undermine wellbeing, with mixed outcomes reported across different contexts [4]. This multifaceted nature of wellbeing research underscores the complexity of the subject and the need for comprehensive analyses that capture the breadth of its evolution across time and geographies.

Given the increasing volume of research on employee wellbeing, bibliometric studies offer a robust method for analyzing global trends and identifying key research areas, influential studies, and future research opportunities. By employing bibliometric analysis, researchers can map the intellectual structure of the field, identify the most productive authors, institutions, and countries, and assess the thematic development over time. This approach provides valuable insights into how the field of employee wellbeing has developed and where it may be heading in the future. Previous bibliometric studies in related fields, such as organizational behavior and human resource management, have successfully highlighted critical trends and gaps, providing a foundation for further research [5]. However, there has been limited

bibliometric exploration specifically focused on employee wellbeing.

Despite the increasing body of literature on employee wellbeing, there is a lack of comprehensive bibliometric analyses that systematically assess global research trends in this area. While various studies have examined specific aspects of wellbeing, such as mental health, work engagement, or job satisfaction, there is no single study that provides an overarching view of how the research landscape has evolved across different countries, industries, and time periods. Moreover, as employee wellbeing is influenced by a wide range of factors, including economic, social, and technological changes, it is essential to understand the broader patterns and relationships within the research. This gap in the literature highlights the need for a bibliometric analysis that not only tracks the growth of research but also identifies emerging trends and future directions for scholars and practitioners interested in employee wellbeing.

The objective of this study is to conduct a bibliometric analysis of global trends in employee wellbeing research. Specifically, this study aims to (1) identify the most influential authors, journals, and institutions contributing to the field; (2) map the thematic development of employee wellbeing research over time; (3) analyze the geographic distribution of research outputs; and (4) identify emerging areas of interest and potential future research directions. By providing a comprehensive overview of the intellectual structure of employee wellbeing research, this study will contribute to a better understanding of the global trends shaping the field and offer valuable insights for academics, policymakers, and organizational leaders interested in promoting employee wellbeing.

## 2. LITERATURE REVIEW

### 2.1 *Job Demands-Resources (JD-R) Model*

The Job Demands-Resources (JD-R) Model is one of the most widely used frameworks for understanding employee wellbeing. Developed by [6], the JD-R model

posits that job characteristics can be classified into two categories: demands and resources. Job demands refer to physical, psychological, or emotional efforts required from employees, such as workload, time pressure, and emotional labor. While these demands can lead to strain and exhaustion, they are not inherently negative; rather, when they exceed an employee's capacity to cope, they can result in burnout and reduced wellbeing.

On the other hand, job resources are aspects of the job that help employees achieve work goals, reduce job demands, and stimulate personal growth and development. Examples of job resources include autonomy, social support, opportunities for development, and feedback. According to the JD-R model, when employees have sufficient resources to meet their job demands, their wellbeing is enhanced. This model has been extensively applied in research to examine the balance between job demands and resources and how it affects burnout, engagement, and overall employee wellbeing [7]. Research utilizing the JD-R model has shown that organizations can improve employee wellbeing by enhancing job resources and reducing unnecessary demands. For example, increasing access to support systems, providing opportunities for skill development, and ensuring a healthy work-life balance are critical strategies to foster wellbeing [8]. The JD-R model underscores the importance of creating a supportive organizational environment that enables employees to thrive by balancing demands with adequate resources.

### **2.2 Self-Determination Theory (SDT)**

Self-Determination Theory (SDT), developed by [9], is a psychological framework that emphasizes the role of intrinsic motivation in human behavior and wellbeing. SDT posits that individuals are motivated by the need to fulfill three basic psychological needs: autonomy, competence, and relatedness. Autonomy refers to the desire to feel in control of one's actions and decisions, competence relates to the need to feel effective and capable in one's activities, and relatedness pertains to the desire to connect with others and belong to a group.

SDT suggests that when these psychological needs are met, individuals experience higher levels of intrinsic motivation, leading to greater satisfaction, engagement, and overall wellbeing. In the context of employee wellbeing, SDT highlights the importance of creating work environments that foster autonomy, provide opportunities for skill development (competence), and promote positive relationships among employees (relatedness). Employees who feel autonomous and capable in their roles, and who experience meaningful social connections, are more likely to exhibit high levels of wellbeing and job satisfaction [1]. Studies applying SDT in the workplace have demonstrated that intrinsic motivation is a powerful predictor of employee wellbeing and performance. For instance, organizations that encourage employee autonomy, offer meaningful challenges, and foster a sense of belonging can significantly enhance wellbeing and reduce stress [10]. Moreover, SDT has been used to inform the design of interventions aimed at promoting employee wellbeing by focusing on intrinsic motivators rather than external rewards [11].

### **2.3 Positive Organizational Scholarship (POS)**

Positive Organizational Scholarship (POS) is a relatively new theoretical approach that focuses on the positive aspects of organizational life, including employee wellbeing, strengths, and virtues. POS is rooted in the broader field of positive psychology, which seeks to understand and promote factors that contribute to human flourishing. In contrast to traditional models that focus on fixing problems or alleviating stress, POS emphasizes the importance of building positive organizational practices that foster thriving, engagement, and wellbeing [12]. POS highlights the significance of positive emotions, strengths, and virtues in creating a productive and healthy workplace. For example, organizations that cultivate a culture of gratitude, compassion, and respect tend to have higher levels of employee wellbeing and engagement. The focus is not merely on reducing negative factors such as stress or burnout, but on promoting positive

experiences and behaviors that contribute to long-term success and employee flourishing [13]. In practice, POS has been applied to design interventions that aim to enhance positive emotions and relationships in the workplace, such as through appreciative inquiry, gratitude programs, and strengths-based development. Research in this field suggests that by focusing on the positive aspects of work, organizations can significantly improve employee wellbeing and overall performance [14].

#### 2.4 Social Exchange Theory (SET)

Social Exchange Theory (SET), developed by [15], posits that social relationships are built on the principle of reciprocal exchanges. According to SET, individuals engage in social interactions based on the expectation of receiving something in return, whether it be tangible rewards or intangible benefits such as trust and support. In the workplace, SET suggests that when employees perceive that their organization values them and invests in their wellbeing, they are more likely to reciprocate with higher levels of commitment, loyalty, and performance [16]. SET has been widely used to explain the relationship between organizational practices and employee wellbeing. For instance, when organizations provide resources such as fair compensation, career development opportunities, and support for work-life balance, employees are likely to respond by exhibiting greater engagement and job satisfaction. Conversely, when employees perceive a lack of support or inequitable treatment, their wellbeing is negatively affected, leading to lower levels of job performance and increased turnover [17]. Research grounded in SET has demonstrated

the importance of trust, fairness, and perceived organizational support in fostering employee wellbeing. For example, studies have shown that employees who feel supported by their managers and colleagues report higher levels of wellbeing, engagement, and organizational commitment [18]. This reciprocal exchange between employees and organizations underscores the role of positive social interactions in shaping employee wellbeing.

### 3. METHODS

This study employs a bibliometric analysis to examine global research trends in employee wellbeing. Bibliometric analysis is a quantitative method used to analyze academic literature, identify research patterns, and map intellectual structures within a specific field [19]. Data for this study were collected from the Google Scholar databases, which are recognized as comprehensive sources for high-quality, peer-reviewed research. The search terms included "employee wellbeing," "workplace health," and related keywords, covering the period from 2000 to 2023. The software VOSviewer was used to visualize co-authorship networks, citation patterns, and keyword co-occurrence maps, which help identify influential authors, journals, and emerging themes in the field [20]. Additionally, performance analysis was conducted to determine the most productive countries, institutions, and researchers.

### 4. RESULTS AND DISCUSSION

#### 4.1 Bibliometric Overview

Table 1. Citation Metrics

Publication years:	1990-2024
Citation years:	34 (1990-2024)
Papers:	850
Citation:	73849
Cities/year:	2172.03
Cities/paper:	86.88
Cities/author:	35674.54
Papers/author:	397.46
Authors/papers:	2.73

h-index:	119
g-index:	254
hI,norm:	79
hI,annual:	2.32
hA-index:	48
Papert with ACC >= 1,2,3,10,20: 769,663,459,292,147	

Source: Publish or Perish, 2024

Table 1 provides key citation metrics for the body of research analyzed, spanning the years 1990 to 2024. The dataset consists of 850 papers, which have collectively received 73,849 citations over 34 years, resulting in an average of 2,172.03 citations per year and 86.88 citations per paper. The average number of citations per author is 35,674.54, and the average number of papers per author is 397.46, with an authors-to-paper ratio of 2.73, indicating substantial collaboration in the field. The h-index of 119 means that 119 papers have been cited at least 119 times,

showcasing significant influence. The g-index of 254 suggests that the top 254 papers together have been cited at least 254<sup>2</sup> times. The normalized h-index (hI,norm) is 79, while the hI,annual of 2.32 suggests a steady annual citation impact. The hA-index of 48 highlights highly productive researchers. Additionally, 769 papers have received at least one citation, while 147 papers have accumulated 20 or more citations, reflecting the high impact of many works in this field.

**4.2 Author Collaboration**

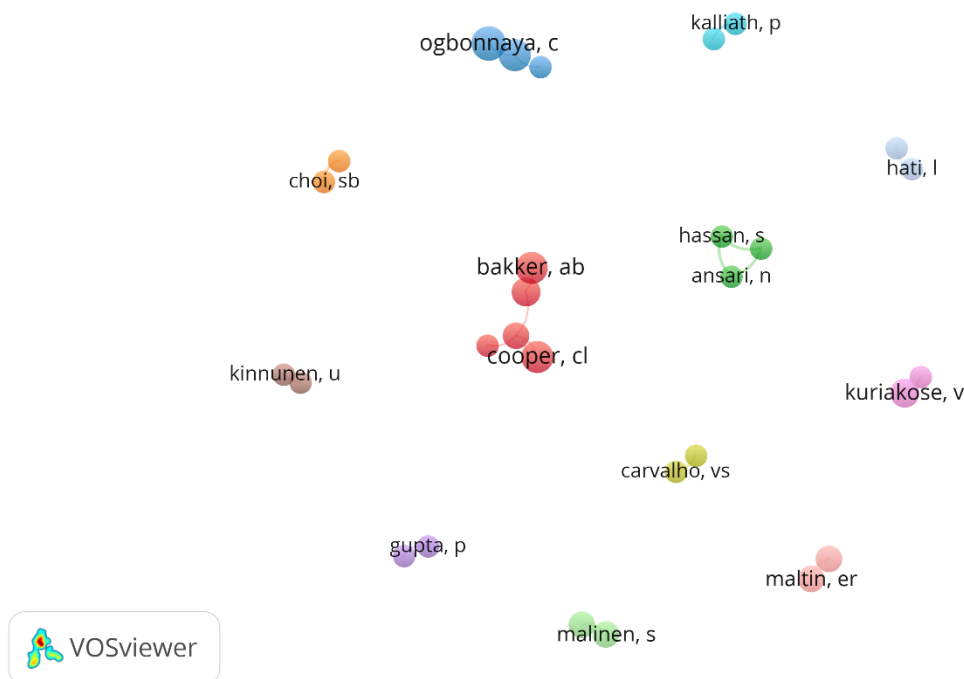


Figure 1. Author Collaboration

Source: Data Analysis, 2024

The figure presents a co-authorship network, showing connections between authors who have collaborated on research related to employee wellbeing. Each colored cluster represents a group of authors with frequent collaborations, indicating communities of researchers working together

in this field. The size of the circles reflects the volume of work or influence, with larger circles indicating more published work or citations. For example, "Bakker, AB" and "Cooper, CL" appear prominently in the central red cluster, suggesting their influential contributions and collaboration network

within the employee wellbeing literature. Similarly, authors like "Ogbonnaya, C" (blue cluster) and "Hassan, S" (green cluster) have notable but more isolated networks. The distance between authors suggests the level of collaboration: closer authors have co-authored more frequently, while distant

authors have collaborated less. Overall, the figure illustrates how various research networks are structured, highlighting the key contributors and the overall collaborative landscape in employee wellbeing research.

4.3 Yearly Publication

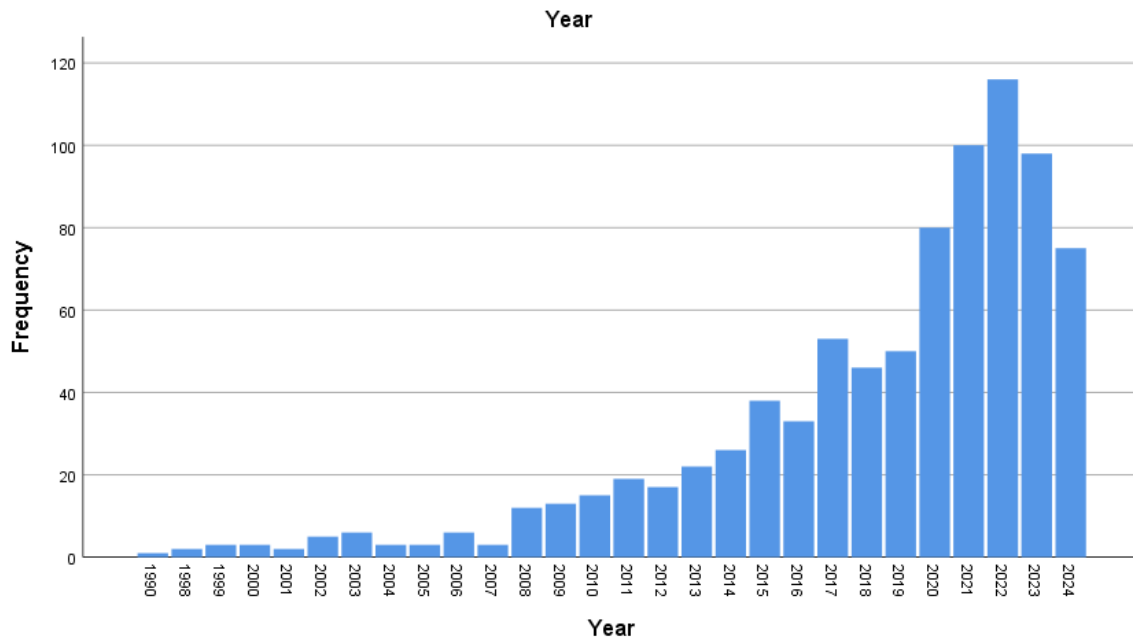


Figure 2. Yearly Publication

Source: Data Analysis, 2024

The graph illustrates the annual frequency of publications related to employee wellbeing from 1990 to 2024. The data reveals a steady increase in research output over the years, with a notable surge starting around 2017. Prior to that, publication frequency remained relatively low, with fewer than 20 publications per year. However, from 2017 onward, there is a significant upward trend, with a sharp rise in the number of papers published, peaking in 2022 with approximately 120 publications. This rapid

growth indicates a burgeoning interest in the field, possibly influenced by global events such as the COVID-19 pandemic, which has heightened attention on employee mental health and wellbeing. The slight decrease in 2023 and 2024 may be due to incomplete data collection for these years. Overall, the graph highlights the increasing importance of employee wellbeing as a research focus in recent years.

4.4 Citation Analysis

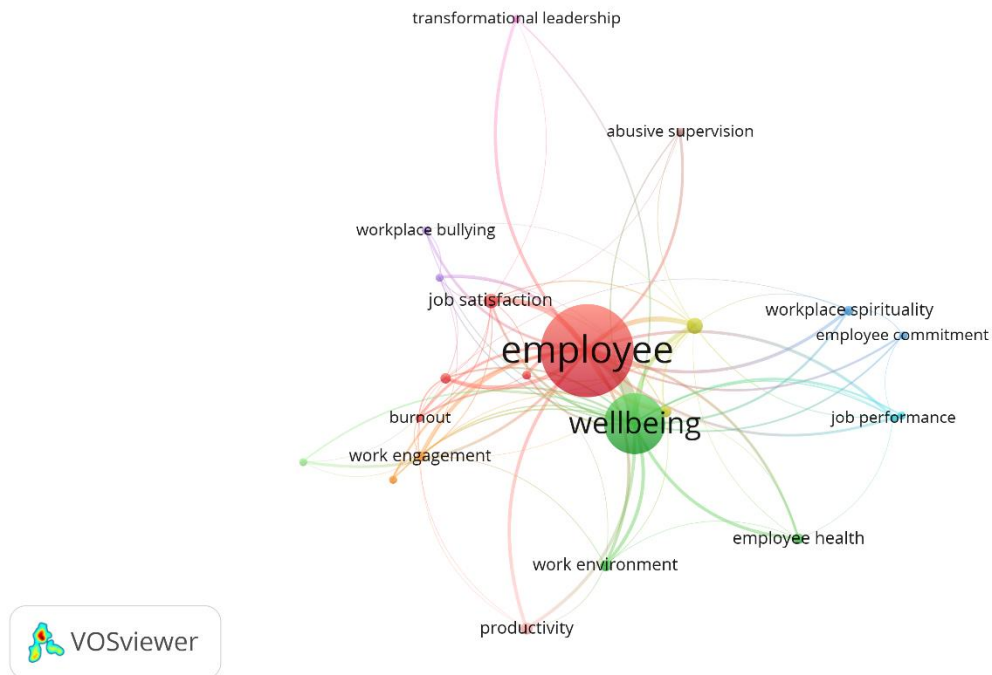
Table 2. Top Cited Literature

Cites	Author	Journal	Title	Contribution of Study
2912	[21]	Applied Psychology	Workaholism, burnout, and work engagement: three of a kind or three different kinds of employee well-being?	Explores the distinctions and relationships between workaholism, burnout, and work engagement, offering insights into different forms of employee wellbeing.
2730	[22]	International Journal of Productivity and	Determinants of employee engagement	Identifies key determinants of employee engagement

		Performance Management	and their impact on employee performance	and examines how they influence employee performance.
1968	[23]	Journal of Occupational Health Psychology	Impact of positive psychological capital on employee well-being over time.	Investigates how positive psychological capital affects employee wellbeing over time, providing a longitudinal perspective.
1574	[24]	Human Resource Management Journal	Human resource management and employee well-being: Towards a new analytic framework	Proposes a new analytical framework for understanding the relationship between HRM practices and employee wellbeing.
1464	[25]	European Journal of Work and Organizational Psychology	A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being	Examines the effects of job insecurity on employee attitudes and wellbeing through a two-dimensional approach.
1374	[26]	Journal of Occupational Health Psychology	Relationships among organizational family support, job autonomy, perceived control, and employee well-being.	Explores how organizational family support, job autonomy, and perceived control influence employee wellbeing.
1341	[27]	Academy of Management Perspectives	Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs	Analyzes the trade-offs between managerial practices and different aspects of employee wellbeing, such as happiness, health, and relationships.
1288	[28]	Journal of Occupational and Organizational Psychology	Well-being and occupational health in the 21st century workplace	Reviews the state of wellbeing and occupational health in modern workplaces, providing insights into current trends and challenges.
1275	[29]	Book	20 Well-Being and the Workplace	Offers a comprehensive overview of how different workplace factors contribute to employee wellbeing.
1260	[30]	The journal of industrial relations	Human resource management, corporate performance and employee wellbeing: Building the worker into HRM	Links HRM practices with corporate performance and employee wellbeing, advocating for integrating employee interests into HR strategies.

Source: Literature Review, 2024

#### 4.5 Keyword Co-Occurrence Network Analysis



**Figure 4. Network Visualization**  
Source: Data Analysis, 2024

The figure presents a VOSviewer keyword co-occurrence network related to employee wellbeing. The nodes represent key terms frequently appearing together in academic literature on this topic, while the lines connecting them indicate co-occurrence relationships. Larger nodes represent more frequently occurring terms, while thicker lines represent stronger connections between terms. The central focus of this map revolves around two main keywords: "employee" and "wellbeing," which are strongly interconnected and have large nodes, highlighting their dominance in research discussions.

The clustering in the network reveals different thematic areas within the employee wellbeing literature. For instance, the red cluster connects "employee" with terms like "job satisfaction," "burnout," "work engagement," and "workplace bullying." This suggests a strong focus on how employee wellbeing is influenced by factors like engagement, satisfaction, and burnout, as well as negative experiences like workplace bullying. Research in this cluster appears to

explore the emotional and psychological aspects of wellbeing, with a particular focus on how employee interactions and organizational culture impact overall job satisfaction and burnout levels.

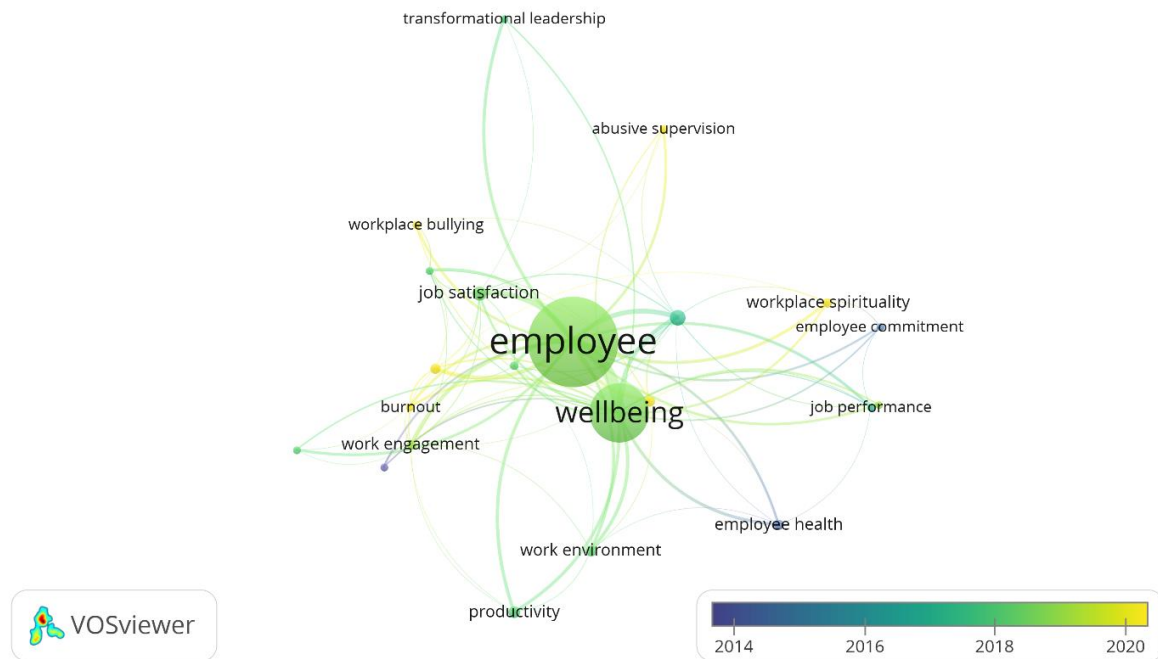
The green cluster, which centers around "wellbeing," is closely linked to terms like "work environment," "employee health," "job performance," and "productivity." This suggests a focus on the physical and organizational aspects of wellbeing, exploring how workplace conditions and employee health directly impact performance and productivity. This cluster highlights the importance of creating supportive work environments that prioritize both the physical and mental health of employees, as these factors are crucial in enhancing job performance and overall organizational success.

Additionally, other smaller thematic areas such as "transformational leadership," "abusive supervision," "workplace spirituality," and "employee commitment" highlight emerging trends in employee wellbeing research. These terms indicate an



increasing interest in how leadership styles and organizational values influence employee wellbeing. For example, transformational leadership, which emphasizes positive motivation and personal development, is often linked to improved employee wellbeing. Conversely, negative supervisory

behaviors like abusive supervision are associated with poorer outcomes. Overall, the figure demonstrates a multifaceted approach to understanding employee wellbeing, connecting both individual and organizational factors.



**Figure 5. Overlay Visualization**  
Source: Data Analysis, 2024

The figure presents a VOSviewer overlay visualization of keyword co-occurrence related to employee wellbeing. The nodes represent keywords frequently mentioned together in research publications, with the size of each node corresponding to the frequency of the term's occurrence. The lines connecting the nodes indicate co-occurrence relationships, and the thickness of the lines reflects the strength of these relationships. The color gradient ranging from purple to yellow represents the timeline, showing the average year in which the keywords were published, from 2014 (purple) to 2020 (yellow).

In terms of temporal trends, keywords like "employee wellbeing," "work engagement," and "burnout" are shown in green, indicating they were extensively studied around 2017-2018. These terms form the core of research in the field, suggesting that the connection between employee

wellbeing and work engagement or burnout has been a central focus of academic interest in recent years. The proximity of these terms highlights the strong relationship between employee wellbeing and issues related to employee engagement and the negative consequences of burnout, which are frequently analyzed together.

Keywords colored yellow, such as "job satisfaction," "abusive supervision," and "workplace bullying," suggest more recent areas of focus, especially post-2018. These terms reflect emerging concerns in employee wellbeing research, where researchers are investigating the impact of negative organizational behaviors, leadership styles, and work conditions on employee mental health. On the other hand, terms like "transformational leadership" and "workplace spirituality," shown in green and blue, indicate they have been explored earlier, likely between 2016 and 2017, suggesting that

while these areas were significant, attention has shifted toward more pressing issues like

workplace mistreatment and its effects on wellbeing.



**Figure 6. Heatmap Visualization**

**Source: Data Analysis, 2024**

This heatmap visualization, created using VOSviewer, shows the intensity of research activity related to employee wellbeing by mapping frequently occurring keywords. The brighter areas, marked in yellow and green, represent terms that have been most frequently studied in the literature, while the darker areas (blue and purple) indicate terms that have been less explored. At the center of the heatmap, "employee" and "wellbeing" are the most prominent, indicating their central importance in the field. These two keywords are strongly associated with a range of other topics, reflecting their broad relevance in research on workplace health and employee experiences.

The heatmap also highlights several related concepts that have received significant attention in the literature. Terms like "job satisfaction," "burnout," and "work engagement" appear close to the center with relatively bright areas, suggesting that these aspects of employee wellbeing are frequently studied together. In contrast, more peripheral terms such as "workplace spirituality," "employee health," and "transformational leadership" show darker areas, indicating less

frequent but still relevant connections to employee wellbeing research. Overall, the heatmap provides a visual representation of the key focus areas and gaps in the research, offering insights into the most intensively studied themes and potential areas for future exploration.

## DISCUSSION

### *Evolution of Employee Wellbeing Research*

The yearly publication graph shows a steady increase in research on employee wellbeing over the past two decades, with a noticeable surge starting around 2017. This rapid growth can be attributed to several global trends, including increasing recognition of the importance of mental health in the workplace and the challenges brought about by the COVID-19 pandemic. The pandemic, in particular, significantly heightened awareness around the need for organizations to address employee wellbeing, especially in the context of remote work, job insecurity, and burnout. The spike in publications during 2020-2022 reflects this increased focus, as organizations and researchers alike sought to understand the

impact of unprecedented changes on employees' mental and emotional health.

The central focus on "employee" and "wellbeing" as seen in the keyword co-occurrence and heatmap visualizations underscores the holistic nature of wellbeing research. Early research was primarily concerned with physical health and safety, but in recent years, the focus has expanded to include psychological and emotional dimensions. Terms like "job satisfaction," "burnout," and "work engagement" have become central to the discourse, reflecting a shift towards understanding how employee wellbeing is influenced by organizational culture, leadership styles, and individual job roles.

#### *Theoretical Contributions and Core Themes*

The theoretical foundations of employee wellbeing research are evident from the top-cited papers in the field. Schaufeli et al.'s work on workaholism, burnout, and work engagement, for example, has been highly influential in shaping the understanding of different kinds of employee wellbeing [21]. Their research highlights the distinction between negative aspects like burnout and more positive states like work engagement, offering a more nuanced view of employee wellbeing. This has had significant implications for organizations seeking to foster engagement while minimizing the risks of overwork and stress.

[22] research on the determinants of employee engagement further builds on this by identifying key factors such as leadership, work environment, and intrinsic motivation that drive engagement. Engagement, as an important indicator of wellbeing, is closely linked to performance, productivity, and retention. This connection is further reinforced by [23], who demonstrate the long-term impact of positive psychological capital (e.g., hope, optimism, resilience) on employee wellbeing. These studies collectively highlight the importance of positive organizational practices and environments in promoting sustained wellbeing.

Another core theme in the literature is the relationship between job satisfaction, job insecurity, and employee attitudes. [30]

analytic framework for HRM and employee wellbeing explores the role of human resource practices in enhancing wellbeing, while [25] research on job insecurity reveals the negative consequences of uncertainty for employee mental health. As organizations face ongoing changes and disruptions, such as technological advancements and economic fluctuations, understanding how to mitigate the adverse effects of job insecurity is increasingly critical.

#### *Emerging Trends and Gaps*

The keyword co-occurrence analysis provides a snapshot of emerging trends in employee wellbeing research. Keywords like "workplace bullying," "abusive supervision," and "transformational leadership" point to growing concerns about the role of leadership and organizational behavior in influencing wellbeing. Transformational leadership, for instance, has been shown to have a positive impact on employee wellbeing by promoting a supportive and empowering work environment. Leaders who exhibit transformational qualities, such as inspiring and motivating their employees, can significantly enhance job satisfaction and reduce burnout.

Conversely, the presence of terms like "abusive supervision" and "workplace bullying" suggests that negative leadership behaviors and toxic work environments are becoming key areas of concern. Research shows that abusive supervision and workplace bullying can have devastating effects on employee wellbeing, leading to heightened stress, anxiety, and disengagement. As organizations strive to build positive cultures, understanding how to prevent and address such behaviors will be essential for improving overall wellbeing.

Another emerging trend is the growing interest in "workplace spirituality" and "employee commitment." As organizations increasingly recognize the importance of purpose and meaning in the workplace, researchers have begun to explore how workplace spirituality — the sense of connectedness, belonging, and purpose — influences employee wellbeing. Studies suggest that when employees feel aligned

with the values and mission of their organization, they are more likely to experience higher levels of wellbeing and commitment.

However, there are notable gaps in the literature that warrant further exploration. For instance, while there has been extensive research on the relationship between wellbeing and performance outcomes like "job satisfaction" and "productivity," there is less focus on how wellbeing intersects with diversity, equity, and inclusion (DEI) efforts. Given the increasing attention on DEI in organizations, future research should explore how different demographic groups (e.g., gender, race, age) experience wellbeing differently and how DEI initiatives can support the wellbeing of all employees.

#### ***The Role of Job Design and Work Environment***

One of the most consistent findings in the literature is the importance of job design and the work environment in influencing employee wellbeing. The green cluster in the keyword co-occurrence network, which connects "wellbeing" with terms like "work environment," "job performance," and "employee health," highlights the critical role of creating supportive and healthy workplaces. Research shows that factors such as job autonomy, meaningful work, and a positive physical environment are essential for promoting employee wellbeing [26].

Moreover, the relationship between wellbeing and "burnout" as well as "work engagement" underscores the need for organizations to carefully manage workloads and provide employees with the resources they need to succeed. The Job Demands-Resources (JD-R) model offers a useful framework for understanding how the balance between demands and resources affects wellbeing. When job demands exceed resources, employees are more likely to experience burnout, whereas when resources are sufficient, engagement and wellbeing are enhanced [27].

#### ***Implications for Future Research and Practice***

The findings from this bibliometric analysis have several important implications for both future research and organizational

practice. First, the increasing prominence of terms related to negative workplace behaviors, such as bullying and abusive supervision, highlights the need for more research on how to create psychologically safe work environments. Organizations should prioritize developing policies and interventions that address toxic behaviors and promote positive leadership practices. Second, the rising interest in workplace spirituality and employee commitment suggests that organizations should focus on fostering a sense of purpose and meaning in the workplace. This could involve aligning organizational values with employees' personal values, creating opportunities for meaningful work, and encouraging open communication about the organization's mission. Finally, the analysis reveals a gap in the intersection of employee wellbeing and DEI. Future research should explore how diverse groups of employees experience wellbeing differently and how tailored interventions can be developed to support underrepresented groups. As organizations become more diverse, it will be critical to ensure that wellbeing initiatives are inclusive and address the unique challenges faced by different demographic groups.

## **5. CONCLUSION**

This bibliometric study provides a comprehensive analysis of global trends in employee wellbeing research, highlighting the increasing focus on key themes such as burnout, work engagement, job satisfaction, and the impact of leadership and workplace environment on employee health. The analysis reveals a growing interest in understanding the negative effects of toxic leadership behaviors, such as abusive supervision and workplace bullying, alongside the positive influence of transformational leadership and supportive work environments. While much progress has been made in understanding employee wellbeing, gaps remain, particularly in the intersection of wellbeing with diversity, equity, and inclusion (DEI). Future research should further explore how different

demographic groups experience wellbeing and how organizations can foster inclusive environments that support the wellbeing of all employees. Overall, this study underscores

the critical importance of employee wellbeing as a key factor in organizational success and sustainability.

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