

A Bibliometric Analysis on Employee Wellbeing: Trends and Directions for Future Study

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Abstract:

The bibliometric analysis of employee well-being literature highlights key insights that can contribute to India's journey toward a prosperous and resilient future. As India strives to emerge as a global leader by 2047, understanding and enhancing **employee well-being** will be crucial in building a workforce that thrives in the face of rapid technological advancements, global competition, and evolving organizational structures. This study analyzed **707 articles** from the Scopus database, using **VOS Viewer** to map significant trends, gaps, and contributions in the field. Key themes such as **job satisfaction**, **organizational practices**, **psychological empowerment**, **emotional labor**, and **social psychology** were identified, offering actionable insights for fostering holistic well-being in India's growing workforce. With **Australia** and the **United Kingdom** leading in citations and publications, India can learn from these countries and tailor strategies that suit its unique socio-economic landscape. The influential work of **Guest David** in linking **human resource management** to corporate performance and employee well-being provides a foundation for shaping HR policies in India's public and private sectors. This study underscores the need for **institutions**, **policymakers**, and **business leaders** in India to focus on employee well-being as a cornerstone for long-term organizational success. By incorporating global best practices and contextualizing them to India's aspirations, this research aids in the development of strategies to cultivate a healthy, motivated, and resilient workforce—critical for driving India's economic and social transformation on the global stage.

Keywords:

Bibliometric analysis, Employee Wellbeing, Workplace Mental Health, Organizational Behavior, Positive Psychology, Human Resource Management, Psychological Capital

Introduction:

As India envisions a prosperous future, the interplay between employee well-being and organizational resilience takes center stage. In today's volatile, uncertain, complex, and ambiguous (VUCA) world, businesses face unprecedented challenges that demand innovative managerial strategies. Employee well-being has emerged as a critical factor not only for enhancing productivity and job satisfaction but also for fostering a supportive and adaptable workforce.

The rapid changes observed since the turn of the millennium—such as technological advancements, economic fluctuations, and global disruptions—have underscored the importance of well-being in the workplace. According to Gallup's 2023 State of the Global

Workplace report, organizations that prioritize employee engagement and well-being experience 18% higher productivity and 23% higher profitability. Furthermore, the World Health Organization estimates that every \$1 invested in mental health initiatives returns \$4 in improved health and productivity. This data emphasizes that prioritizing employee mental and physical health is essential for navigating the complexities of the modern business landscape. Moreover, the VUCA environment necessitates that leaders embrace agility and adaptability in their managerial practices. Traditional methods of management may no longer suffice in addressing the intricate interdependencies and uncertainties that characterize today's market. A 2023 Gallup survey found that 66% of employees feel stressed at work, highlighting a pressing need for organizations to implement supportive measures. By empowering employees through flexible work arrangements, professional development opportunities, and comprehensive wellness programs, organizations can foster a culture that not only survives but thrives amidst change. This proactive approach equips employees with the skills and support needed to navigate challenges effectively, enhancing overall organizational resilience.

In the context of Viksit Bharat, aligning business practices with sustainable development goals becomes increasingly important. Organizations that integrate environmental management with human resource strategies can create synergies that benefit both the workforce and the planet. For instance, a report by McKinsey indicates that companies with strong sustainability practices outperform their peers financially, with a 40% lower cost of capital. This alignment is vital for fostering a workplace culture that supports both individual and collective well-being. As India strives towards holistic development by 2047, the need for effective management strategies that prioritize employee well-being is paramount. The Employee Engagement Index, published by the HR consulting firm Aon, reported that engaged employees are 59% more likely to be productive. By addressing the unique challenges posed by a VUCA world, businesses can harness managerial opportunities that contribute to both individual well-being and organizational success. Ultimately, the commitment to fostering a resilient and adaptable workforce will play a critical role in advancing the vision of a developed India, ensuring that both employees and organizations flourish in the face of change. "Wellbeing at work means that work is safe, healthy, and pleasant – wellbeing at work increases productivity and commitment to the job, and it reduces incidents of sick leave," according to the Ministry of Social Affairs and Health of Finland (Ministry of Social Affairs and Health, n.d.). Work wellbeing is defined as "relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization" by the International Labour Organization (ILO), the United Nations agency for work. (International Labour Organization, n.d.). According to Page and Vella-Brodrick (2009), an employee's wellbeing and psychological state have a major impact on the success and performance of the company. Gaining insight into the many factors impacting an employee's health, work habits, and productivity at work requires an understanding of the mechanics of their well-being at work.

The nuances of an employee's well-being within the workplace are essential to comprehending the various factors influencing their efficiency, work behavior, and overall well-being. As a result, when conducting an organizational development process, it is crucial to assess the state of the company. Enhancing employees' functionality and wellbeing as well as highlighting some organizational development perspectives may be accomplished through a critical and collaborative understanding of the workplace social climate, psychosocial risk, and protective factors for a high standard of living at work and job satisfaction. Today's workforce is experiencing increasing levels of stress and conflict due to employees' incapacity to manage the equally demanding demands of their personal and professional lives (Edwards & Rothbard, 2000). The government and the employer incur financial costs as a result of the substantial increase in stress-related health problems that result from this (Johnson, Duxbury & Higgins, 1997, Frone, Russell, & Cooper, 1997).

Despite having a broader definition, well-being is frequently confused with health. Apart from an individual's physical and mental health, workplace well-being also includes the influence of work on their lives, the influence of their social environment on them, and their capacity to perform their job. Litchfield 2020.

It is widely recognized how crucial mental and physical health are, and how they benefit both people and communities. It is common knowledge that traits like improved health and health-related behaviors, increased resilience, inventiveness, and creativity, strong social networks, and happy relationships are examples. In addition to GDP (gross domestic product) statistics, well-being is also being measured and reported. Heginbotham and Newbigging (2013).

An increasing degree of instability, unpredictability, external crises, and a declining level of security define the fragile situation in which the globe finds itself. Employee well-being is diminishing, which is one of the issues brought about by this altered environment. In order to

preserve total workplace wellbeing in the future, there is an increasing need to analyze the significance of employee wellbeing in a volatile, uncertain, and complex (VUCA) world. This is implied by the ambiguous, complicated, and turbulent nature of the world.

Despite its importance, the employer does not always encourage employee well-being. In certain situations, the employer has a duty to keep an eye on the health of its workers in order to assess their suitability for work and provide assistance as needed. Aside from standard work-related problems, individuals who have dealt with complexity, ambiguity, volatility, and uncertainty at work have distinct difficulties than those who lived and worked a few years ago because things are changing so quickly and there is a lot of unpredictability these days.

It is imperative that the body of knowledge about employee wellbeing be evaluated., notwithstanding the fragmented character of mainstream literature on the topic. Therefore, the purpose of this study is to carry out a bibliometric analysis on employee welfare in order to fill in the deficiencies in the literature.

Bibliometric Analysis:

Analyzing and exploring vast amounts of scientific data is a common and thorough use of bibliometric analysis. It presents new directions in the subject and helps us analyze the subtleties of a particular field's evolution. In scientific and library and information science contexts, in particular, bibliometric is the use of statistical approaches to the examination of bibliographic data. (Donthu et al., 2021.)

Bibliometric procedures, sometimes referred to as "analysis," are now widely recognized as scientific specializations and are essential to the assessment process of research, especially in the scientific and practical sectors. Methodologies are becoming more and more common in both the international rankings of educational institutions and the study of many scientific subjects. (Ellegaard & Wallin, 2015)

In addition to examining the components of research, patterns of collaboration, and current advancements in the performance of articles and journals, researchers also use bibliometric analysis to explore the theoretical foundations of a given field within the corpus of existing literature. (Donthu et al., 2021a, Verma and Gustafsson, 2020, Donthu et al., 2020c).

A bibliometric analysis of well-being-related literature was done for this study. The evaluation criteria for the publications included publication years, keywords, and citations to authors, institutions, nations, and journals.

The questions to be answered in the study are given below.

- How are the publications divided up by year?
- Which keywords appear most frequently in the keyword network of the publications?
- Which authors have been cited the most in the research?
- Which academic institutions publish the most of the publications, and how are they distributed among them?
- How are the publications distributed among the nations where they are published the most?
- How are publications distributed based on the journals with the highest publication counts?

Definitions of variable:

A person's physical, mental, social, and environmental state can all be considered components of their well-being; each of these aspects interacts with the others and has varying degrees of significance and influence depending on the person. The definition of wellbeing given by Christiansen and Baum (1997) was "a personal sense of general fulfilment thought to be defined by affective state and life contentment."

It's a synthesis of several factors, with health being a major one. An individual's own evaluation of their life, feelings, satisfaction, and fulfilment is known as their personal wellbeing. Modern liberty of selection, autonomy, and individualism might raise the likelihood of some illnesses like stress and depression while also contributing to a reduction in wellbeing. (Page 48 of Heginbotham & Newbigging, 2013).

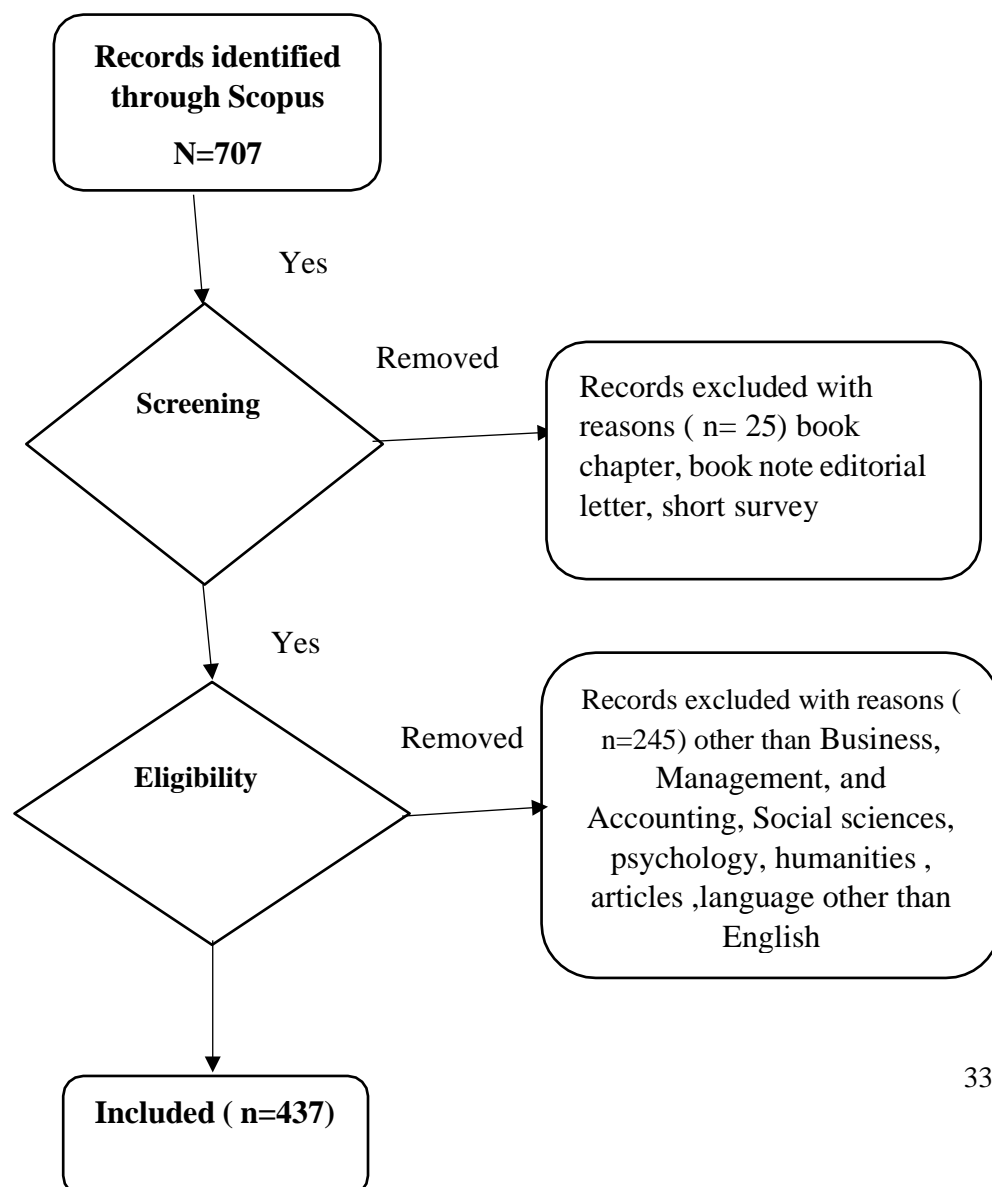
Methodology :

Science mapping and bibliometric analysis have been used in descriptive retrospect research. The PRISMA approach was utilized in this study to locate, evaluate, and determine the eligibility of the papers required for the investigation.

Data collection:

On 31st July 2024, the data has been retrieved from Elsevier - Scopusdatabase with the terms All TITLE-ABS-KEY (" Employee wellbeing") AND (EXCLUDE (SUBJAREA , "CENG") OR EXCLUDE (SUBJAREA , "PHYS") OR EXCLUDE (SUBJAREA , "IMMU") OR EXCLUDE (SUBJAREA , "NEUR") OR EXCLUDE (SUBJAREA , "EART") OR EXCLUDE (SUBJAREA , "AGRI") OR EXCLUDE (SUBJAREA , "PHAR") OR EXCLUDE (SUBJAREA , "VETE") OR EXCLUDE (SUBJAREA , "BIOC") OR EXCLUDE (SUBJAREA , "NURS") OR EXCLUDE (SUBJAREA , "ENVI") OR EXCLUDE (SUBJAREA , "COMP") OR EXCLUDE (SUBJAREA , "ENGI") OR EXCLUDE (SUBJAREA , "ENER") OR EXCLUDE (SUBJAREA , "MATH")) AND (EXCLUDE (DOCTYPE , "bk") OR EXCLUDE (DOCTYPE , "ed") OR EXCLUDE (DOCTYPE , "sh") OR EXCLUDE (DOCTYPE , "no") OR EXCLUDE (DOCTYPE , "er")) AND (EXCLUDE (LANGUAGE , "Italian") OR EXCLUDE (LANGUAGE , "German") OR EXCLUDE (LANGUAGE , "Dutch") OR EXCLUDE (LANGUAGE , "Spanish") OR EXCLUDE (LANGUAGE , "Portuguese") OR EXCLUDE (LANGUAGE , "Arabic") OR EXCLUDE (LANGUAGE , "Hungarian"). At the beginning, 707 papers were found in

total. As seen in Fig.1, the following articles are eliminated using the PRISMA approach after determining the relevant papers.



Source: Prepared by authors (2024)

Around 270 articles were removed from the database during the screening phase. Books (n=11), notes (n=03), editorials (n=08), brief surveys (n=02), and erratum (n=02) are included in this. As of right now, 682 articles have been incorporated. A total of 245 articles have been removed from the records during the eligibility stage. As of right now, we have eliminated the 232 articles that have nothing to do with business, management, or accounting as well as the 13 articles that are written in languages other than English. Using the PRISMA approach, 437 complete documents were incorporated at this point.

Data Analysis:

The authors' information, including publication years, citations to their publications, affiliations by institution and nation, and scientific categories, were extracted using the databases of Scopus. Using the VOS reader 1.6.20 and the bibliometric analysis approach, these publications were examined and their scientific content was mapped. Using VOS viewer, the data was extracted in order to produce a network map of authors and co-authorships, a network map of keywords and keywords, and a list of co-occurrences for each term. Based on the authors' collaboration network and the participation of the participating nations in the published publications, these maps create clusters and network maps.

Publication by Year:

After an extensive search, the data from 707 articles from 2002 to 2024 that were extracted from the Scopus CSV file is compiled in figure 1.1. From 2002 to 2008, there were very few publications detected, but beginning in 2002, there has been a periodic rise in the quantity of published works each year. According to the graph, 2023 will see the most publications (89), followed by 2022, 2024 (till July 31st), 2021, and 2020 (59, 84, 44, and 37) documents, respectively). This steady increase especially after 2020 demonstrates that this issue is prevalent in the business world.

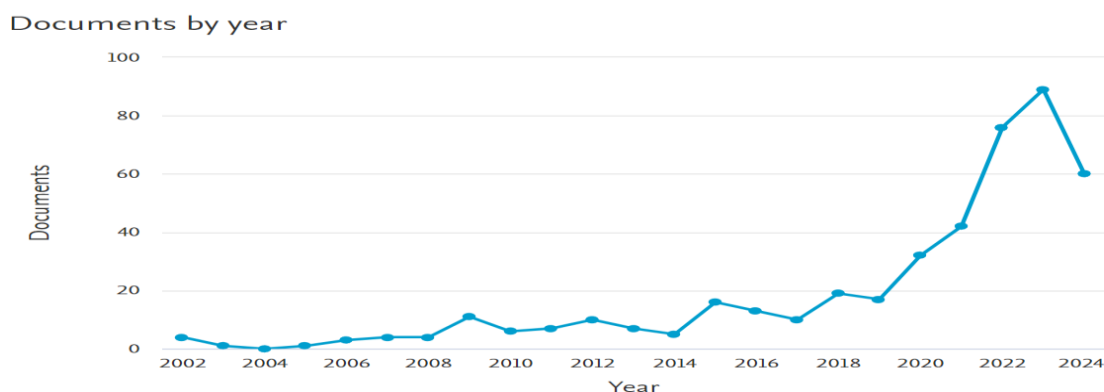


Figure 1.1: Yearly Publication Source: Scopus

Publication by Type:

Figure 1.2, representation reveals that numerous types of documents have been published on this topic. After refinement 349 articles were extracted, which was 79.9% of total documents, followed by Book Chapter and Review, i.e. 50 (11.4%) and 20 (4.6%), respectively. There were minimal documents found in the form of book and Conference paper i.e.10,8.

Documents by type

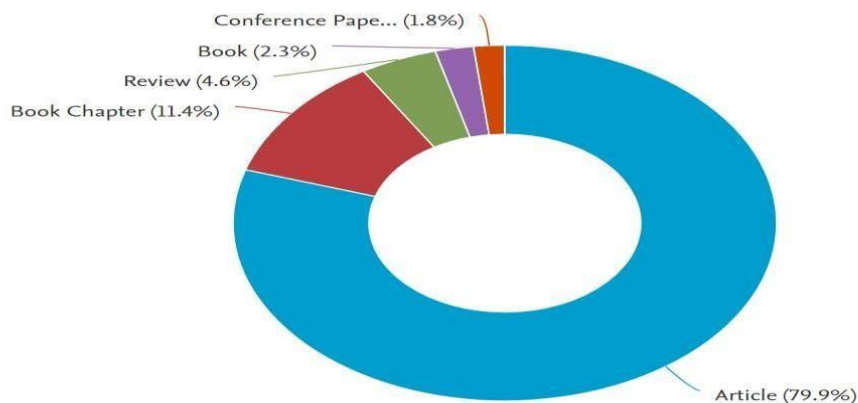


Figure 1.2: Document based Publication Source: Scopus

Publication by Country:

Figure 1.3 representation reveals that 10 countries/territories (i.e. United Kingdom, Australia, United States, India, China, Netherlands, Canada, New Zealand, Germany and Finland) have been published on this topic. The United Kingdom was the top contributor in the publication, which is 81 documents, followed by Australia, United States and India publishing 78, 54 and 41 documents, respectively. Low contributions received from China, Netherlands, Canada, New Zealand and Germany, India has published 41 documents, placing it in fourth place overall. As a result, there is room for greater research on this issue in India.

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

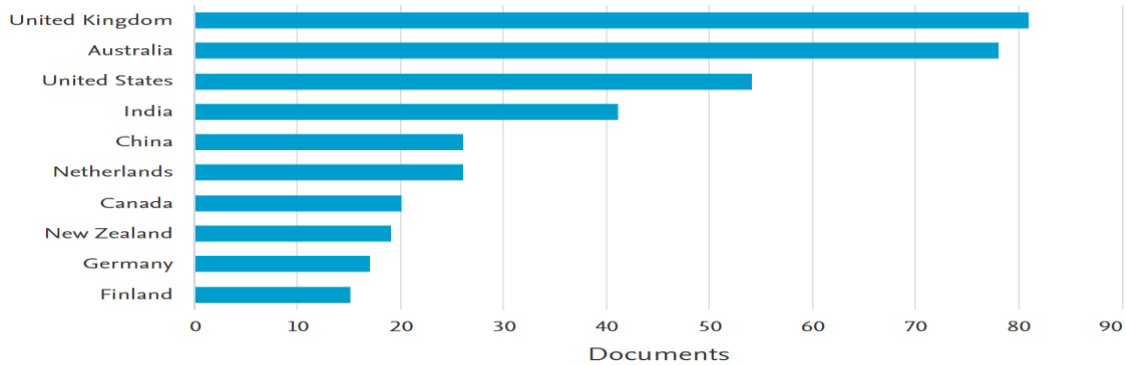


Figure 1.3: Document by Country

Source: Scopus

Publication by Subject Area:

After analyzing data from the Scopus database, it is detected that the highest contribution was given by Business, Management and Accounting, which has published 39.2% (i.e., 250) documents, followed by Psychology, Social Sciences, Medicine, and Economics, Econometrics and Finance published 20.2%, 16.8%, 13.5%, and 11.2% (129, 107, 86, and 66 documents) respectively.

Documents by subject area

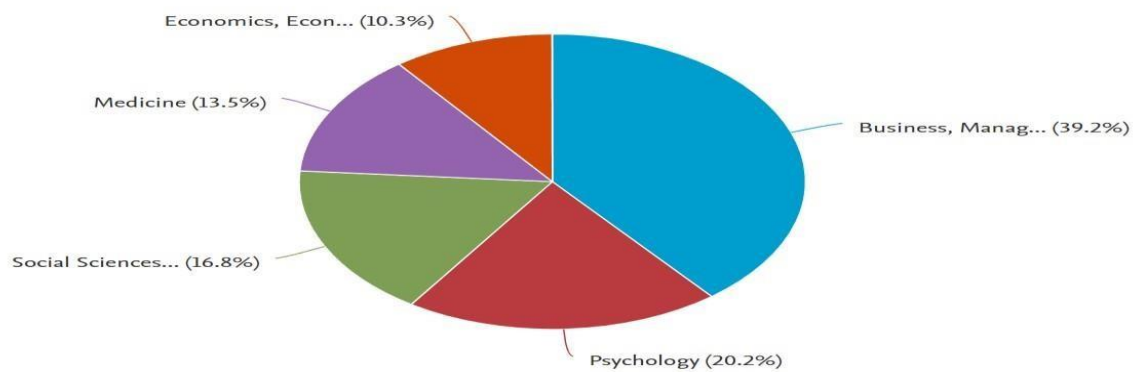


Figure 1.4: Document by Subject Area

Source: Scopus

Publication per year by Affiliations:

According to figure 1.5, Deakin University, Geelong Australia emerged as the foremost productive university, with 09 papers. Universiteit Utrecht, Netherland and University of South Australia ,Adelaide Australia with 08 documents, attained the second position, followed by Southern Cross University Lismore Australia, Monash University Melbourn Australia, University of Melbourne Australia and Griffith University Australia with 7 documents each , University of South Africa ,The University of Auckland New Zealand, UNSW Sydney Australia, The University of Queensland Brisbane Australia and Edith Cowan University Joondalup Australia with 6 document each , RMIT University Melbourn Australia , King's College London, Macquarie University Sydney Australia, Erasmus Universiteit Rotterdam Rotterdam Netherlands and KU Leuven Belgium with 5 documents respectively and other institutions have less than 5 documents.

Documents by affiliation

Compare the document counts for up to 15 affiliations.

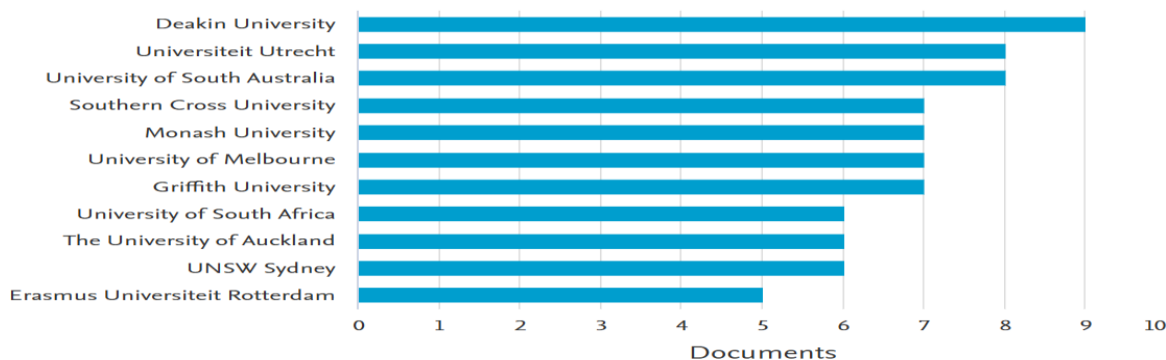


Figure 1.5: Documents by affiliation

Source: Scopus

Publication per year by Source:

Overall, Frontiers in Psychology dominates in terms of document counts, especially during the peak year of 2021. Frontiers in Psychology (light blue line with circles) has no activity in 2002 to 2016. In 2017 Frontiers in Psychology starts to publish documents, reaching around 1 document. In 2018 Frontiers in Psychology sees a

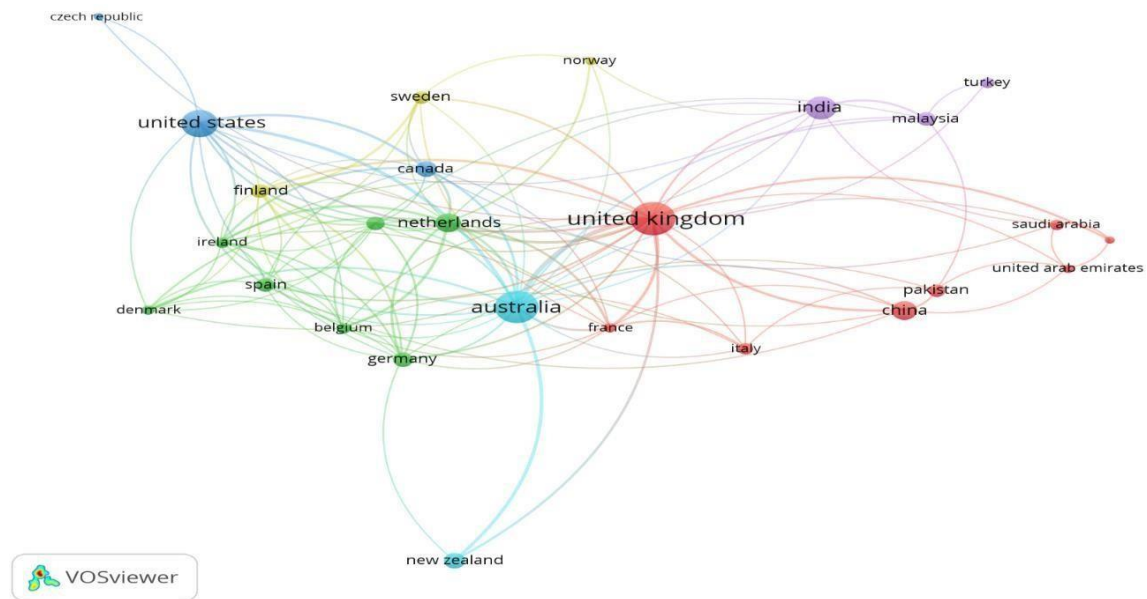
slight increase to about 1-2 documents. In the year 2019 Frontiers in Psychology increases its publication count to around 3 documents. In 2020 Frontiers in Psychology continues to rise, reaching around 4 documents and on its peak in 2021 having 15 documents. But in 2022 Frontiers in Psychology experiences a sharp decline to around 5-6 documents and for year 2023-2024 further declines to around 2-3 documents. International Journal of Human Resource Management (red line with downward triangles) stood second by having minimal activity with close to zero documents during 2002 to 2018. In 2019 International Journal of Human Resource Management shows a slight increase in documents. In 2020 it shows a small peak at around 1-2 documents. International Journal of Human Resource Management increases slightly in the year 2021. From 2022 to 2024 International Journal of Human Resource Management remains steady at a low level. Other sources like Human Resource Management International Digest (green line with squares), Current Psychology (purple line with upward triangles) and Frontiers in Psychology show Little to no activity, maintaining close to zero documents for the year 2002 to 2024. In 2022 Other sources show slight increases, with Current Psychology and Human Resource Management International Digest showing more activity. Other sources show slight increases, with Current Psychology and Human Resource Management International Digest showing more activity. Overall, International Journal of Human Resource Management and other sources show slight increases but remain relatively low in document counts and Frontiers in Psychology dominates in terms of document counts, especially during the peak year of 2021



Figure 1.6: Document per year by Source Source: Scopus

Co-Authorship Analysis:

Figure 1.8 displays the network visualization of co- authorship analysis. The Australia is connected more than any other country and leads the list. It has collaboration with 20 countries and shares a total link strength of 55. United Kingdom, Netherlands , United States, Finland, Ireland, Germany and Canada share effective links with the United States



Source: Prepared by authors (2024)

Table 1.1 presents data on total link strength, total links, and the number of associated documents for selected countries. Australia leads with the highest total link strength (55), total link (20, signifying a strong online presence, along with 1934 citations and a substantial 78 associated documents. The United Kingdom follows with a total link strength (54) and 81 associated documents. Netherlands boasts a total link strength of 38, 17 total links, and 26 associated documents, while United States exhibits a total link strength of 27, 13 total links, and 54 associated documents. Finland's total link strength is 12, but it has fewer total links (22) and associated documents (15).

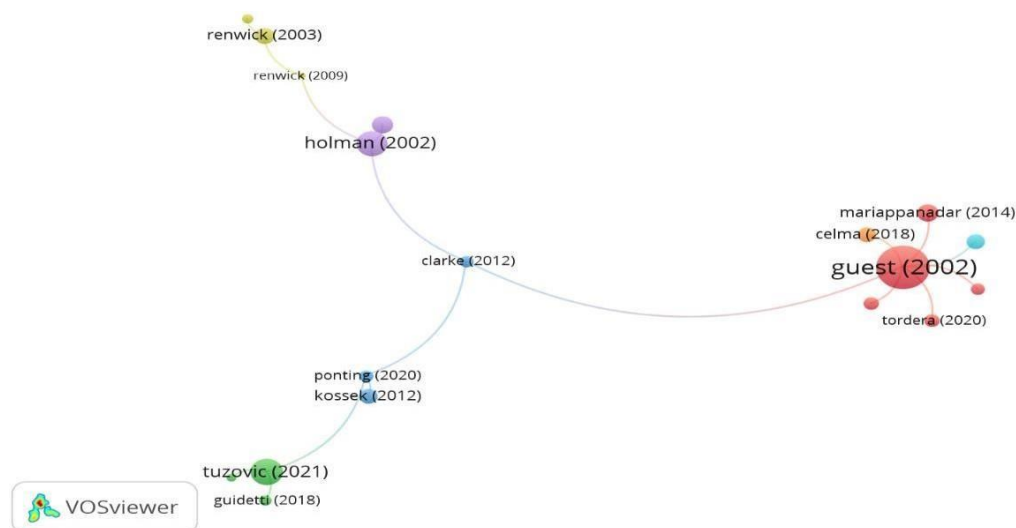
Country	Documents	Citations	Total link strength
Australia	78	1934	55
United kingdom	81	1624	54
Netherlands	26	1254	38
United States	54	882	27
Finland	15	129	22
Ireland	8	71	22
Germany	17	106	20

Canada	20	466	19
France	7	48	18
South Africa	14	93	18

Table:1.1: Ranking of top 10 Countries based on co-author analysis

Citation Analysis:

It was profound that on the basis of citation analysis, "Human Resource Management, Corporate Performance and Employee Wellbeing: Building Worker into HRM" by Guest David is the most generative document terms of citation, it has 399 citations. The figure also illustrates that there are plentiful documents having a good number of citations.



Source: Prepared by authors (2024)

Co-occurrence Analysis:

The occurrence of keywords was minimized to 2; out of 1896 keywords, only 443 met the threshold but 6 keywords has been excluded here. From cluster 1, Wellbeing has occurred 119 times and shares a total link strength of 465. The most appeared keywords include wellbeing (91), article (45), male (42), employee (43),

workplace (46), questionnaire (31), employee wellbeing (119), occupational health (26),

middle aged (20), job satisfaction (36), controlled study (21), surveys and questionnaires 19),

psychology (20), work environment (19), mental health (25), human experiment (17). Employee well-being, job satisfaction, stress, job resources, job strain, working conditions. with associated terms Empowerment, academic staff, abusive supervision, global virtual teams, personnel. This cluster centers around employee well-being in the context of job

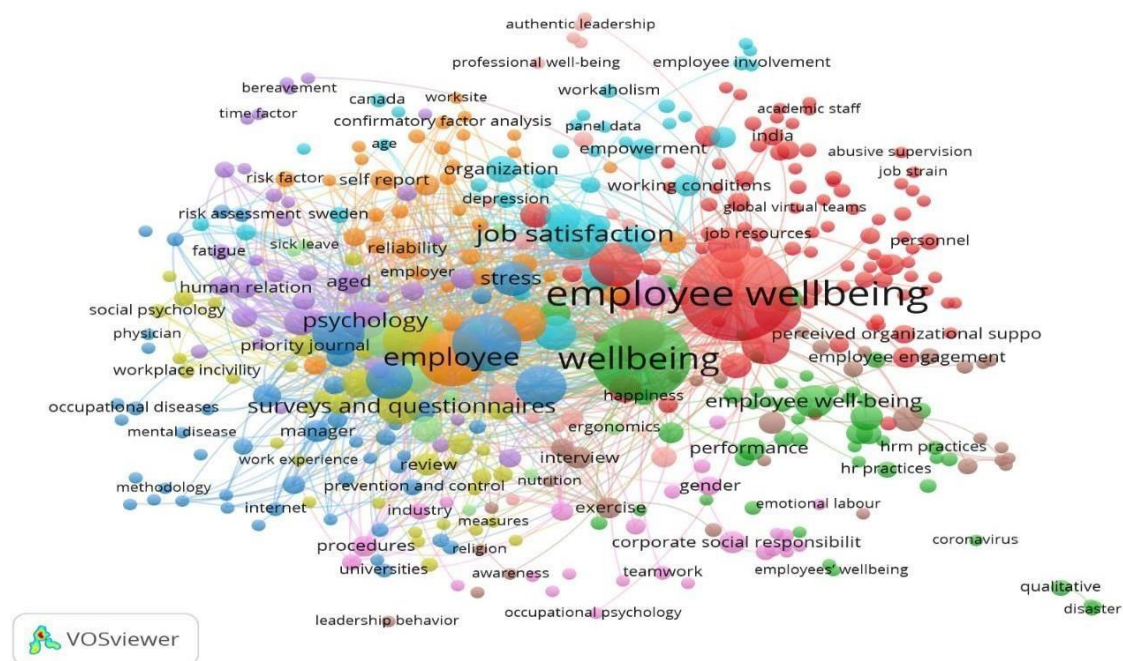
satisfaction, stress, and work conditions.

In the second cluster Wellbeing, performance, employee engagement, hr practices, corporate social responsibility are main terms with Emotional labour, teamwork, exercise, happiness, gender and coronavirus as associated keywords .This cluster emphasizes broader aspects of well-being, performance, and organizational practices that influence employee engagement.

In Blue Cluster main keywords are Psychology, stress, surveys and questionnaires, job satisfaction with associated terms as Human relation, risk assessment, occupational diseases, social psychology, workplace incivility, mental disease. cluster is more focused on psychological aspects, assessment tools, and the impact of job satisfaction on well-being.

In Orange cluster main keywords are Job satisfaction, organization, depression, age, confirmatory factor analysis, Canada .In this associated terms are Reliability, employer, risk factor, fatigue, sick leave, Sweden and focuses on terms related to organizational factors and the psychological impact of work conditions.

Employee Well-being is central to the network, indicating its high frequency and interconnectedness with various other terms. Terms like corporate social responsibility, leadership behavior and workplace conditions highlight the multifaceted approach to studying employee well-being. Psychological aspects like psychology, depression, and mental disease show the importance of mental health in employee well-being research. The network highlights the complex interplay between various factors influencing employee well-being, with significant emphasis on job satisfaction, organizational practices, psychological aspects, and research methodologies. The clusters show distinct yet interconnected themes, providing a comprehensive view of the factors affecting employee well-being.



Source: Prepared by authors (2024)

Implications of the study :

Numerous viewpoints from the domains of education, entrepreneurial spirit, finance,

economics, business management, and human resources management have been discussed on this subject. As a consequence, our bibliometric study disperses and enriches the corpus of literature on employee well-being. Consequently, there is a dearth of research on employee well-being in the current corpus. The theoretical contribution of the current study is validated by a bibliometric review of the general literature on employee wellbeing. After several significant global crises, this inventory was finished.

What's even more noteworthy is that the bibliometric data presented in this study indicate that there are gaps in the scientific understanding that need to be filled in order to accurately describe the research agenda. The ideas that may be applied to direct practice in light of this bibliometric study's conclusions on employee wellbeing are equally significant. In this context, the study's findings will surely be helpful to strategic managers and other management professionals, as they will enhance their comprehension of employee wellbeing when handling VUCA-related crises. After all, when employees are content and mentally well-fit, an organization will be better equipped to handle an uncertain environment. This is because, in dealing with the exigencies brought on by a VUCA world, they could have a greater understanding of employee wellness. Authorities may utilize the results of the bibliometric study on employee wellbeing when creating business regulations to support companies that are having problems with employee wellbeing in a volatile, uncertain, and competitive environment.

Conclusion:

By tracking significant developments and revealing important research gaps, this study, which employs a unique bibliometric methodology, expands the fragmented corpus of published literature on employee well-being. Themes such as job satisfaction, organizational practices, psychological aspects, empowerment, global virtual teams, emotional labor, occupational diseases, social psychology, organizational practices, and psychological aspects were identified through our analysis using bibliometric visualization with VOSviewer. These themes are becoming more and more important in managing the volatile, uncertain, complex, and ambiguous (VUCA) conditions that business entities deal with today. Notably, Australia's rise as a prominent contributor in this subject demonstrates the worldwide interest and diversity of organisational involvement in improving the well-being of employees. Our results not only add to the scholarly debate by offering a comprehensive overview of the topic, but also help practitioners strategize more successfully during catastrophes. By prioritizing employee well-being India can enhance productivity, reduce turnover, and contribute to a more sustainable and Prosperous future in line with the Goal of Viksit Bharat@ 2047. This is critical for establishing targeted tactics that improve employee well-being in various business environments. This study has a few drawbacks because it only studied data retrieved from the Scopus database. The findings may differ whether we use other databases. We only evaluated articles, reviews, conference presentations, and book chapters that were published in English. The results may differ if we adjust the search

keywords. It is also conceivable that some significant papers will not be evaluated due to minor data extracting mistakes.

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