

EXPLORING FUTURE RESEARCH OF EMPLOYEE WELL-BEING: A BIBLIOMETRIC APPROACH

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ABSTRACT

Employee well-being is an important aspect of sustainable human resource management (SHRM). Sustainable SHRM that focuses on meeting employee needs positively affects employee well-being. Organizations can improve their ethical profile and enhance their role as strategic partners and sources of competitive advantage. SHRM also contributes to the SDGs and the Environmental, Community, and Governance (ESG) dimension. The concept of well-being in sustainable human resource management is an issue because it is an investment for organizations, especially in the scope of diversity and inclusion. By prioritizing employee well-being, organizations can create a healthier and happier work environment which has implications for improving performance, reputation and innovation. The purpose of this study to find significant contributors, current dynamics, domains and advocates further directions in the concept of employee well-being. The paper adopted content analysis (CA), bibliometrics and network analysis (NA) on a sample of 189 documents extracted from Scopus database to observe the research happenings from two decades ago. After observing the different perspectives of the study such as bibliometric, analysis structure, network and content analysis, the study will assist as a fundamental base for understanding the concept of employee well-being and the direction where the research is evolving. The study methodology used in this research is an amalgamation of network and content analysis and systematic literature review, which enabled the recognition of the intellectual structure to produce an inclusive summary of the study area.

Key words: Employee well-being, Wellbeing, Bibliometric

INTRODUCTION

The concept of well-being in human resource management has become a current issue because of the shift in demands for the world of work driven by generation Z, namely looking for a work environment that supports their welfare holistically. (Arpitha et.al, 2020) A holistic approach recognizes that employees are not just productive resources, but also individuals with unique needs, aspirations, and contributions that can bring added value to the organization. Generation Z behavior is often characterized by a tendency for technology, sustainability, inclusivity, diversity, flexibility, sustainability awareness as well as environmental impact, work-life balance, these values are driven by purpose and meaning in their work. (Deal & Levenson, 2016) (PwC, 2019) (Sparks & Honey, 2014) (WEF, 2019) In addition, the Sustainable Development Goals (SDGs) emerged in response to complex and interrelated global challenges, triggered by the failure to achieve the Millennium Development Goals (MDGs) targets and increased awareness of the interconnectedness of global challenges. The SDGs, declared in 2015 by 193 UN member states, signal a shared commitment to a more sustainable and equitable future for all. Based on the principle of "leaving no one behind", the SDGs offer a more comprehensive and universal approach than the MDGs, with 17 goals and 169 interrelated targets to address various global challenges. The two are closely related to each other and strengthen each other. The SDGs, especially Goals 3, 8, and 16, emphasize the importance of employee health and well-being to achieve sustainable development. This encourages increased research and implementation of employee well-being practices in the workplace. (<https://sdgs.un.org/goals>) (<https://intelligence.weforum.org/topics/a1Gb0000000LHN7EAO>), (<https://sdgs.un.org/>) Employee wellbeing has significant consequences on organizations, impacting various aspects of organizational effectiveness and success. The study emphasizes that employee well-being is linked to improved performance, higher productivity, and increased commitment to organizational goals (Barkha & Eugene, 2024; Oki, 2024). Factors that affect employee well-being include job characteristics, social support networks, and leadership styles, with comprehensive wellness programs and supportive organizational cultures playing a crucial role in improving well-being. (Zieba & Gonsiorowska, 2023) The research also highlights that a healthy work environment, where employees feel good and supported, leads to better performance, innovation, and overall company success. (Murmyilo, 2023) Additionally, wellbeing factors influence employee attitudes, interpersonal relationships, job outcomes, and behavior, underscoring the importance of creating a healthy work environment to promote employee well-being and organizational prosperity. (Hannah et al., 2020)

Employee wellbeing is so important for organizations, but there are still research gaps, especially in its scope and focus. Traditionally, wellbeing has been examined through a narrow lens, mainly emphasizing psychological aspects such as stress and job satisfaction. However, newer models acknowledge the multi-dimensional nature of wellbeing, which includes emotional, social, and physical dimensions. This complexity presents challenges in accurately measuring all of these aspects. In addition, there is an important gap in understanding the interaction between individual and organizational factors. While most theories focus on personal characteristics (such as personality and coping mechanisms) or organizational elements (such as workload and culture), research needs to

explore how these individual traits affect employee responses to organizational stress and how these factors collectively affect well-being. ((Lisovskaia et al., 2021; Islam et al., 2024) This is due to a lack of general understanding of the concept of corporate wellbeing, which makes it difficult to make policies to manage employee wellbeing. Literature is also lacking in the critical study of welfare practices, which limits the scope of work and raises curiosity about criticism of these practices and positive attitudes towards them. In addition, there is a theoretical gap in understanding the affective, behavioral, relational, and socio-cultural dimensions that are multidimensional in mediating employee welfare and organizational performance. These gaps impact organizational outcomes, such as performance and profitability, and emphasize the importance of a dynamic understanding of the causes and outcomes of subjective well-being in the workplace. To address this gap, it is necessary to develop a common understanding of the company's well-being and effective policies, as well as a holistic approach that involves all relevant actors to comprehensively manage employee well-being. (Saef et al., 2021; Haricharan, 2023; Hannah et al., 2020); Schmitt, 2024) On that basis, it is necessary to review the concept of employee wellbeing using content analysis (CA), bibliometrics and network analysis (NA) as well as literature review to trace the development of research on this topic from 2014-2024 regarding the theory used, antecedents, consequences and their dimensions. The following research questions are: Research Question 1: How has this research developed over the years? Research Question 2: What are the leading countries, authors, journals, and articles? Research Question 3: What are the current research trends related to employee well-being?

METHOD

To answer the first research question, the researcher used bibliometric analysis to explore content analysis and network analysis with Biblioshiny and VoSviewer software. The Biblioshiny and VoSviewer applications can provide web interfaces, secure data import, conversion, collection, and from various databases such as Scopus, PubMed, and WoS. In addition, to solve the second research question or analytical assessment of the literature by finding possible research gaps, systematic literacy review was used (21). For the process discussed above to be effective, document search validation has been done with the help of the two steps below:

1. Define appropriate terms for search

The research uses a search database from Scopus because of comprehensive indexation and high-quality journals. (Ciptagustia, et.al, 2023) The search fields "title, abstract, and keyword" are used and the Boolean operator "AND/OR" is applied to the final search formula. The keyword used is TITLE-ABS-KEY ("employee well-being" OR "employee wellbeing").

2. Search results enhancements

In this case, the researcher chose to search for articles published in 2015-2024 with the criteria in the form of journal articles with the final published status of open access and focus on business, economics and management studies. Then the selected articles were seen as abstract and chose keywords, namely Employee Well-being, Employee Wellbeing, Psychological Well-being, Subjective Well-being, Workplace Well-being, Wellbeing, Well-being, Affective Well-being. The result was 189 articles. Described in Table 1.

Table 1. Search Strategy

Type	Criteria
Database	Scopus
Search String	TITLE-ABS-KEY ("employee well-being" OR "employee wellbeing") AND PUBYEAR > 2014 AND PUBYEAR < 2025 AND (LIMIT-TO (EXACTKEYWORD , "Employee Well-being") OR LIMIT-TO (EXACTKEYWORD , "Employee Wellbeing") OR LIMIT-TO (EXACTKEYWORD , "Psychological Well-being") OR LIMIT-TO (EXACTKEYWORD , "Subjective Well-being") OR LIMIT-TO (EXACTKEYWORD , "Workplace Well-being") OR LIMIT-TO (EXACTKEYWORD , "Wellbeing") OR LIMIT-TO (EXACTKEYWORD , "Well-being") OR LIMIT-TO (EXACTKEYWORD , "Affective Well-being")) AND (LIMIT-TO (OA , "all")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (SRCTYPE , "j"))
Time Search	2015-2024
Subject Area	Business, Management and Accounting, Social Sciences,
Keyword	Limited to Employee Well-being, Limited to Well-being, Limited to Wellbeing, Limited to Employee Wellbeing, Limited to Well Being, Limited to workplace well-being, limited to wellbeing, limited to well-being, limited to affective well-being
Document Type	Article
Source of the publication	Journal – Final Process

Sumber: Scopus, 2024

RESULTS AND DISCUSSION

Research Questions 1

From the data, annual scientific production from 2015 to 2024, is measured based on the number of articles published each year. It can be seen that the number of published articles tends to increase over time. In 2015, there were only 6 articles published, while in 2020, this number increased significantly to 33 articles. The number of published articles remained high in the following years, with a peak of 28 articles in 2022. In 2024, the number of published articles decreased to 18. This data shows an increase in scientific activity during the decade, with the number of articles published fluctuating each year. (Fig. 1)

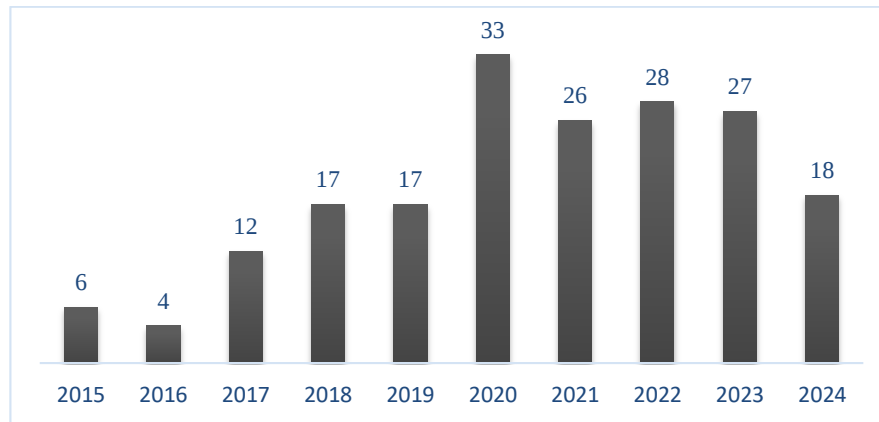


Figure 1. Trend Publication Employee Well-Being 2015-2024

Research Question 2

Citations per year

In 2015, there were 6 articles published with an average of 126.67 citations per article, and an average of 12.67 citations per year for 10 years. In 2024, the number of published articles increased to 18 articles, but the average citations per article dropped to 2.06, with only 1 year of citations. From 2015 to 2024, there is a decrease in the average citations per article and the average citations per year. The number of published articles tends to increase, especially in recent years. The average citations per article decreased significantly from 2015 to 2024. Overall, this table shows that although the number of published articles is increasing, the average citations per article are declining. This may be due to a variety of factors, including the quality of the article, the field of research, or the increasing number of articles available for citation. Table 2 explained.

Table 2. Annual Citation PerYear on 2015-2024

Year	MeanTCperArt	N	MeanTCperYear	CitableYears
2015	126,67	6	12,67	10
2016	68,5	4	7,61	9
2017	48,83	12	6,1	8
2018	36,06	17	5,15	7
2019	26,53	17	4,42	6
2020	19,48	33	3,9	5
2021	32,46	26	8,12	4
2022	8,32	28	2,77	3
2023	6,41	27	3,2	2
2024	2,06	18	2,06	1

Source: Biblioshiny, 2024

Citation Analysis

Table 3 shows the top 10 most cited articles in employee welfare studies. An article by Robertson (2015) leads with 437 citations, highlighting a systematic review of workplace resilience training. Heffernan (2016) and Morin (2017) also received significant attention, with 164 and 160 citations, respectively, focusing on high-performance work systems and variable and person-centered approaches in psychological well-being. Research by Tuzovic (2021) discusses the effect of social distancing on employee well-being, while Van den Broeck (2021) provides a meta-analysis of auto determination motivation theory. Kundi (2020) and Van Zoonen (2017) explored the mechanisms of mediation and moderation in psychological well-being and public social media use, while Kim (2018) and Tonkin (2018) examined the influence of empowering leadership and employee resilience building.

These articles reflect the broad importance in various aspects of employee well-being and their impact on performance and motivation in the workplace.

Table 3 Top 10 Document Cite Globally

No	Paper	Title and DOI	TC	TC per Year
1	ROBERTSON IT, 2015, J OCCUP ORGAN PSYCHOL	Resilience training in the workplace from 2003 to 2014: A systematic review 10.1111/joop.12120	437	43,7
2	HEFFERNAN M, 2016, HUM RESOUR MANAGE J	Cross-level effects of high- performance work systems (HPWS) and employee well- being: the mediating effect of organisational justice 10.1111/1748-8583.12095	164	18,2
3	MORIN AJS, 2017, J BUS PSYCHOL	Complementary Variable- and Person-Centered Approaches to the Dimensionality of Psychometric Constructs: Application to Psychological Wellbeing at Work 10.1007/s10869-016-9448-7	160	20
4	TER HOEVEN CL, 2015, NEW TECHNOL WORK EMPLOY	Flexible work designs and employee well-being: examining the effects of resources and demands 10.1111/ntwe.12052	155	15,5
5	TUZOVIC S, 2021, J SERV MANAGE	The influence of social distancing on employee well- being: a conceptual framework and research agenda 10.1108/JOSM-05-2020-0140	146	36,5
6	VAN DEN BROECK A, 2021, ORG PSY REV	Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation 10.1177/20413866211006173	130	32,5
7	KUNDI YM, 2020, INT J ORGAN ANAL	Employee psychological well- being and job performance: exploring mediating and moderating mechanisms 10.1108/IJOA-05-2020-2204	110	22
8	VAN ZOONEN W, 2017, EUR MANAGE J	Understanding the consequences of public social media use for work 10.1016/j.emj.2017.07.006	107	13,375
9	KIM M, 2018, J LEADERSH ORGAN STUD	Can Empowering Leaders Affect Subordinates' Well-Being and Careers Because They Encourage	101	14,4285714

		Subordinates' Job Crafting Behaviors? 10.1177/1548051817727702		
10	TONKIN K, 2018, HUM RESOUR DEV Q	Building employee resilience through wellbeing in organizations 10.1002/hrdq.21306	101	14,4285714

Source: Biblioshiny

Most Productive Journal

Jurnal yang terindikasi paling banyak menerbitkan penelitian akan topik employee wellbieng dan atau employee well-being selama periode 2015-2024 yaitu Journal of Occupational and Organizational Psychology dari penerbit Wiley yaitu sebanyak 10 artikel. Table 4.

Table 4. Top Journal on Scopus Database for 2015-2024

No	Sources	Publication Name	Articles
1	JOURNAL OF OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGY	Wiley	10
2	HUMAN RESOURCE MANAGEMENT JOURNAL	Wiley	7
3	INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	Taylor & Francis	7
4	ADMINISTRATIVE SCIENCES	MDPI	5
5	ASIA PACIFIC JOURNAL OF HUMAN RESOURCES	Wiley	5
6	EMPLOYEE RELATIONS	Emerald Publishing	4
7	EUROPEAN JOURNAL OF WORK AND ORGANIZATIONAL PSYCHOLOGY	Taylor & Francis	4
8	HUMAN RESOURCE MANAGEMENT	Wiley	4
9	JOURNAL OF BUSINESS AND PSYCHOLOGY	Springer	4
10	JOURNAL OF BUSINESS RESEARCH	Elsevier	4

Source: Biblioshiny

Table 4 reveals the distribution of research articles on employee well-being in various leading journals from 2015 to 2024. The Journal of Occupational and Organizational Psychology (Wiley) emerged as the primary source with the highest number of publications, with 10 articles, demonstrating its significant role in the advancement of research on this topic. It was followed by the Journal of Human Resource Management and the International Journal of Human Resource Management, both from Wiley and Taylor & Francis, respectively, who contributed 7 articles. The presence of several Wiley journals in the top position confirms Wiley's dominant position in this field. Other notable journals include Administrative Sciences (MDPI) and the Asia Pacific Journal of Human Resources (Wiley), each with 5 articles, reflecting the diversity of publication outlets. The relatively lower number of articles in journals such as Employee Relations, the European Journal of Work and Organizational Psychology, and others shows a more concentrated focus on employee well-being in these top journals, demonstrating their specific contribution to the field.

Contribution of authors in terms of productivity and impact

Table 5 shows the authors' contribution in terms of productivity and the impact of research related to employee welfare. Van Zoonen Ward stands out with several influential publications, including the most cited article, "Flexible Work Designs and Employee Well-Being" (2015) with 155 citations and the highest annual impact of 15.5. This study shows that flexible work design (FWD) affects employee welfare in a paradoxical way, namely contributing positively and negatively as a source of distraction for employees, but the positive effects of FWD resources are stronger than the negative effects of distractions. Other articles from Ward, such as "Understanding the Consequences of Public Social Media Use for Work" (2017) also show a significant impact with 107 citations and an annual impact of 13,375. This study reveals that the use of social media for work has a paradoxical effect on employee well-being, triggering the process of motivation through efficient communication and the process of health through work-life disruptions and conflicts. On the other hand, Ogbonnaya Chidiebere has a consistent contribution, with publications such as "Perceived Organizational Support in Health Care" (2018) which garnered 48 citations and an annual impact of 6,857. The findings of this research underscore the importance of organizational support in shaping employee welfare and optimizing health performance, expanding the

understanding of organizational support theory. These studies have an impact on the development of theories on factors that affect the improvement of employee wellbeing. Brian Harney and Evangelia Demerouti point to a recent publication with lower citations and an still minimal annual impact, reflecting early involvement in this field. Overall, authors such as Van Zoonen Ward and Ogbonnaya Chidiebere have made significant contributions to literature with high citation impact.

Table 5. Contribution of Author

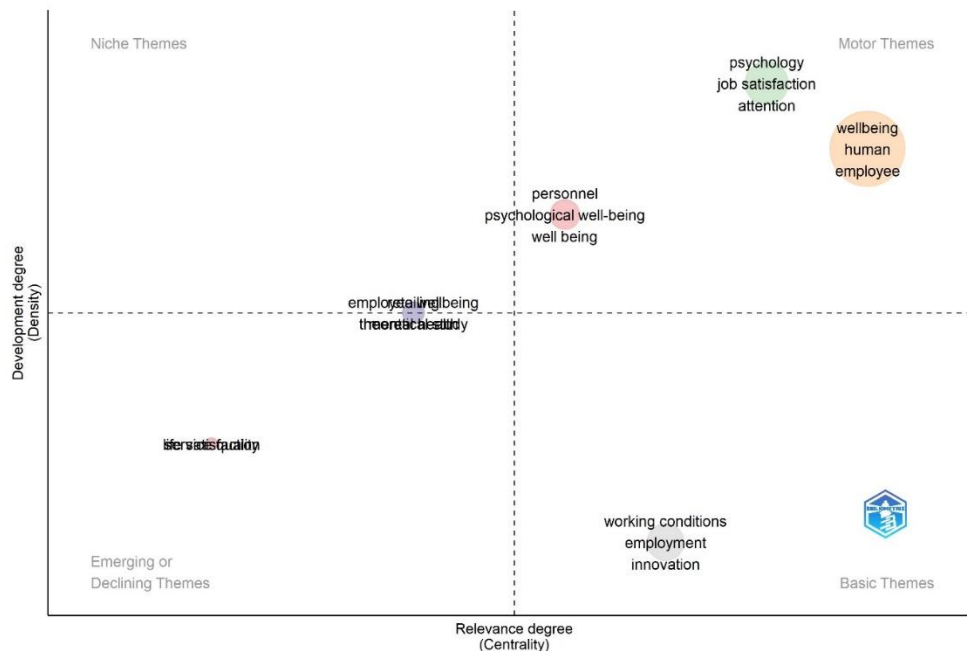
No	Author	year	TI	TC	TCpY
1	VAN ZOONEN WARD	2023	STAYING CONNECTED AND FEELING LESS EXHAUSTED: THE AUTONOMY BENEFITS OF AFTER- HOUR CONNECTIVITY	4	2
2	VAN ZOONEN WARD	2020	UNDERSTANDING CONSTANT CONNECTIVITY TO WORK: HOW AND FOR WHOM IS CONSTANT CONNECTIVITY RELATED TO EMPLOYEE WELL-BEING?	46	9,2
3	OGBONNAYA CHIDIEBERE	2020	USE OF WORK–NONWORK SUPPORTS AND EMPLOYEE WELL- BEING: THE MEDIATING ROLES OF JOB DEMANDS, JOB CONTROL, SUPPORTIVE MANAGEMENT AND WORK–NONWORK CONFLICT	39	7,8
4	OGBONNAYA CHIDIEBERE	2019	EXPLORING POSSIBLE TRADE- OFFS BETWEEN ORGANISATIONAL PERFORMANCE AND EMPLOYEE WELL-BEING: THE ROLE OF TEAMWORK PRACTICES	22	3,66666667
5	OGBONNAYA CHIDIEBERE	2019	RECESSIONARY CHANGES AT WORK AND EMPLOYEE WELL- BEING: THE PROTECTIVE ROLES OF NATIONAL AND WORKPLACE INSTITUTIONS	13	2,16666667
6	OGBONNAYA CHIDIEBERE	2018	PERCEIVED ORGANIZATIONAL SUPPORT IN HEALTH CARE: THE IMPORTANCE OF TEAMWORK AND TRAINING FOR EMPLOYEE WELL-BEING AND PATIENT SATISFACTION	48	6,85714286
7	VAN ZOONEN WARD	2017	UNDERSTANDING THE CONSEQUENCES OF PUBLIC SOCIAL MEDIA USE FOR WORK	107	13,375
8	VAN ZOONEN WARD	2015	FLEXIBLE WORK DESIGNS AND EMPLOYEE WELL-BEING: EXAMINING THE EFFECTS OF RESOURCES AND DEMANDS	155	15,5
9	HARNEY BRIAN	2024	UNTANGLING HUMAN RESOURCE MANAGEMENT AND EMPLOYEE WELLBEING RELATIONSHIPS: DIFFERENTIATING JOB RESOURCE HR PRACTICES FROM CHALLENGE DEMAND HR PRACTICES	1	1
10	DEMEROUTI EVANGELIA	2024	CRAFTING BEHAVIOURS AND EMPLOYEES' AND THEIR PARTNERS' WELL-BEING: A WEEKLY STUDY	0	0

Note: TC: Total Citation, TCpY: Tptal sitation per year.

Source: Biblioshiny

Research Question 3

Co-occurrence author keyword



Source: Biblioshiny

Figure.2 Thematic Map

Figure 2 is a thematic map that shows clusters or themes resulting from bibliometric analysis, usually using tools such as VOSviewer or R Bibliometrix. This map maps themes based on two dimensions: Centrality (Relevance degree) and Density (Development degree). The explanation is

1. **Motor Themes:** Located in the top right quadrant. The themes here have a high centrality and density, meaning they are highly developed and have high relevance in the literature. In this image, themes related to *psychology*, *job satisfaction*, *attention*, *wellbeing*, *human*, *employee* fall into this category. These themes are strong research centres and lead development in the field.
2. **Basic Themes:** Located in the bottom right quadrant. These themes have high centrality but low density. They are essential to those areas of research but may not be as intensively developed as a motorcycle theme. In this image, *working conditions*, *employment*, *innovation* are in this quadrant, suggesting that these themes are fundamental but may require more development.
3. **Niche Themes:** Located in the top left quadrant. This theme has high density but low centrality. This means that this theme is highly developed within a specific field but may be less relevant to the overall field. However, in this image there are no themes that are in this quadrant, suggesting that there are not highly developed but not very relevant topics.
4. **Emerging or Declining Themes:** Located in the bottom left quadrant. These themes have low centrality and density, meaning they may be new and not yet developed or they may be declining in relevance. *Life satisfaction* in this image falls into this category, perhaps indicating that this topic is less developed or less relevant in the current literature.

Based on the interpretation of the image described, "employee wellbeing" is in the top right quadrant, which is in the **Motor Themes** category. This shows that **employee wellbeing** is a highly developed theme and has high relevance in the literature. With its high centrality and density, this topic has become the center of research and leads development in related fields, such as psychology, job satisfaction, and wellbeing. In conclusion, **employee wellbeing** is one of the themes that plays an important role and is the focus in the latest research in the field.

In research on employee well-being, there is a potential issue of endogeneity, where employee well-being is not only influenced by factors like job satisfaction or psychology but also affects those factors. This creates a complex, reciprocal relationship. Therefore, future research should use appropriate methods, such as instrumental variables or structural models, to ensure more accurate and unbiased results.

Trend Analysis

To identify **research gaps** in the topic of *employee well-being* from the images generated by VOSviewer results (Figure 3), we need to pay attention to a few things:

1. Nodes Less Connected to Key Topics (Employee Well-being):

Nodes or topics that are relatively small and have little to do with *employee well-being* may indicate areas that are less explored. For example, if there is a topic related to *employee well-being* but is located far away from the main node (the "employee well-being" node), this could indicate a gap.

2. Poorly Integrated Clusters:

Look for clusters or groups of topics that are less connected to *employee well-being*. For example, if there are clusters that have related themes such as "*social exchange theory*" or "*digital transformation*" but are not much connected to *employee well-being*, this could be an indication that research linking these concepts to employee well-being is still limited.

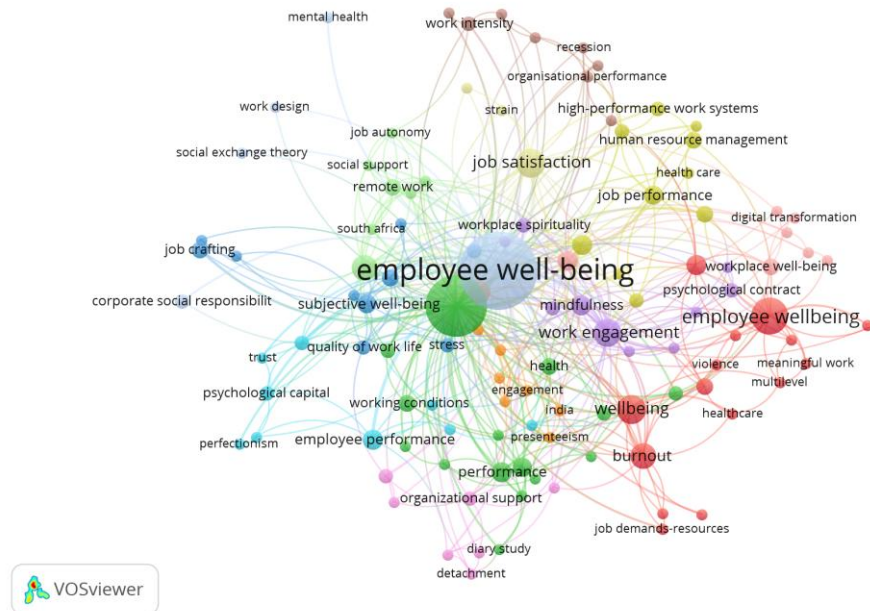


Figure 3. Trend Analysis of Employee Well-being

In Figure 3, the topic of *digital transformation* appears to be separate and not much connected to *employee well-being*. This could indicate that the influence of digital transformation on employee well-being has not been widely explored. How digital transformation affects mental health, job satisfaction, or employee engagement can be a valuable area of research. Topics such as *social exchange theory* also seem to be a bit far from the main node of *employee well-being*. While this theory is relevant to many aspects of the workplace, research that explicitly links this theory to employee well-being may still be limited. This can be an opportunity to explore how social exchange relationships between employees and organizations affect their well-being. *Remote work* appears in this map but is not strongly connected to *employee well-being* in key clusters. Given the changes that are taking place in the way of working, especially with the rise of remote work, the long-term impact of remote work on employee well-being could be an important and relevant area of research today. *Job crafting* also appears to be a topic that may not be directly connected to *employee well-being* in this map. Examining how employee initiatives in shaping their own work can improve their well-being may still be an area less explored. The key novelty identified is the research gap regarding the impact of digital transformation and social exchange theory on employee well-being. While employee well-being is a well-developed theme, the connection between digital transformation, remote work, and well-being remains underexplored. Future studies should focus on how these areas, including job crafting, influence well-being, providing new insights into how employees shape their work environments to improve their overall well-being.

CONCLUSION

In conclusion, the study shows that scientific production related to employee well-being increased significantly between 2015 and 2024, despite fluctuations in the number of published articles and a decrease in the average citations per article. Bibliometric analysis shows that the theme of employee well-being is one of the most developed and highly relevant topics in this field of literature, especially those related to psychology, job satisfaction, and well-being. However, themes such as digital transformation and social exchange theory are still underexplored in relation to employee well-being, pointing to potential research gaps in these areas. One of the limitations of this study is the lack of in-depth analysis of the factors that influence the decrease in the average citations per article, despite an increase in the number of publications. Factors such as the quality of the article, the field of research, or the accessibility of the publication may need to be analyzed further. In addition, the data collected only includes journals indexed in certain databases, which can limit the scope of the study and create

bias in bibliometric results. The key novelty in employee well-being research is the gap regarding the impact of digital transformation and social exchange theory on well-being, especially in the context of remote work and job crafting. Endogeneity issues arise as well-being both influences and is influenced by factors like job satisfaction and psychology, creating a complex relationship. Future studies should explore these areas using advanced methods to ensure accurate, unbiased results and offer new insights into how employees shape their work environments to enhance their well-being.

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