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Research Article

Mental Health and Employee Wellbeing: A Bibliometric and Thematic Content Analysis

Niketa Munda[1], Nidhi Srivastava[2], Kalidas Kaman[3]
[1]*Institute of Management, Banaras Hindu University, Varanasi, India.*
Niketa.m@fmsbhu.ac.in
[2]*Faculty of Commerce, Banaras Hindu University, Varanasi, India.*
nidhichitransh108@gmail.com
[3] *Institute of Management, Banaras Hindu University, Varanasi, India.*
kdkaman22@gmail.com
**Corresponding author Email: kdkaman22@gmail.com*

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ABSTRACT

Introduction: Mental health and employee wellbeing have become critical determinants of organizational success, significantly impacting productivity, engagement, and retention, particularly in high-pressure work environments. With escalating workplace stressors and global challenges, there is a growing recognition of the need for effective strategies to enhance employee wellbeing.

Objectives: This study aims to explore the evolving research landscape on mental health and employee wellbeing. It seeks to identify key themes, collaborative patterns, and gaps in the literature to provide actionable insights for improving workplace wellbeing.

Methods: The research employs a bibliometric and thematic content analysis from 1980 to 2024 of 254 scholarly articles published across 180 journals. A systematic review of collaborative research patterns involving 994 authors was conducted, coupled with a thematic analysis to identify recurring themes such as workplace culture, leadership support, and stress management practices.

Results: The findings indicate an annual growth rate of 8.34% in research publications, reflecting increasing interest in mental health and employee wellbeing. Collaborative research patterns and thematic analysis highlight the interconnected roles of workplace culture, leadership support, and stress management in promoting employee wellbeing. The study also identifies gaps in the literature, such as limited focus on cultural and industry-specific wellbeing strategies.

Conclusions: This research underscores the importance of mental health strategies in fostering healthier workplaces and improving employees' quality of life. By bridging theoretical insights and practical applications, the study provides organizations with data-driven interventions to address wellbeing challenges. It contributes to the broader discourse on mental health within organizational frameworks and offers a roadmap for future research in this vital area.

Keywords: Mental health; Employee wellbeing; Wellness; bibliometric analysis; thematic analysis; content analysis.

1. INTRODUCTION

The increasing recognition of mental health and employee wellbeing as crucial components of organizational success has sparked extensive research in these areas. In today's high-pressure work environments, mental health is no longer seen as a personal issue but as an organizational priority. Studies indicate that workplace stress, job satisfaction, and overall wellbeing significantly affect employee productivity, engagement, and retention, making these topics essential for both academics and practitioners (Khamisa et al., 2015).

Mental health encompasses emotional, psychological, and social well-being, shaping how individuals think, feel, and act. According to the World Health Organization (WHO), it is “a state of well-being in which individuals realize their abilities, can cope with normal stresses, work productively, and contribute to their communities” (World Health Organization, 2001). Over the past century, the understanding of mental health has evolved, influenced by various scholars and movements.

Sigmund Freud, considered the father of psychoanalysis, established foundational concepts linking human behavior to unconscious processes, emphasizing early experiences and trauma (Westen, 1998). Following him, Carl Jung expanded the field with ideas of collective unconscious and personality types (Walters, 1994). Awareness of mental health surged after World War II, notably with the formation of the National Institute of Mental Health (NIMH) in 1949, which focused on improving research and treatment. The introduction of Cognitive Behavioral Therapy (CBT) by Aaron Beck in the 1960s marked a significant shift towards evidence-based approaches in treating mental disorders (Dozois et al., 2019).

As mental health awareness evolved, the workplace emerged as a critical area of focus. Employee wellbeing encompasses the mental, emotional, and physical health of employees, including their fulfillment and satisfaction at work (Slemp et al., 2014). Initially viewed primarily through a physical lens, the concept of employee wellbeing broadened in the 1970s with Abraham Maslow’s hierarchy of needs, highlighting the importance of psychological health for employee potential.

The late 20th century saw the term "employee wellbeing" gain traction, especially with the rise of positive psychology led by figures like Martin Seligman (Catani, 2023). His emphasis on human strengths, optimism, and happiness shifted the focus from treating mental illness to promoting mental wellness. This understanding aligned mental health with workplace wellbeing, prompting organizations to recognize its integral role in productivity and success.

Recent global challenges, including the COVID-19 pandemic, have intensified the focus on mental health in workplaces. The WHO's 2019 acknowledgment of burnout as a syndrome resulting from chronic workplace stress underscores the significant impact of work environments on mental health (Davis, 2021). This has spurred research on employee wellbeing, which now considers mental, emotional, and social dimensions alongside physical health.

Interest in mental health and employee wellbeing has surged over the past few decades (Hammoudi et al., 2023) 14, driven by increased awareness of psychological safety at work and the link between employee health and organizational performance. However, the literature remains vast and often fragmented across various disciplines, necessitating a comprehensive evaluation to identify trends, key research areas. A systematic analysis can provide valuable insights into the evolution of research in mental health and employee wellbeing.

Identifying recurring patterns and themes within the literature is also essential. Thematic content analysis organizes and interpret the diverse studies in this field, revealing common factors influencing employee wellbeing, such as workplace culture, leadership support, and stress management practices. This understanding vital for developing practical interventions to promote employee wellbeing and mitigate mental health challenges in organizations.

This study aims to systematically evaluate scholarly trends and analyze key themes in mental health and employee wellbeing. By adopting this dual approach, it will clarify how employee mental health has been studied and how organizations can utilize these findings to enhance wellbeing strategies.

The research contributes to academic discourse by synthesizing fragmented studies across psychology, organizational behavior, and human resource management. It provides data-driven insights for organizations to implement effective interventions, including stress management, leadership support, and fostering positive workplace cultures. Addressing the growing mental health crisis, the study offers solutions for healthier work environments and improved employee quality of life, benefiting communities at large. It also informs workplace regulations and mental health guidelines, ensuring mental health is prioritized within organizational safety standards and public health frameworks. This multifaceted approach bridges theory and practice, emphasizing the critical role of mental health in achieving sustainable organizational success.

2. METHODOLOGY

Given the study's aim to systematically evaluate scholarly trends and analyze key themes in mental health and employee wellbeing, a mixed-methods approach combining bibliometric analysis and thematic content analysis is

particularly suitable. Bibliometric analysis enables a quantitative examination of the research landscape, identifying publication trends, influential studies, key authors, and the most researched topics over time (Donthu et al., 2021). This method offers a comprehensive overview of the scope and impact of existing research, providing a foundation for identifying gaps and emerging themes. Complementing this, thematic content analysis allows for a deeper qualitative exploration of the literature, enabling the identification and interpretation of recurring patterns, themes, and concepts that influence mental health and employee wellbeing (Anderson, 2007). By integrating these methods, the study will not only map out the breadth of research but also uncover nuanced insights into how mental health is conceptualized and addressed within organizations.

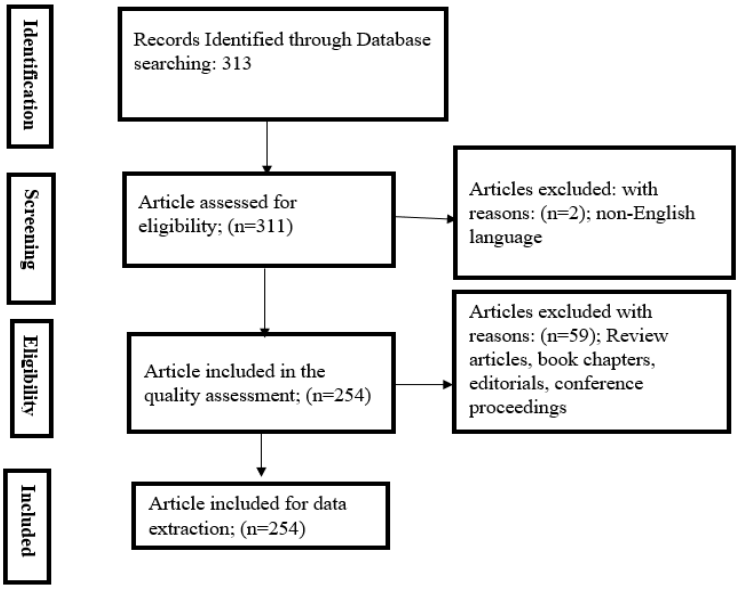

Figure 1: PRISMA framework (Source: Authors' compilation; credit: (Moher et al., 2009))

The search period of 1980-2024 ensures a comprehensive review of the literature, focusing on the emergence and evolution of the mental health and employee wellbeing. For this study, Scopus is due to their multidisciplinary coverage and relevance to employees. These databases are widely used in the previous bibliometric studies (Rejeb et al., 2023).

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) (Moher et al., 2009) tool is the protocol for data extraction in this study because it provides a standardized and transparent approach, ensuring the reproducibility and rigor of the review process. This protocol has been widely used by previous researchers (Copeland et al., 2023).

The search strategy utilized keywords pertaining mental health and employee well-being, such as "mental AND health AND employee AND wellness"; initially yielded a total of n=313 results in Scopus database. By refining the search criteria to focus on articles published in English, the number of relevant studies decreased to n=311. Further refinement involved excluding articles such as book chapters, conference proceedings, review articles, and editorials, resulting in a final sample size of n=254 articles for data extraction, as depicted in Figure 1 of this study.

Further, for thematic content analysis, the researchers immerse themselves in to the above data to gain a comprehensive understanding. Then, the data is coded, involving the systematic labeling of relevant segments of text based on emerging themes or concepts. This coding is done using RStudio software. After data is coded, the researchers group related codes into broader themes, ensuring that they accurately capture the essence of the data. The themes are then reviewed and refined, assessing their relevance and coherence in relation to the research objective. This iterative process revisited the original data to ensure that themes remain grounded in the evidence. Finally, the identified themes are defined and named, allowing researchers to articulate their significance and interconnections (Anderson, 2007).

D. Data Analysis and Results:

A. Main information

Figure 2: Main bibliometric Information

The figure 2, reflects a comprehensive analysis of scholarly contributions to the field from 1980 to 2024, encompassing a total of 254 documents sourced from 180 different journals and books. The annual growth rate of 8.34% indicates a robust and increasing interest in the subject area, with an average document age of 7.39 years and an impressive average of 14.83 citations per document, totaling 10,346 references. The analysis reveals a diverse range of scholarly engagement, with 994 authors contributing to the body of work, of which only 31 are single-authored documents, highlighting a collaborative research environment. On average, each document features 4.19 co-authors, with international co-authorships accounting for 9.84% of the total collaborations. The majority of the documents consist of articles, indicating a preference for disseminating research findings in this format. Additionally, there are 1,279 Keywords Plus and 735 author's keywords, which reflect the thematic focus and trends within the literature. This data underscores the dynamic and evolving nature of research in the field, characterized by extensive collaboration and impactful contributions.

B. Annual Scientific Production

The figure 3, presents a chronological overview of scientific article production in the field from 1980 to 2024. The early years show minimal activity, with only a few articles published in the 1980s and early 1990s, peaking at three articles in 1992. A noticeable increase in publication activity occurs in the mid-2000s, with a significant jump to four articles in 2005 and then gradually rising through the years. The most significant growth occurs from 2013 onward, with the number of articles steadily increasing, reaching a peak of 34 articles in both 2022 and 2024. This trend indicates a burgeoning interest in the subject matter, with a marked escalation in research output particularly evident in the last decade. The data suggests that the field has experienced a transformation into a more active research area, especially in recent years, reflecting a growing emphasis on understanding the associated themes and challenges.

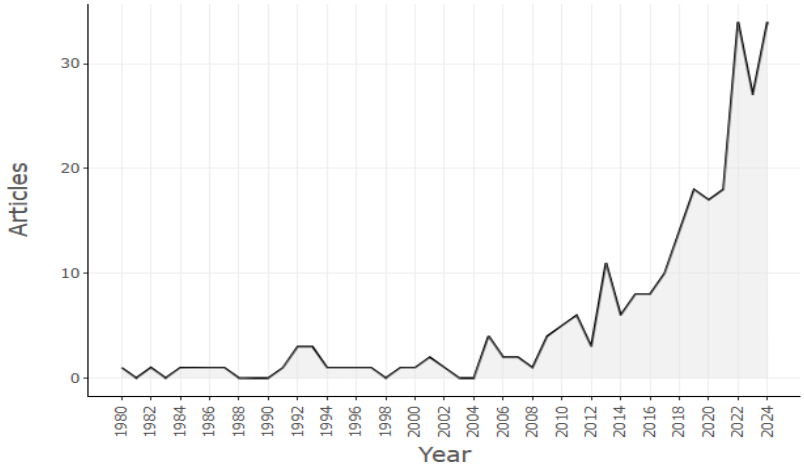

Figure 3: Annual Scientific Production

C. Average Citations per year

The citation metrics reveal a fluctuating trend, with notable peaks in certain years. For instance, 1992 stands out with an average of 77.67 citations per article, likely due to the impact of influential publications during that period. Similarly, 1997 shows an exceptionally high average of 231 citations per article, suggesting a significant breakthrough or landmark study. However, as the years progress, the average citations per article generally decrease, particularly evident from 2022 onward, where the average drops to 4.85, followed by even lower figures in 2023 and 2024. This decline may reflect the growing number of publications in recent years, which could dilute the citation impact of newer articles (see figure 4).

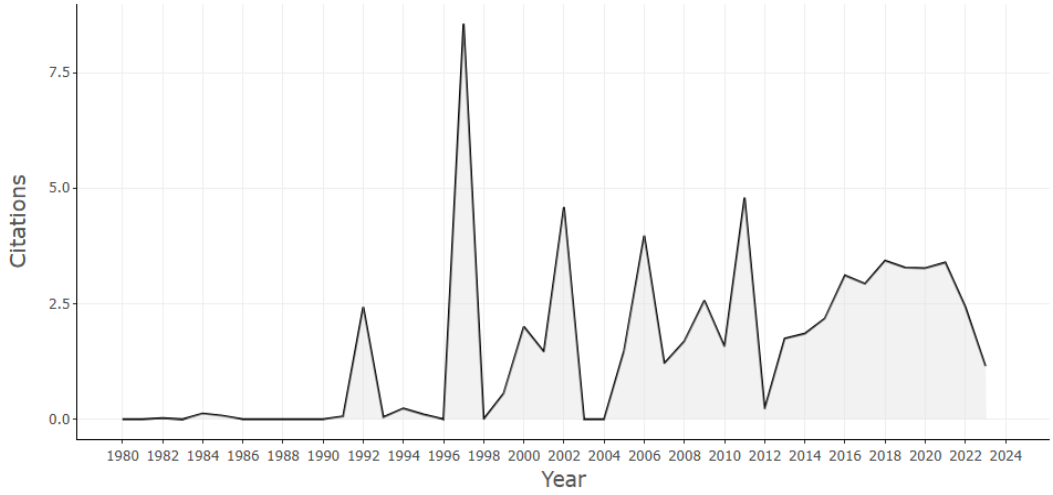

Figure 4: Average citations

D. Most relevant Sources

The Journal of Occupational and Environmental Medicine leads with 19 articles, indicating its significant role in disseminating research related to occupational health issues. Following closely, the American Journal of Health Promotion has 9 articles, emphasizing its focus on promoting health in workplace settings. Other notable sources include the International Journal of Environmental Research and Public Health and the International Journal of Workplace Health Management, contributing 6 and 5 articles, respectively. Journals such as BMC Public Health, Journal of Occupational Health Psychology, and Occupational Medicine each provide 4 articles, reflecting a diverse array of research perspectives. Additionally, the Workplace Health and Safety, Frontiers in Psychiatry, and Health Promotion Practice journals contribute 4 and 3 articles, respectively, underscoring their relevance to the discourse on employee wellbeing (see table 1)

Table 1: Top 10 relevant sources

Journal	h-index	g-index	m-index	TC	NP
JOURNAL OF OCCUPATIONAL AND ENVIRONMENTAL MEDICINE	10	19	0.435	386	19
AMERICAN JOURNAL OF HEALTH PROMOTION	6	9	0.182	590	9
BMC PUBLIC HEALTH	4	4	0.235	125	4
INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH	4	6	0.8	88	6
INTERNATIONAL JOURNAL OF WORKPLACE HEALTH MANAGEMENT	4	5	0.308	84	5
JOURNAL OF OCCUPATIONAL HEALTH PSYCHOLOGY	4	4	0.211	191	4

FRONTIERS IN PSYCHIATRY	3	3	0.75	43	3
OCCUPATIONAL MEDICINE	3	4	0.2	67	4
BMJ OPEN	2	2	0.667	9	2
FAMILIES, SYSTEMS AND HEALTH	2	2	0.5	4	2

E. Sources Dynamics

The Journal of Occupational and Environmental Medicine stands out with an h-index of 10 and a g-index of 19, signifying its substantial influence, as evidenced by its 386 total citations from 19 publications since 2002. The American Journal of Health Promotion follows with an h-index of 6, a g-index of 9, and the highest total citations (590) despite having only 9 articles published since 1992, highlighting its significance in health promotion research. Other noteworthy journals include BMC Public Health and the International Journal of Environmental Research and Public Health, both with an h-index of 4 but different citation patterns. The International Journal of Workplace Health Management, Journal of Occupational Health Psychology, and Occupational Medicine each contribute valuable research, with g-indices indicating their citation potential (see figure 5)

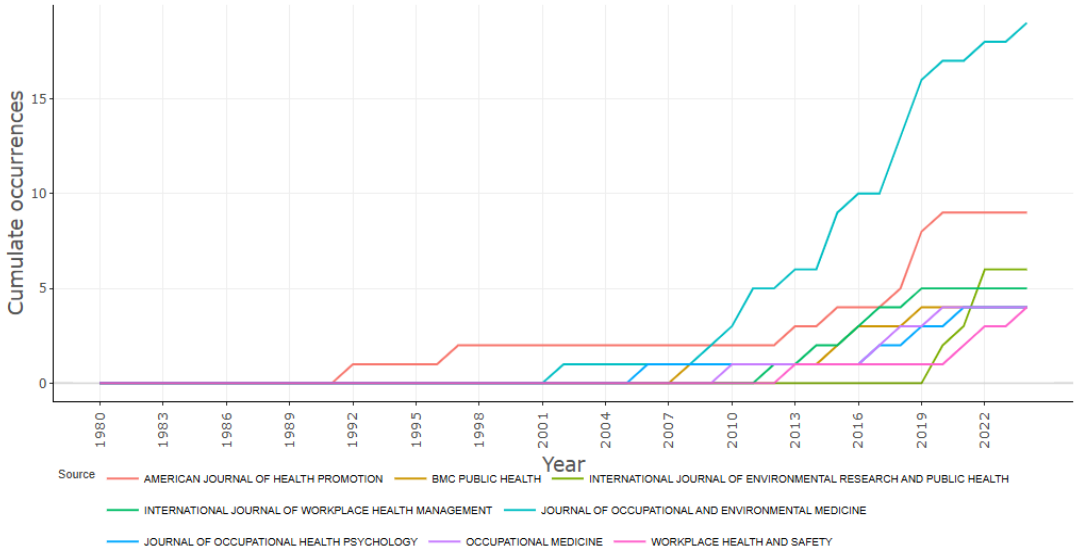

Figure 5: Source dynamics

F. Most Relevant Authors

Table 2: Top 10 Most Relevant Authors

Authors	h-index	g-index	m-index	TC	NP
CLARK MM	4	4	0.333	103	4
JENKINS SM	4	4	0.333	103	4
OLSEN KD	4	4	0.333	103	4
WERNEBURG BL	4	4	0.333	103	4
CARLETON RN	3	3	0.6	109	3
GOETZEL RZ	3	4	0.13	122	4
HAGEN PT	3	3	0.25	61	3
MERRILL RM	3	3	0.214	82	3
RICCIARDELLI R	3	4	0.6	112	4
RILEY BA	3	3	0.273	88	3

CLARK MM, JENKINS SM, OLSEN KD, and WERNEBURG BL each have an h-index and g-index of 4, indicating that they have at least four publications with significant citations. They also share the same m-index of 0.333, a consistent pattern since they all started publishing in 2013, with a total citation count (TC) of 103 and 4 publications (NP). Notably, CARLETON RN and RICCIARDELLI R have higher m-indices (0.6), reflecting rapid impact since their more recent publishing starts in 2020. GOETZEL RZ, despite starting in 2002, has a lower m-index (0.13), though they have the highest TC of 122, indicating sustained long-term impact. HAGEN PT, MERRILL RM, and RILEY BA have similar h- and g-indices of 3, showing moderate influence with varying m-indices, indicating different rates of citation accumulation over time.

G. Countries

Table 3: Top 10 Countries

Country	Articles	SCP	MCP	Freq	MCP_Ratio
USA	112	107	5	0.441	0.045
Not specified	56	55	1	0.22	0.018
CANADA	22	19	3	0.087	0.136
UK	8	8	0	0.031	0
AUSTRALIA	7	7	0	0.028	0
SOUTH AFRICA	7	6	1	0.028	0.143
CHINA	4	2	2	0.016	0.5
INDIA	4	4	0	0.016	0
HONG KONG	3	1	2	0.012	0.667
JAPAN	3	3	0	0.012	0

The table 3, provides an analysis of published articles by country, focusing on the comparison between Single Country Publications (SCP) and Multiple Country Publications (MCP). The USA leads with the highest number of articles (112), of which 5 are MCPs, representing a low MCP ratio of 0.045. Similarly, Canada, with 22 articles, has a relatively higher MCP ratio (0.136), while the UK and Australia have only SCPs. Notably, China has a high MCP ratio of 0.5, reflecting stronger international collaboration, despite having only 4 articles. Hong Kong shows the highest MCP ratio (0.667), indicating a preference for international research collaboration, despite its smaller article count. Other countries like South Africa and Japan have minor contributions but varied MCP ratios, reflecting different levels of collaboration. The table 3, highlights the dominance of the USA in terms of volume but reveals more international collaboration in smaller research outputs from regions like China and Hong Kong.

H. Countries Production over time

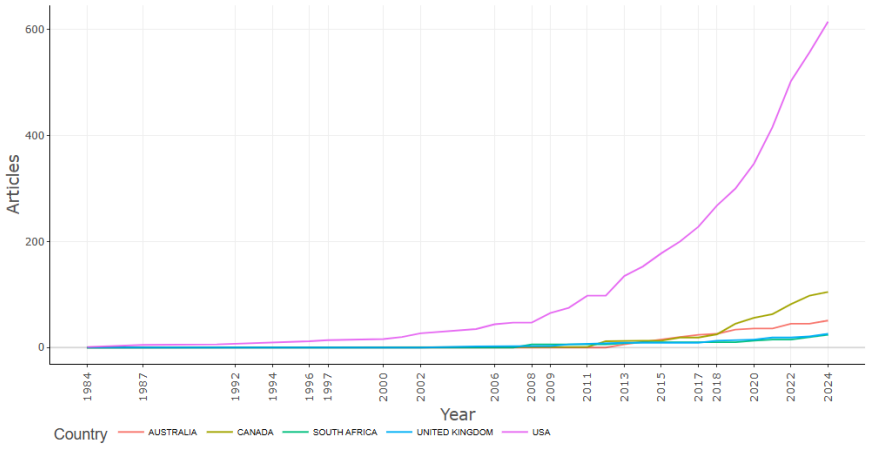

Figure 6: Countries Production over time

The USA shows a consistent increase in production, starting from 1 article in 1984 and growing dramatically to 615 by 2024. This reflects the country's dominant role in research output. Canada follows a similar upward trajectory, though its contribution starts later, with 1 article in 2000 and growing steadily to 105 by 2024. The UK, though slower in the early years, shows a consistent rise from 2 articles in 2005 to 26 by 2024. South Africa's contributions began in 2008 with 6 articles and increased modestly to 24 by 2024. Australia, too, began contributing later, with 6 articles in 2013 and increasing to 51 by 2024. The figure 6, highlights the dominance of the USA in research output, while other countries like Canada, the UK, South Africa, and Australia exhibit gradual but steady growth in their contributions over time.

I. Most Globally Cited References

Table 4: Top10 Globally Cited References

Paper	Total Citations	TC per Year	Normalized TC
FRANCIS ME, 1992, AM J HEALTH PROMOT	233	7.06	3.00
ADAMS T, 1997, AM J HEALTH PROMOT	231	8.25	1.00
MOEN P, 2011, J HEALTH SOC BEHAV	158	11.29	2.53
OZMINKOWSKI RJ, 2002, J OCCUP ENVIRON MED	101	4.39	1.00
DIBONAVENTURA MD, 2011, BMC MUSCULOSKELET DISORD	100	7.14	1.60
BUTTERWORTH S, 2006, J OCCUP HEALTH PSYCHOL	95	5.00	1.33
METTLER T, 2019, INF SYST J	83	13.83	5.06
AMMENDOLIA C, 2016, BMC PUBLIC HEALTH	80	8.89	3.22
ALLEN D, 2018, HUM RESOUR HEALTH	79	11.29	3.84
PAGE KM, 2013, J HAPPINESS STUD	70	5.83	3.65

The table 4, lists the most globally cited references, focusing on their total citations (TC), average citations per year (TC per year), and normalized total citations (Normalized TC). The most cited paper is by Francis ME (1992) in *American Journal of Health Promotion* with 233 total citations, averaging 7.06 citations per year and a normalized score of 3.00. Adams T (1997) follows closely with 231 total citations but a lower normalized score of 1.00, despite a higher TC per year (8.25). Moen P (2011) in *Journal of Health and Social Behavior* has 158 citations but a strong average of 11.29 per year, highlighting its relevance in recent years. Mettler T (2019) in *Information Systems Journal* stands out with 83 citations but the highest TC per year (13.83) and a normalized score of 5.06, indicating rapid recognition. Other notable papers include Ammendolia C (2016) with 80 citations and a high normalized score (3.22), and Allen D (2018) with 79 citations and a strong TC per year of 11.29. The table 4, emphasizes both the historical impact of older papers and the emerging influence of newer works.

J. Reference Spectroscopy

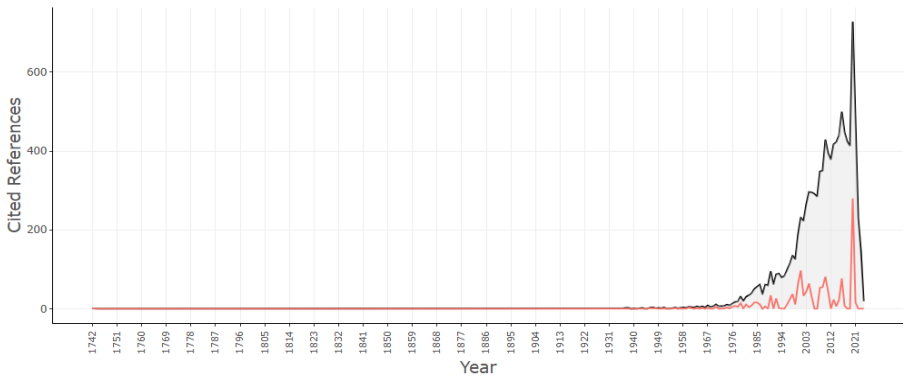

Figure 7: Reference Spectroscopy

The figure 7, shows the annual citations and their difference from the 5-year median (diffMedian5) for a reference in the field of spectroscopy, spanning from 1742 to 2024. Initially, citations are sparse, with just a few isolated occurrences until the late 1800s. From the 1940s onward, citations begin to increase, with significant growth starting in the late 1970s, particularly between 1979 (31 citations) and 1984 (50 citations). The most notable growth occurs from 1990 onward, peaking in 2020 with 728 citations, the highest in the dataset. However, there is a sharp decline afterward, with 2023 and 2024 showing significantly fewer citations (146 and 19, respectively), and large negative differences from the 5-year median, suggesting a steep decline in recent interest or relevance. The dramatic surge in 2020 might reflect a specific event or breakthrough that temporarily boosted citations, followed by a rapid tapering off. (see figure 7)

K. Word Cloud

Figure 8: Word Cloud

The figure 8, highlights the frequency of key terms related to health promotion and workplace health. "Human" and "adult" are the most frequent, occurring 166 and 156 times, respectively, along with gender-specific terms like "female" (156) and "male" (154). Key themes in health promotion are evident, including "health promotion" (138), "workplace" (129), "mental health" (117), and "occupational health" (92). Other significant terms include "employee" (57), reflecting a focus on workplace well-being, and "wellbeing" (43) and "quality of life" (38), indicating an emphasis on individual health outcomes. Pandemic-related terms such as "COVID-19" (23) and "coronavirus disease 2019" (19) highlight recent concerns, while "stress" (36) and "burnout" (21) underscore mental health challenges. The prevalence of terms like "exercise" (45) and "physical activity" (18) reflects the importance of promoting healthy behaviors in these studies (see figure 8)

L. Tree Map

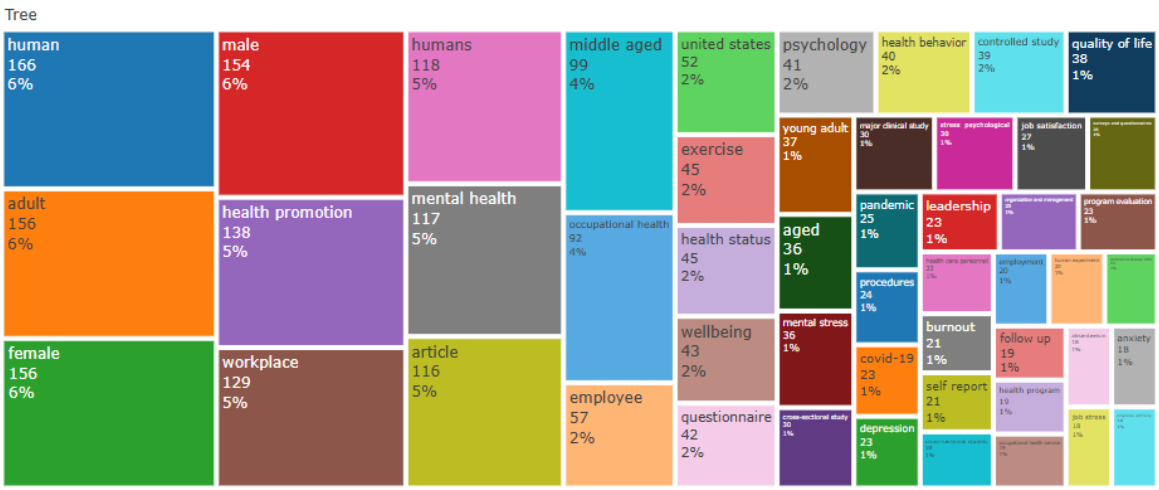

Figure 9: Tree Map

The figure 9, showcases the frequency of terms associated with workplace health, mental well-being, and occupational dynamics, emphasizing key themes in health promotion. Demographic factors such as "human" (166), "adult" (156),

"female" (156), and "male" (154) highlight the population groups often studied. A strong emphasis on "health promotion" (138) and the "workplace" (129) suggests a focus on interventions aimed at improving health within occupational settings. Mental health is a significant concern, as evidenced by the prominence of "mental health" (117), "mental stress" (36), "stress psychological" (30), and "burnout" (21). The terms "employee" (57), "job satisfaction" (27), and "job stress" (18) reflect the connection between workplace environments and psychological well-being. The impact of the COVID-19 pandemic is apparent with terms like "pandemic" (25), "COVID-19" (23), and "coronavirus disease 2019" (19), highlighting its influence on occupational health studies. Other important areas include "exercise" (45) and "physical activity" (18), reinforcing the role of physical health in overall well-being, while "quality of life" (38) and "wellbeing" (43) underscore a holistic view of health. Lastly, methodologies like "cross-sectional study" (30) and tools such as "questionnaire" (42) point to common research methods used in these studies.

M. Trend Topics

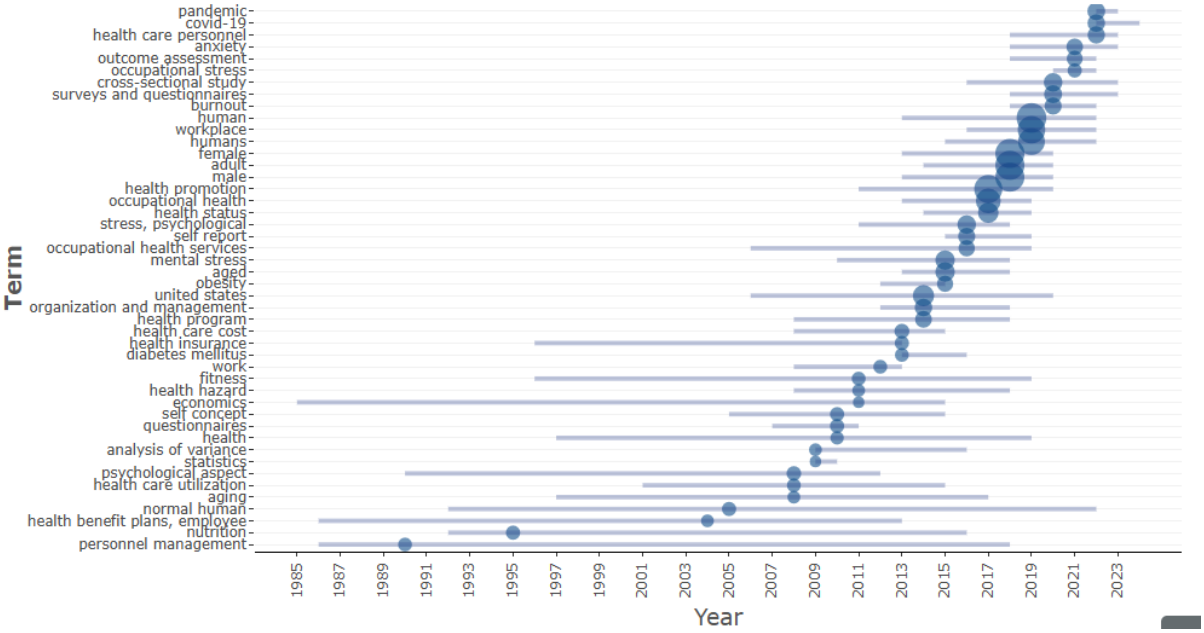

Figure 10: Trend Topics

The figure 10, highlights the evolution of key topics over time, with a focus on health-related themes in workplace and occupational settings. Older topics like "personnel management" (1986) and "health benefit plans, employee" (1986) reflect long-standing concerns, while more recent issues like "pandemic" (2022) and "COVID-19" (2022) have emerged in response to global health crises. Health promotion is a dominant theme, with a median focus around 2017 and continuing relevance in 2020, reflecting ongoing efforts to improve employee well-being. Topics like "occupational health" (2013–2019), "mental stress" (2010–2018), and "burnout" (2018–2022) illustrate the increasing importance of mental health in the workplace. The recent emphasis on "workplace" (2016–2022) and "occupational stress" (2020–2022) aligns with this shift. There is also a notable focus on demographic factors, such as "adult" and "female" (both peaking around 2018–2020), as well as methodological approaches like "cross-sectional study" (2020–2023) and "surveys and questionnaires" (2018–2023), which continue to be widely used in research. The persistence of "obesity" (2012–2015), "diabetes mellitus" (2013–2016), and "health care cost" (2008–2015) highlights the ongoing concern for chronic health conditions and economic implications in healthcare.

N. Co-occurrence Network

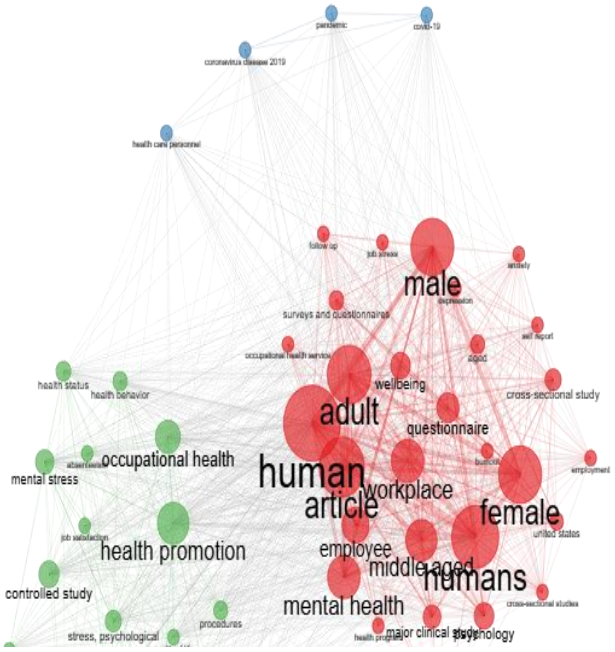

Figure 11: Co-occurrence Network

The figure 11, presents a co-occurrence network analysis, highlighting the interconnectedness and centrality of various terms related to health, workplace, and psychological themes. The node "human" holds the highest centrality across several metrics, including betweenness (36.54), closeness (0.0204), and PageRank (0.06476), signifying its pivotal role in the network. Other closely related terms like "adult" (14.07 betweenness, 0.04775 PageRank), "female" (13.76 betweenness, 0.04696 PageRank), and "male" (13.58 betweenness, 0.04680 PageRank) indicate the demographic focus of many studies.

Key topics such as "workplace" (6.32 betweenness, 0.03353 PageRank), "mental health" (8.37 betweenness, 0.03316 PageRank), and "employee" (4.85 betweenness, 0.02788 PageRank) emphasize the intersection of health and occupational well-being. "Health promotion" (4.68 betweenness, 0.03240 PageRank) and "occupational health" (3.32 betweenness, 0.02570 PageRank) reflect continued efforts to improve workplace health practices.

In terms of psychological factors, "mental stress" (1.51 betweenness, 0.01925 PageRank) and "stress, psychological" (1.16 betweenness, 0.01728 PageRank) stand out, demonstrating the focus on mental well-being. The table also includes emergent topics like "pandemic" (0.47 betweenness, 0.01059 PageRank) and "COVID-19" (0.16 betweenness, 0.00950 PageRank), indicating recent shifts in research priorities toward public health crises. Other terms like "physical activity" (0.34 betweenness, 0.01224 PageRank) and "job satisfaction" (0.28 betweenness, 0.01000 PageRank) show an interest in lifestyle factors affecting health.

O. Thematic Map

The 12 and 13, presents key terms and metrics related to a cluster labeled "psychology," highlighting various occurrences and centrality measures of specific terms within a dataset. The term "united states" appears 33 times, exhibiting the highest betweenness centrality (324.80), indicating its pivotal role in connecting other concepts within the network. Other notable terms include "health status" (25 occurrences), "psychology" itself (39 occurrences), and "young adult" (21 occurrences), each contributing significantly to the overall thematic landscape. The terms "aged" and "depression" also stand out with respective centrality scores of 147.11 and 221.99, reflecting their relevance in the psychological discourse. Metrics such as closeness centrality and pagerank centrality further illustrate the influence of these terms; for instance, "psychology" has a pagerank centrality of 0.011, underscoring its importance in the network. The prevalence of terms like "cross-sectional study" (30 occurrences) and "major clinical study" (30

occurrences) emphasizes the methodological focus within psychological research, indicating a trend towards empirical investigation.

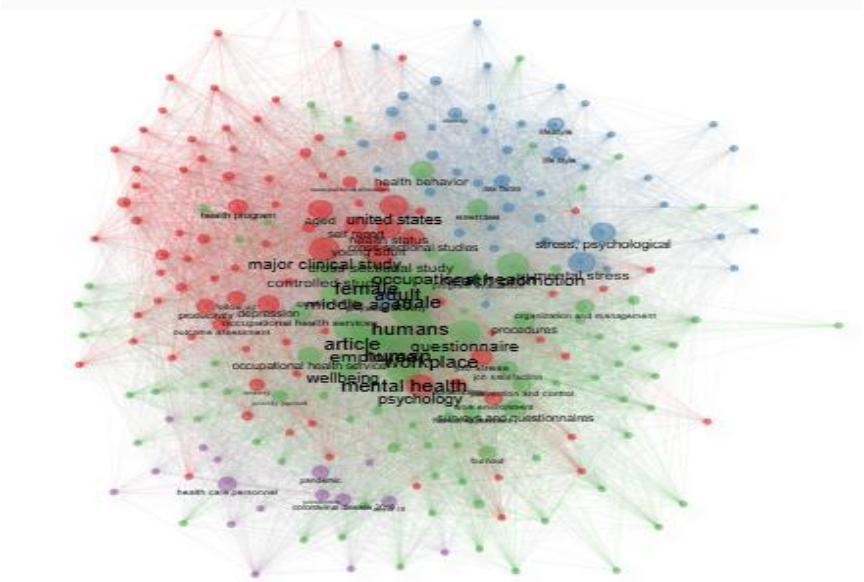

Figure 12: Thematic map network

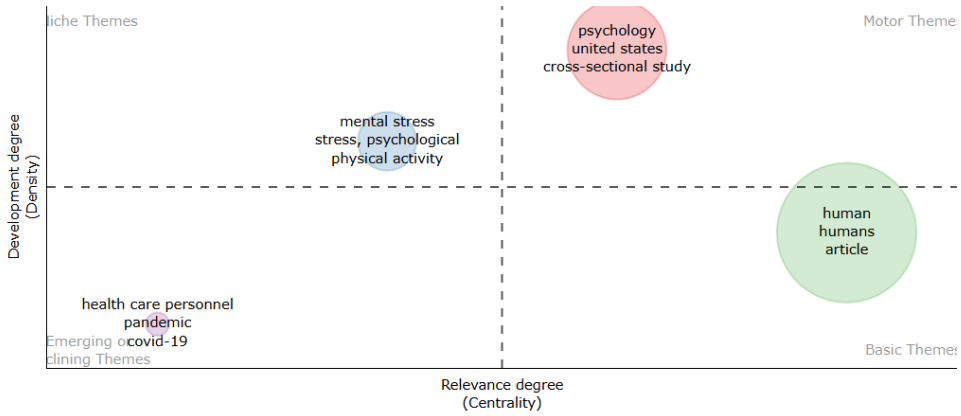

Figure13: Thematic Map

P. Thematic Evolution

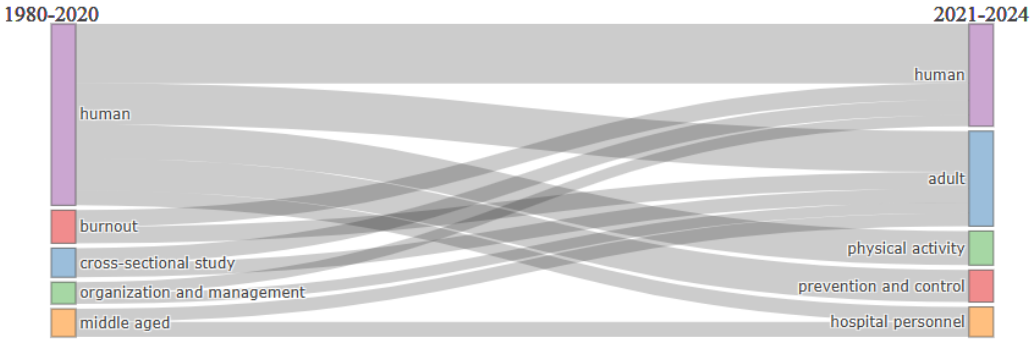

Figure 14: Thematic Evolution

The figure 14, outlines the thematic evolution of key terms across two timeframes: 1980-2020 and 2021-2024, focusing on concepts related to burnout, human health, and organizational management. Notably, the link between "burnout" and "health care organization" shows a Weighted Inclusion Index of 0.17 with 8 occurrences, indicating significant relevance. Similarly, connections to "adult" and "human" during the more recent period highlight the ongoing discussion around mental health, as evidenced by terms like "burnout, professional" and "mental health service," both having substantial inclusion indices. The term "cross-sectional study" demonstrates a strong connection to various aspects of mental health, with notable terms such as "psychological well-being" and "health care utilization" appearing frequently. The "human" category also reveals a high Weighted Inclusion Index of 0.62 with 59 occurrences, underscoring its central role in health discussions, particularly concerning "work engagement" and "mental health." Additionally, "middle aged" and "organization and management" show evolving themes related to occupational health and leadership, with significant overlaps in terms of "health status" and "organizational culture." The Stability Index across various connections remains relatively low, indicating that while themes evolve, there is a stable foundation of core concepts such as prevention, control, and health services that persist across the two periods. This thematic evolution reflects an ongoing and growing focus on mental health, workplace dynamics, and the implications of burnout in health care settings.

Q. Factorial Analysis

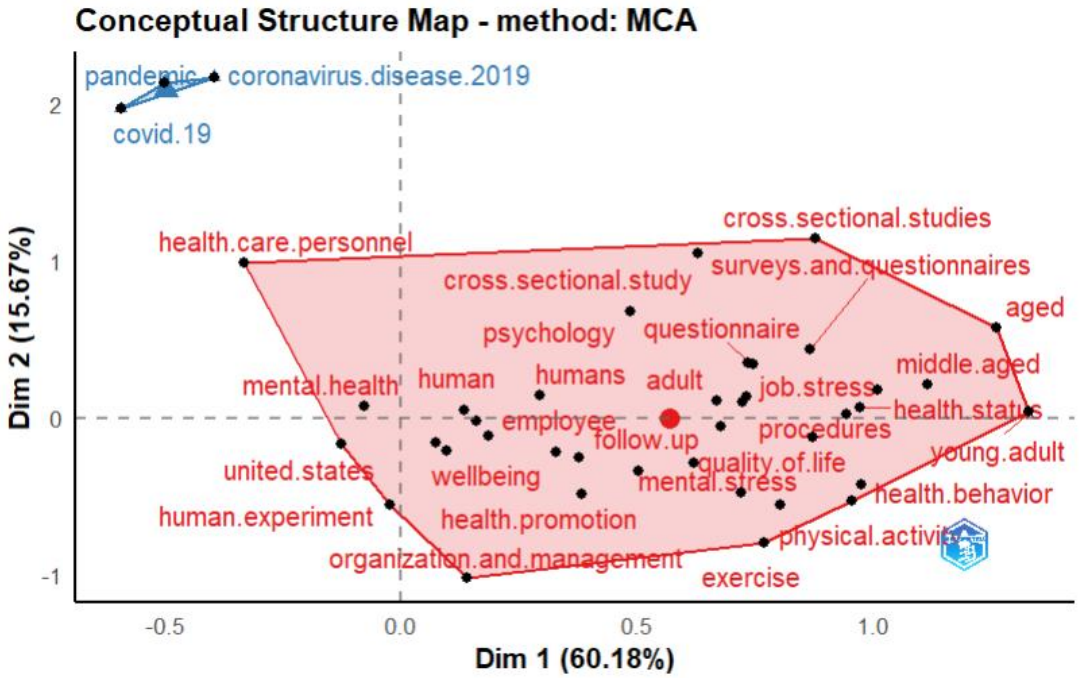

Figure 15: Factorial Analysis

The figure 15, presents a summary of various research articles related to health promotion and occupational health, categorized under Cluster 1. Each entry includes details such as the authors, publication year, journal name, and key metrics like the two dimensions (dim1 and dim2), contribution (contrib), total citations (TC), and cluster classification. Notably, the contributions range from -0.5 to 0.7, indicating varying levels of influence or relevance to the cluster, with Adams et al. (1997) showing a significant negative contribution of 1.35, suggesting a less favorable alignment with the cluster's themes. In contrast, Dibonaventura et al. (2011) displays a notable positive contribution of 2.52, indicating a strong relevance to the cluster's focus on musculoskeletal disorders. The total citations (TC) provide insight into the impact and recognition of these studies, with the highest citation count (233) attributed to Francis et al. (1992), reflecting its foundational role in health promotion research. The dimensional scores reveal the multidimensionality of health-related topics, with varying levels of alignment and contribution to the overarching health promotion narrative within the cluster. This factorial analysis underscores the diverse perspectives and findings in the literature, emphasizing the importance of these studies in understanding health promotion and occupational health dynamics.

R. Co-citation Network

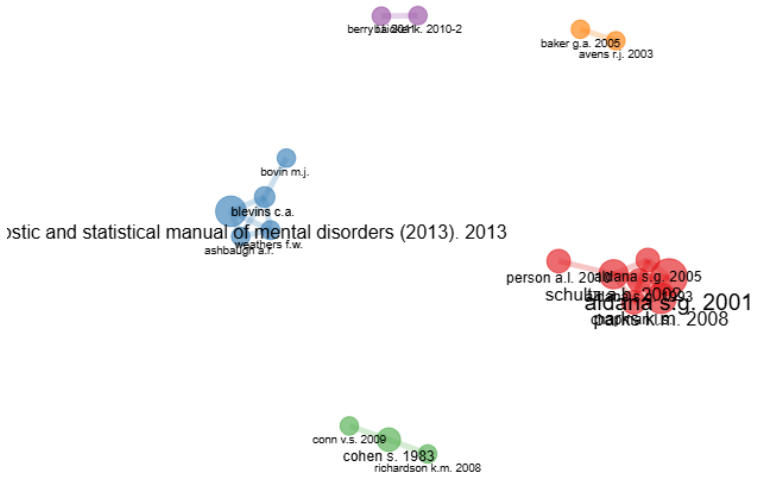

Figure 16: Co-citation Network

The figure 16, presents a co-citation network analysis of various authors and their contributions to different clusters of health-related research, highlighting key metrics such as betweenness, closeness, and PageRank. The entries are categorized into clusters, with the first cluster showcasing authors like Aldana (2001, 1993, 2005), Parks (2008), and Schultz (2002), indicating their foundational roles in cluster 1, although most have low betweenness scores, suggesting limited influence on the network's connectivity. Notably, Schultz (2002) has a betweenness score of 5, highlighting its importance as a bridging node within the cluster. In contrast, cluster 2 includes authors like Blevins and Weathers, with varied closeness and PageRank scores indicating their relevance and influence in this domain. Cluster 3 includes significant contributors such as Cohen (1983) and Conn (2009), who display higher closeness scores, suggesting they are more central to the network. Cluster 4 features Baicker (2010) and Berry (2011), both with substantial PageRank scores of 0.2, indicating their prominence within the literature. Finally, cluster 5 includes Baker (2005) and Avens (2003), also reflecting a strong presence in the network.

S. Collaboration Network

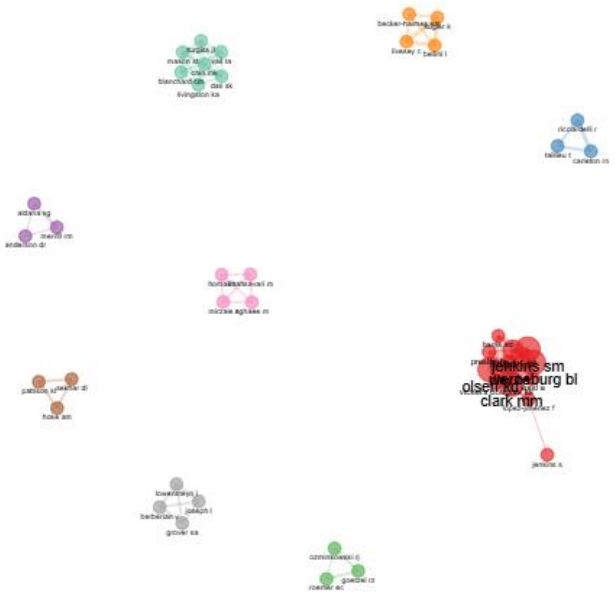

Figure 17: Collaboration Network

The figure 17, provides a detailed overview of the collaboration network among researchers in cluster 1, highlighting their interconnectedness through metrics such as betweenness, closeness, and PageRank. Notably, several authors, including Clark, Jenkins (both SM and S), Olsen, and Werneburg, share a high betweenness score of approximately 0.82, indicating their significant role as bridges within the network, facilitating connections among various nodes. This suggests they may have a strong influence on the flow of information and collaborative efforts in their research domain. In contrast, Harris and Jenkins (S) display low betweenness scores, indicating they have less impact on the overall connectivity within the network. Lopez-Jimenez stands out with a notably high betweenness score of 10, indicating exceptional prominence as a connector among various authors, which may point to a leadership role in collaborative initiatives or key research projects. Furthermore, the closeness scores are generally low across the board, suggesting that while the authors are interconnected, they may not be in proximity to each other within the broader research landscape. PageRank values also reflect similar trends, with most authors having low scores, which may indicate less recognition or influence in wider academic circles. This analysis underscores the collaborative dynamics within this cluster, emphasizing key players who facilitate connections and the varying degrees of influence among them.

T. Collaboration World Map

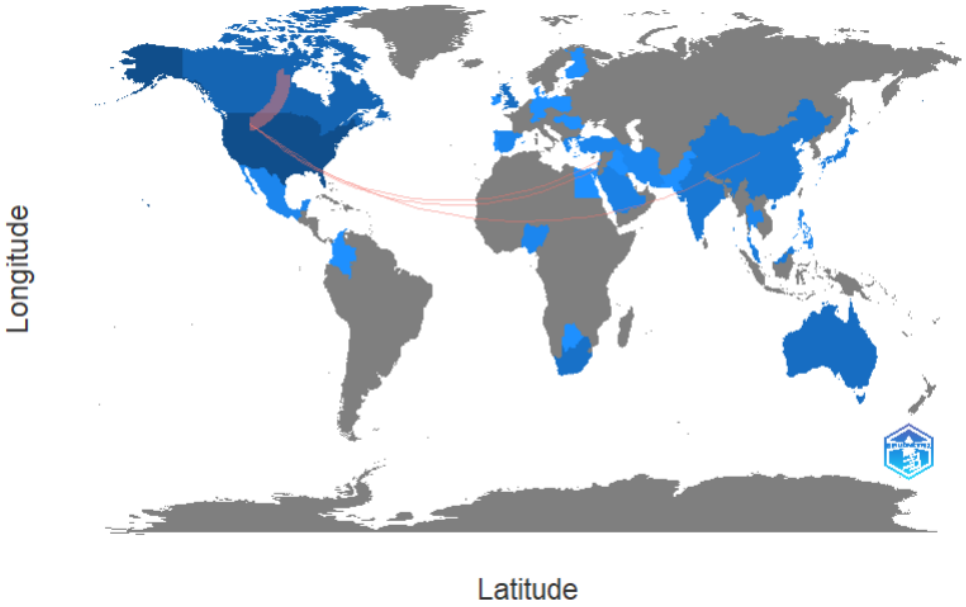

Figure 18: Collaboration World Map

Table 5: Collaboration

From	To	Frequency	From	To	Frequency
AUSTRALIA	HONG KONG	1	UK	GREECE	1
CANADA	DENMARK	1	UK	MALAYSIA	1
CANADA	MEXICO	1	UK	MEXICO	1
CANADA	UK	1	UK	SOUTH AFRICA	1
CHINA	HONG KONG	1	USA	BOTSWANA	1
CHINA	ROMANIA	1	USA	CANADA	3
CHINA	THAILAND	1	USA	CHINA	2
HONG KONG	ROMANIA	1	USA	DENMARK	1
JAPAN	ISRAEL	1	USA	GERMANY	1
MALAYSIA	NIGERIA	1	USA	ISRAEL	2
MALAYSIA	PAKISTAN	1	USA	JAPAN	1

SAUDI ARABIA	CHINA	1	USA	LEBANON	2
SAUDI ARABIA	EGYPT	1	USA	MALAYSIA	1
SAUDI ARABIA	HONG KONG	1	USA	MEXICO	1
SAUDI ARABIA	ROMANIA	1	USA	NIGERIA	1
SOUTH AFRICA	MALAYSIA	1	USA	SOUTH AFRICA	1
SOUTH AFRICA	NIGERIA	1	USA	SPAIN	1
			USA	TURKEY	1
			USA	UK	1

The collaboration world map table 5, illustrates the international research partnerships among various countries, showcasing a total of 27 distinct collaborations, each represented by a frequency of one or more. The United States emerges as a central hub in this network, with the highest collaboration frequency, including three partnerships with Canada and multiple connections with other countries such as China, Israel, and Lebanon. Notably, Canada collaborates with multiple nations, including Denmark, Mexico, and the UK, indicating its active participation in global research initiatives. In the Asia-Pacific region, China and Malaysia have formed partnerships with countries like Hong Kong, Thailand, and Nigeria, highlighting the diverse international collaboration within this region. Additionally, Saudi Arabia appears as a significant player, collaborating with countries such as Egypt, China, and Romania, which may reflect its growing influence in global research. The table also indicates a variety of bilateral partnerships, with unique collaborations like Australia with Hong Kong and Japan with Israel. The figure 18, underscores the interconnected nature of global research, emphasizing key countries that serve as vital conduits for international collaboration across different disciplines.

4. DISCUSSION OF THE RESULT

The marked increase in scholarly output since 2013 underscores the evolving understanding of how workplace dynamics influence mental health. This trajectory aligns with existing theories in occupational health psychology, emphasizing the need for a more nuanced exploration of employee wellbeing as a multidimensional construct. The growing body of literature reflects a shift towards integrating mindfulness, stress management, and emotional intelligence into workplace health frameworks. Furthermore, the citation patterns suggest the emergence of key studies that have set foundational theories, such as the Job Demands-Resources (JD-R) model and the Social-Ecological Model, which can guide future research inquiries. As the field matures, it is essential to develop a comprehensive theoretical framework that encapsulates the interplay between organizational culture, employee behavior, and mental health outcomes.

Interventions such as flexible work arrangements, employee assistance programs, and mindfulness training can be developed based on empirical evidence, ensuring that initiatives are tailored to meet the specific needs of the workforce. Moreover, the collaborative nature of the research suggests a growing recognition of the importance of interdisciplinary approaches, encouraging organizations to engage with mental health professionals, psychologists, and human resource experts to foster holistic wellbeing strategies. As organizations prioritize mental health, they not only improve employee satisfaction and retention but also enhance overall productivity and organizational performance.

As workplaces increasingly adopt mental health initiatives, they contribute to destigmatizing mental health issues, fostering a culture of openness and support. This shift can empower employees to seek help without fear of judgment, promoting a healthier society overall. Furthermore, the international collaboration evident in the research indicates a shared global concern for mental health, paving the way for cross-cultural comparisons and learning. By addressing mental health within the context of workplace wellbeing, organizations can play a pivotal role in enhancing community health, reducing healthcare costs, and contributing to societal resilience. As the dialogue around mental health continues to evolve, it is essential for organizations to align their practices with societal values that prioritize holistic wellbeing.

Policymakers must recognize the evolving landscape of work and the impact it has on mental health, advocating for regulations that support mental health initiatives in the workplace. This includes incentivizing organizations to adopt

evidence-based practices, providing funding for mental health programs, and establishing guidelines that promote a healthy work-life balance. Additionally, policies should emphasize the importance of training and resources for managers and supervisors, equipping them to identify and address mental health concerns effectively. By implementing supportive policies, governments can foster environments where employee wellbeing is prioritized, leading to healthier workplaces and communities. Ultimately, a coordinated effort among policymakers, organizations, and researchers is crucial to address the complex challenges associated with mental health in the modern workforce.

5. Limitations and Scope for Future Studies

A. Limitations

The study relies on Scopus databases for literature retrieval, which may introduce bias due to the exclusion of relevant publications not indexed in these sources. This limitation may affect the comprehensiveness of the literature corpus, potentially omitting significant contributions from niche journals or grey literature. The focus on English-language publications may further limit the scope, as valuable research in other languages may not be adequately represented. Additionally, the thematic content analysis, while insightful, is inherently subjective and may not capture all nuances present in the literature. The interpretation of themes can vary based on the researchers' perspectives, leading to potential biases in theme identification and prioritization.

B. Scope for Future Studies

Expanding the literature search to include multiple databases, regional journals, and grey literature would enhance the comprehensiveness of the analysis, ensuring that diverse perspectives and findings are considered. Additionally, longitudinal studies could provide valuable insights into the evolving relationship between workplace stressors, mental health, and employee wellbeing over time, offering a dynamic view of how these factors interact.

Moreover, future research could explore the impact of specific interventions tailored to diverse workplace settings, including remote and hybrid models. Investigating the effectiveness of these interventions across various demographics and cultural contexts would contribute to a more nuanced understanding of mental health support. Studies focusing on the role of emerging technologies, such as mental health apps and teletherapy, in promoting employee wellbeing could also provide valuable insights into innovative solutions.

Integrating qualitative methodologies, such as interviews and focus groups, could enrich the quantitative findings by providing deeper insights into employees' experiences and perceptions of mental health initiatives. By embracing a multidisciplinary approach that combines quantitative and qualitative research, future studies can offer a more holistic understanding of mental health and employee wellbeing, ultimately guiding organizations toward more effective strategies for fostering a supportive work environment.

6. CONCLUSION

This study provides a comprehensive evaluation of the trends and themes within the literature on mental health and employee wellbeing, highlighting their growing significance in today’s organizational landscape. The analysis reveals a substantial shift towards recognizing mental health as an integral component of employee wellbeing, underlining the necessity for organizations to adopt a multifaceted approach. With the increasing prevalence of workplace stressors and mental health challenges, organizations are called to proactively address these issues through effective interventions and supportive practices.

The findings underscore the critical role of leadership in promoting employee mental health. Supportive leadership behaviors, characterized by open communication, empathy, and recognition, have been shown to significantly enhance employee morale and engagement. Therefore, organizations must prioritize the development of leadership training programs focused on mental health issues. By equipping leaders with the skills and knowledge to support their teams, organizations can foster a more supportive environment, ultimately leading to increased employee satisfaction and retention.

Additionally, the study emphasizes the importance of cultivating a positive workplace culture that prioritizes psychological safety and inclusivity. Organizations that actively assess and improve their culture can create an environment conducive to employee wellbeing. This involves addressing negative behaviors such as bullying and

discrimination, which can severely impact mental health. By fostering a culture that values mental health, organizations not only enhance employee wellbeing but also improve overall organizational performance.

Furthermore, the analysis highlights the efficacy of various interventions aimed at improving mental health in the workplace, such as Employee Assistance Programs (EAPs), mindfulness training, and flexible work arrangements. Implementing these evidence-based interventions can lead to significant improvements in employee morale, reduced absenteeism, and enhanced overall wellbeing. Organizations are encouraged to adopt a holistic approach to mental health that integrates these interventions into their existing wellbeing strategies.

This study contributes insights to the discourse on mental health and employee wellbeing, urging organizations to recognize the interconnectedness of workplace stress, leadership support, coping mechanisms, organizational culture, and effective interventions. By prioritizing mental health and implementing best practices, organizations can create healthier work environments that not only enhance employee quality of life but also promote sustainable organizational success. This multifaceted approach serves to bridge the gap between theory and practice, ensuring that mental health remains a priority in organizational strategies and public health frameworks.

Ethics Declaration:

This study adheres to the highest ethical standards in research, ensuring integrity, transparency, and accountability throughout the research process.

No conflicts of interest or ethical concerns arise from the research.

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