



Araştırma Makalesi / Research Article

Psychological Resilience and Psychological Welfare In Employees

Fetullah Battal¹, Halil Hakdan Öz²

Abstract

The transformation of business life has changed the expectations of both employees and organizations. While employees seek to fulfill their psychological well-being in addition to their material needs, organizations expect employees to adapt quickly to change, solve problems effectively, and handle multiple responsibilities. These mutual expectations have increased the importance of psychological resilience and psychological welfare. However, the rapid pace of scientific production has made it difficult to keep up with the current literature and maintain an objective perspective, potentially leading to superficial rather than in-depth research. This study aims to objectively reveal the current state of research on psychological resilience and welfare. A bibliometric analysis was conducted using R and R Studio software. The data were obtained from the Web of Science database on January 4, 2025, by filtering studies using the terms "business," "management," and "psychology." The final dataset includes 234 publications published between 1996 and 2025. These studies utilized 13,680 references and employed 804 unique keywords. The annual growth rate of publications on the topic was found to be 47.39%. It is expected that this study will contribute to a deeper understanding of the topic, help prevent redundant publications, and provide valuable insights into the conceptual development of psychological resilience and welfare, especially in today's context of dense academic output.

Keywords: Psychological Resilience, Psychological Welfare, Employees, WoS, Bibliometric.

Çalışanlarda Psikolojik Dayanıklılık ve Psikolojik Refah

Öz

İş hayatının dönüşmesi, çalışanlar ve örgütler arasındaki bekłentileri önemli ölçüde değiştirmiştir. Çalışanlar, maddi ihtiyaçlarının karşılanmasıının yanı sıra psikolojik refahlarının da sağlanması beklerken; örgütler ise çalışanların değişime hızlı uyum sağlamasını, sorunlara etkili çözümler üretmesini ve çoklu görevleri yerine getirebilmesini talep etmektedir. Bu karşılıklı bekłentiler, psikolojik dayanıklılık ve psikolojik refah kavramlarının önemini artırmıştır. Ancak bilimsel üretimin hızla artması, güncel literatürün takibini zorlaştırmakta ve araştırmalarda derinlikten uzak, yüzeysel çalışmaların ortaya çıkmasına yol açmaktadır. Bu çalışma, psikolojik dayanıklılık ve refah konularındaki mevcut araştırma durumunu nesnel bir biçimde ortaya koymayı amaçlamaktadır. Araştırmada bibliyometrik analiz yöntemi kullanılmış, analizler R ve R Studio programları aracılığıyla gerçekleştirilmiştir. Çalışma verileri, 4 Ocak 2025 tarihinde Web of Science veri tabanından "İşletme", "yönetim" ve "psikoloji" terimleri filtrelenerek elde edilmiştir. Sonuç olarak 1996–2025 yılları arasında yayımlanan toplam 234 yayın analiz edilmiştir. Bu çalışmalarla 13.680 kaynağı atıf yapılmış ve 804 farklı anahtar kelime kullanılmıştır. Konuya ilişkin yayınların yıllık artış oranı %47,39 olarak belirlenmiştir. Bu araştırmmanın, yoğun akademik üretimin yaşadığı günümüzde konunun daha iyi anlaşılmasına katkı sağlayacağı, mükerrer çalışmaların önlenmesine yardımcı olacağı ve psikolojik dayanıklılık ile refah kavramlarına ilişkin derinlemesine değerlendirmeler yapılmasına zemin oluşturacağı düşünülmektedir.

Anahtar Kelimeler: Psikolojik Dayanıklılık, Psikolojik Refah, Çalışanlar, WoS, Bibliyometrik.

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INTRODUCTION

Today's business life is becoming more and more complex for employees. Instead of traditional organisational structures in which organisational duties and responsibilities are strictly separated, modern organisational structures are being created in which employees have multiple duties and responsibilities and can work across different departments (Parker, 2019). Such modern organisations do not use monotonous working methods, are suitable for flexible working, have a strong communication network, require creativity, teamwork and interdepartmental cooperation (Brunsson & Olsen, 2018). The success of organisations is directly related to how well they adapt to this structure. Human capital, which constitutes the most important resource of organisations from the labour market, is becoming increasingly important. The aim of organisations to benefit from this resource as much as possible brings about the use of different methods and solution proposals. Keeping working conditions and human harmony in balance due to organisational changes has increased the evaluations on employee psychology (Nelson & Cooper, 2007).

It is possible for employees to cope with the stress they face, to overcome challenging conditions and constantly changing environmental conditions, and to continue their lives in a healthy and successful way with their psychological health and resilience. Employee psychological resilience has a very important effect on coping with uncertain, variable, unstable and adverse conditions (Lengnick-Hall et al., 2011). Increasing resilience in modern organisations is made possible by increasing employee resilience (Kuntz et al., 2016). It has become very difficult for employees to be successful in business life where there is constant change and innovation and creativity are required. Dizzying changes, innovations and challenges increase the stress and pressure on employees. For this reason, research on employees' competences to overcome negative conditions has become increasingly important (Siu et al., 2009).

The term resilience, which is researched on the basis of the field of psychology, focuses on making sense of the methods of coping with the difficulties faced by the individual. In the organisational context, understanding how employees overcome the problems encountered in the organisation is tried to be explained by psychological resilience. It is stated that resilience is a dynamic term that develops from individual to team and organisational level (Ma et al., 2018). The reactions of employees to the situations encountered in the organisation vary. While some employees adapt to changing and transforming organisational conditions, it is not easy for some employees to accept and adapt. The faster the acceptance and adaptation of the employees, the easier the recovery and transition to normal life. This situation reveals the concept of psychological resilience in the context of positive psychology (Dutton et al., 2014).

The proliferation of modern organisational structures has changed the expectations towards employees, and the expectations of employees from organisations have changed and differentiated (Van Niekerk et al., 2019). In this respect, organisations aim to create value by making use of employees' mental capacities rather than their physical strength. Meeting the material welfare expectations of employees is not always sufficient for employees to use their knowledge and skills for organisational purposes (Dhanabhakam & Sarath, 2023).

Organizations are faced with the necessity of satisfying the expectations of employees with more and different than material welfare tools in order to benefit from the knowledge, labour, capacity and talents of employees at the highest possible level. It is necessary to internalise the parameters for psychological welfare, which consist of the level of employee participation in organisational decisions, the manager's attitude towards employees, the support given to employees, employees' perceptions of job satisfaction and praise, trust, the merit-based basis of

organizational transactions, justice and the attractiveness of the working environment. While all the efforts made towards the realisation of these components contribute to the productivity, performance and effectiveness of the employees (Luthans et al., 2005), it contributes to the positive organizational behaviour of the employees by making joint efforts to achieve organizational goals (Akerboom & Maes, 2006).

Easy and fast adaptation to the new conditions of globalisation and competition brought about by the modern business world requires employees to make efforts beyond monotonous ways of working. The recognition that material welfare is not the sole and sufficient antecedent of the voluntary motivation of employees has led managers to focus their perspectives on psychological areas. Accordingly, different theories have been put forward, primarily in the field of motivation, and methods to increase organizational values by going beyond the monotonous work styles of employees have been discussed. The desired results of these methods are shaped by the satisfaction of psychological needs as well as meeting material expectations (Tang, Abu Bakar & Omar, 2024). Therefore, psychological needs expected of employees and of the organisation have become important issues in positive psychology and organisational behaviour. This study aims to reveal the current status of the studies on the concepts of psychological resilience and psychological welfare in organizational terms and to guide the researchers who will conduct future studies on related topics.

In recent years, the ideas of psychological resilience and psychological welfare have become more central in organizational studies, especially regarding employee well-being and performance. However, the rapid growth of publications and the interdisciplinary nature of these ideas have made it hard for researchers to develop a complete and current understanding of the field. Many studies examine these concepts separately and with different methodological approaches, leading to fragmentation in the literature. A bibliometric analysis is therefore needed to systematically map the intellectual landscape, identify research trends, and find gaps for future research. This study aims to address that need by providing a comprehensive overview of the connection between psychological resilience and welfare within the organizational context.

1. CONCEPTUAL LITERATURE

1.1. Psychological Resilience

Difficult situations experienced by people cause trauma and negatively affect mental health. After the trauma, the individual may be exposed to various diseases such as anxiety and depression. The recovery period varies according to individual characteristics. Depending on individual characteristics and environmental processes, some people accept the traumatic events they have experienced and adapt easily, while others may have difficulty in accepting and adapting. At this point, the motivation behind the easy adaptation of the last mentioned people to difficult situations and their successful coping with them is expressed by psychological resilience in positive psychology (Mahmoud et al., 2015).

Research examining the negative aspects of the individual and presenting their causes and solution suggestions is quite old. However, studies that examine, investigate and explain the strengths of the individual have generally become widespread in the last twenty years. Studies aimed at making the individual happy, psychologically healthy, and sustainable have become possible with the birth of positive psychology. Optimism, happiness, and hopefulness have started to be analysed on the basis of positive psychology (Gable & Haidt, 2005). Positive psychology is described as a science that conducts research to help people adapt to life in the best way in every

aspect. Positive psychology is a science that focuses on the positive side of the individual. It conducts studies focused on protecting the psychological health of individuals through practices that develop their strengths, help them experience, and increase their individual welfare. The term psychological resilience constitutes an important sub-branch of positive psychology (Lopez & Snyder, 2009).

Maslow was the first to use positive psychology in the historical process (Wright & Cropanzano, 2004). The ability of individuals to remain strong and adapt to changing conditions in difficult situations and stress periods in private and working life is explained by psychological resilience, which is a sub-branch of positive psychology (Sisto et al., 2019). Psychological resilience basically tries to understand how the individual can endure the difficult situations that they have encountered, how they overcome these difficulties, and how they develop themselves. Psychological resilience studies have become a subject that has gained momentum in various branches of science. However, this has led to some inconsistencies in the definition and conceptualisation of resilience (Fletcher & Sarkar, 2013). While psychological resilience was initially expressed as a personality trait, it was later considered as a transforming process. Researchers who deal with psychological resilience from a personality trait perspective consider this concept as a whole of the individual's ability, capability, and characteristics to cope with problems, troubles, and stressful situations in a healthy way and to make negative situations positive (Connor & Davidson, 2003). According to researchers with another point of view that evaluates the subject as a process, psychological resilience is considered as a dynamic process in which a positive adaptation is achieved while coping with negative situations such as stress, difficulty, problems, and change, and at the same time re-harmonising with the environment (Stewart & Wang, 2012).

Two different reasons make the issue of psychological resilience important. In terms of clinical psychology, the first reason is to protect the mental health of the individual or to regain health after the loss of mental health. Another one is to teach the individual to cope with stress and difficult situations, which makes it easier to determine the appropriate candidate for employee selection. These reasons are important as they affect work and private life. Psychological resilience is needed to maintain a healthy private life and to be successful in business life (Friborg et al., 2005).

1.2. Psychological Welfare

Employees play the most important role in the survival of organisations and their success in the global competitive environment. The contribution of employees to the organisation is a factor that leads organisations to success. The fact that organisations have qualified employees undoubtedly gives the organisation a significant advantage over its competitors. However, even more important than this is to benefit from qualified employees at the highest level. In other words, increasing the contribution of employees to the organisation plays an important role for organizational success. The exchange relationship between employees and the organisation is based on the equation that the contribution rate of employees to the organisation is equal to the contribution rate of the organisation to the employees. In other words, employees have certain material and psychological expectations from the organisation for each marginal value they contribute to the organisation (Ben-Nasr & Ghouma, 2018).

Classical management thought holds an understanding that is no longer valid today: it sees the employee as a rational being who focuses solely on economic benefits, acts like a machine when economically satisfied, and ignores the employee's emotions and feelings. Modern organizational employees, on the other hand, have revealed that psychological factors should be

given importance in addition to material benefits. Empirical studies by behavioural management researchers supporting these explanations emphasise that employees' contributions to the organisation are mainly influenced by social factors (Patro, 2015). From this point of view, in addition to the motivation theories that will guide employees in an organised way to achieve organizational goals, the problem of how employees will be connected to the organisation with the causes of their behaviours and how they will create marginal value by going beyond monotonous job descriptions becomes important for managers. The relationship between employees' psychological welfare and job performance makes the issue more important (Akerboom & Maes, 2006).

There is no common definition of the term employee welfare among researchers. The fact that the concept of welfare is subjective may lead to the lack of a common agreed definition. Even though there is no common definition, employee welfare can be defined as employees being aware of their own abilities, being able to work efficiently by overcoming the stress brought about by working conditions, and being able to make a beneficial contribution to themselves and the environment in which they live. Van Laar, Edwards, and Easton (2007) define employee welfare as the quality of work life and work-related quality of life. There are many short, different definitions of the concept of welfare. Quality of working life, quality of work life, welfare at work, and quality of work life can be given as examples (Wei et al., 2020).

Psychological welfare, which is used in a similar sense with morale, happiness, hopefulness and subjective welfare, positively affects working environments, life satisfaction and positive emotional experiences (Rego & Cunha, 2008). Accordingly, psychological welfare can be defined as a set of psychological values that shape the positive perceptions of employees towards the organisation and also includes material values. Organizational functioning, processes and decisions constitute important tools of psychological welfare that reinforce employees' positive attitudes towards the organisation. Psychological welfare is based on giving appropriate response and reaction to expectations based on psychological factors rather than meeting the material expectations of employees. Because employees' expectations from the organisation and the level of fulfilment of these expectations do not only include material responses. The marginal values that employees add to the organisation by going beyond the tasks defined for them constitute the prerequisite for sustainable organizational success. Creating the motivation that can mobilise employees in this direction requires responding to employees' desires for psychological welfare as well as material expectations. Depending on the increase in psychological welfare perceptions, employees can turn their marginal values into organizational success by transforming their own knowledge, capacity and abilities into an organizational opportunity by harmonising organizational outputs and individual achievements (Lin et al., 2023).

Welfare perceptions of employees can be divided into two sub-dimensions as material and psychological. Material welfare factors expected from the organisation can be listed as wages, bonuses, promotions and social benefits with material content. Psychological welfare expectations are expressed as being respected, participation in decisions, self-realisation, healthy relationships and communication, and a safe and peaceful working environment. Both welfare levels have important effects on satisfying the expectations of employees and providing an added value to the organisation. In this respect, both welfare elements are equally important (Bandara et al., 2020). In this respect, one welfare element cannot be preferred and used instead of the other. However, since the concept of psychological welfare, which has become increasingly widespread with positive psychology, is a relatively new concept, it is important to conduct research on it in order to ensure its effects and sustainability.

Although previous bibliometric studies have examined either psychological resilience or psychological welfare independently, or in specific domains, none have addressed the intersection of these two constructs in an organizational context. For instance, Li et al. (2025) conducted a bibliometric study focusing on psychological interventions for stroke patients, emphasizing resilience and well-being in clinical psychology. Yiğit and Çakmak (2024) explored the general literature on psychological well-being, while Ambhore and Ofori (2023) limited their analysis to psychological welfare in business and economics, without integrating the concept of resilience.

In contrast, the present study offers a unique contribution by examining both psychological resilience and psychological welfare simultaneously, specifically within the framework of organizational behavior and management. It aims to map the evolution and interrelation of these constructs in a work-related context, thus filling a critical gap in the interdisciplinary literature.

2. METHOD

2.1. Research Materials and Questions Related to the Research Problem

The selection of the data source in the bibliometric analysis method is important in terms of the scientific quality and universality of the research. Web of Science (WoS), Scopus, Google Scholar, and Microsoft Academic are among the most frequently used databases whose scientific quality and validity are accepted (Moral-Muñoz et al., 2020). The rapid increase and fragmentation of the number of studies makes it difficult to obtain and collect information. In this respect, scientific classification in bibliometric analyses is important in all branches of science (Aria & Cuccurullo, 2017). Although no language or geographic restrictions were applied to ensure a global and comprehensive dataset, thematic filtering was performed by including only studies that contained the terms "business," "management," and "psychology" in the Web of Science database. This approach is consistent with the principles of bibliometric analysis and aims to balance comprehensiveness with thematic focus. In addition, the fact that WoS has a continuous and wide-age publication continuity constitutes another factor in its preference. As a research method, the dataset on psychological resilience and psychological welfare was obtained from the WoS database on 04.01.2025. During the selection of the data set used in the analysis, the key concepts of 'business, management, and psychology' were filtered in accordance with the research purpose, and all studies were included in the data set without any time limitation. Furthermore, no language, region, field, or category restrictions were made. The following questions are sought for the research problem.

1. What studies have been conducted on resilience and psychological welfare in the Web of Science (WoS) database?
2. What is the widely accepted view in studies on psychological resilience and psychological welfare?
3. What is the distribution and citation rates of studies on psychological resilience and psychological welfare by year?
4. What is the popular journal, author and key concept matching in studies on psychological resilience and welfare?
5. What is the production of psychological resilience and welfare studies over time?
6. What is the publication rate of authors researching on psychological resilience and welfare over time?

7. In which country are the popular researchers on psychological resilience and welfare located?
8. Who are the most cited researchers working on psychological resilience and psychological welfare?
9. What are the most commonly used keywords in psychological resilience and welfare studies?
10. What does research on psychological resilience and psychological welfare mean for organisations?

2.2. Data Collection Criteria and Justification

The dataset used in this bibliometric analysis consists of 234 publications obtained from the Web of Science (WoS) database by applying a combined keyword search for “psychological resilience” and “psychological welfare.” The inclusion criteria required that both terms appear simultaneously in the title, abstract, or keywords. The rationale for this approach is to focus on studies that explicitly address the intersection of both concepts, as they are often interdependent in organizational behavior research. Psychological resilience contributes to the ability of employees to cope with workplace stressors, while psychological welfare reflects the broader experience of well-being in organizational life. Given the increasing attention in recent years to employee mental health and workplace dynamics—particularly after the COVID-19 pandemic—it has become necessary to examine how these two constructs co-occur and inform each other in empirical research (Zupic & Čater, 2015). Although 234 documents may appear limited in comparison to general bibliometric studies, it is a sufficient number when the scope is narrowed to studies specifically addressing the interaction of two psychological phenomena within the business and management context (Donthu et al., 2025). Furthermore, the high citation impact (47.39 citations per publication on average) suggests that the selected studies hold significant relevance in the literature.

2.3. Research Methodology

Bibliometric analysis is a research management that attracts the attention of researchers today. It contributes to the literature in terms of providing an overview of the literature in a particular field and providing up-to-date information about current research (Ellegaard, 2018). The acceleration of scientific production makes it difficult to follow the current literature and causes the objective perspective to disappear. The difficulty in following the current literature may prevent in-depth research and lead to shallow research (Wang & Ngai, 2020). Although bibliometrics as a method is a new research method, it makes significant contributions to the literature (Roig-Tierno et al., 2017).

The fact that it is easy to use, accessible and fast are the reasons why R, R studio software is frequently preferred in bibliometric analyses (Caputo & Kargina, 2021). With the R package, the conceptual structure of the field needed in bibliometric analyses can be revealed and used for various analyses (Aria & Cuccurullo, 2017). Thus, research design, data acquisition, analysis of the data obtained, visualisation and interpretation of the data can be done.

Based on the explanations, this research was conducted using the R programme. Research design, data analysis, visualisation and interpretation of analysis outputs were carried out in this way. At the same time, bibliometric analysis method reveals two different results. The first one presents the performance analysis of research topics and the contribution of research

components. The second is the application of mapping management and emphasising the relationship between research components (Donthu et al., 2021). In addition, since the research was conducted using ready-made data, ethics committee permission was not required.

3. FINDINGS

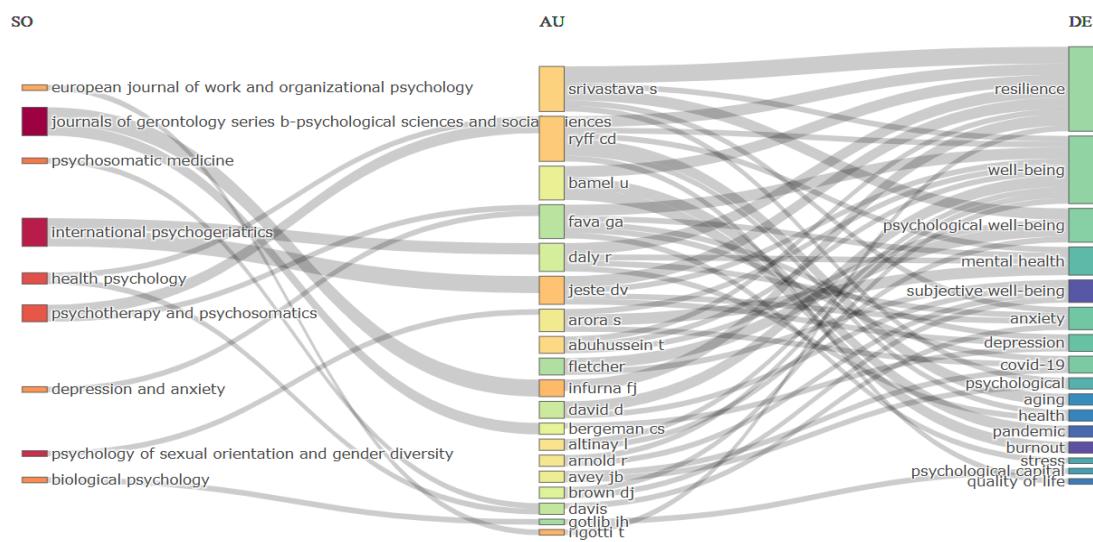
According to the results of the analysis on psychological resilience and psychological welfare in the WoS database on 04.01.2025, it is seen that studies on these concepts were conducted between 1996 and 2025. These date ranges coincide with the period when studies on positive psychology gained intensity. Researchers have started to attach importance to research on positive psychology, especially since the 2000s, in order to understand and maintain the good beneficial characteristics of the individual. According to the bibliometric analysis, 234 scientific documents published between 1996 and 2025 were included in the dataset. Considering the increase in the number of scientific production today, it can be said that the scientific production on the subject still has not reached a sufficient level. Therefore, it can be stated that research concepts have not reached a sufficiently understandable level, especially at the interdisciplinary level. This situation presents an opportunity for researchers on the subject. Because it is thought that the lack of sufficient level of studies on psychological resilience and welfare will increase the importance of publications on the subject and make a marginal contribution to the field.

It was determined that the annual growth rate of the studies was 38.6 percent. According to this result, it can be said that the concepts of psychological resilience and psychological welfare are a popular subject and that the research on the subject is increasing day by day. In the WoS database, it is seen that the number of researchers working on the concepts of psychological resilience and welfare is 1048, the number of studies published with a single author is 7, the international co-authorship rate is 26.5% and the co-authorship rate per publication is 4.7. A total of 804 different key concepts were used in the studies conducted on psychological resilience and welfare. The fact that the number of key concepts is so high shows that the subject is related to many different concepts and scientific fields. These documents collectively cited 13,680 different sources, reflecting a wide range of reference diversity. Furthermore, 113 journals were identified as publication sources for these documents. It was seen that the average age of the studies conducted is 5.62. According to this situation, the subjects of psychological resilience and welfare are concepts that researchers have been focusing on recently. In this respect, it is especially important to carry out interdisciplinary studies in order to understand and present positive psychology. The high average number of citations per publication, 47.39, reveals the scientific importance of studies conducted on research concepts.

When the scientific productions of the studies conducted in the WoS database on the concepts of psychological resilience and welfare are examined by years, it is seen that the studies conducted until 2008 followed a stable course. However, it was determined that scientific publications increased with an acceleration in the following years and that there was a rapid increase especially after 2020. It is thought that it is no coincidence that this increase coincided with the period when the Covid 19 outbreak started in 2019. In the context of organizational behavior and management, the physical health of employees has been prioritized over their psychological and spiritual health in most periods. However, the increase in positive psychology studies and the Covid 19 outbreak on top of that have revealed that psychological, mental and spiritual health also have an important effect on employee performance, productivity and effectiveness. The fact that the increase rate of studies conducted on research concepts has accelerated in this period supports the above-mentioned explanations.

Another data supporting the explanations and evaluations made is the annual citation numbers of studies on psychological resilience and welfare. While the annual average citation numbers until 2019 were on an increasing and decreasing trend, it is seen that the average citation numbers made since this date have always been on the rise. Thus, the field of positive psychology, which examines the positive, beneficial aspects of the individual and offers solution suggestions to make them sustainable, is becoming an area that attracts the attention of researchers and is being studied every day.

Figure 1: Three-Field Plot



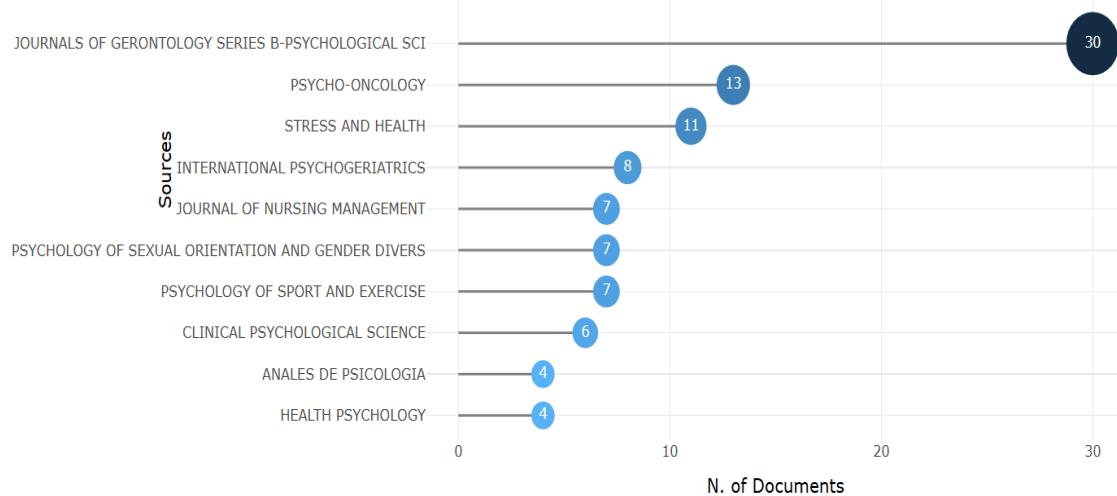
Source: R studio

The journals in which the studies on the concepts of resilience and welfare are published the most, the authors who have conducted the most research on the concepts, and the matching of the most frequently used key concepts in the studies are given in Figure 1. Accordingly, the European Journal of Work and Organizational Psychology is the journal in which the studies on the concepts of work are published the most frequently. Although resilience and welfare are concepts belonging to the science of psychology, the fact that the journal publishes studies on the psychology of organizational employees reveals the importance of the subject in the field of organizational behavior and management. The other journals in the list consist of journals that publish on psychology and its sub-branches. It is seen that the first three authors who have conducted the most studies on the concepts of work are Srivastava, lences, and Bamel. However, Rigotti and Bergeman are among the authors who have conducted studies in the journal in the first place, and this situation is thought to be related to the fields of the researchers.

The key concepts frequently used in research are shown on the right side of the figure. The concepts of resilience, welfare, psychological welfare and mental health constitute the most frequently used concepts in research. Srivastava, who has done the most research on psychological resilience and psychological welfare, has used the concepts of resilience, welfare and psychological welfare in his study. In addition, Rigotti, who publishes in the European Journal of Work and Organizational Psychology, where the most research is published, has frequently included the concept of resilience in his studies. In addition to these, covid 19, pandemic and quality of life have been used as keywords in studies. Therefore, as previously emphasized, the concepts of psychological resilience and psychological welfare have attracted the attention of researchers after

the pandemic outbreak. The frequent use of quality of life as a key concept in studies is an indication that the importance of the individual and therefore employees being psychologically positive, positive and healthy in their work and private lives in terms of effectiveness, efficiency and happiness is accepted both in the field of psychology and in the field of organizational behavior and management.

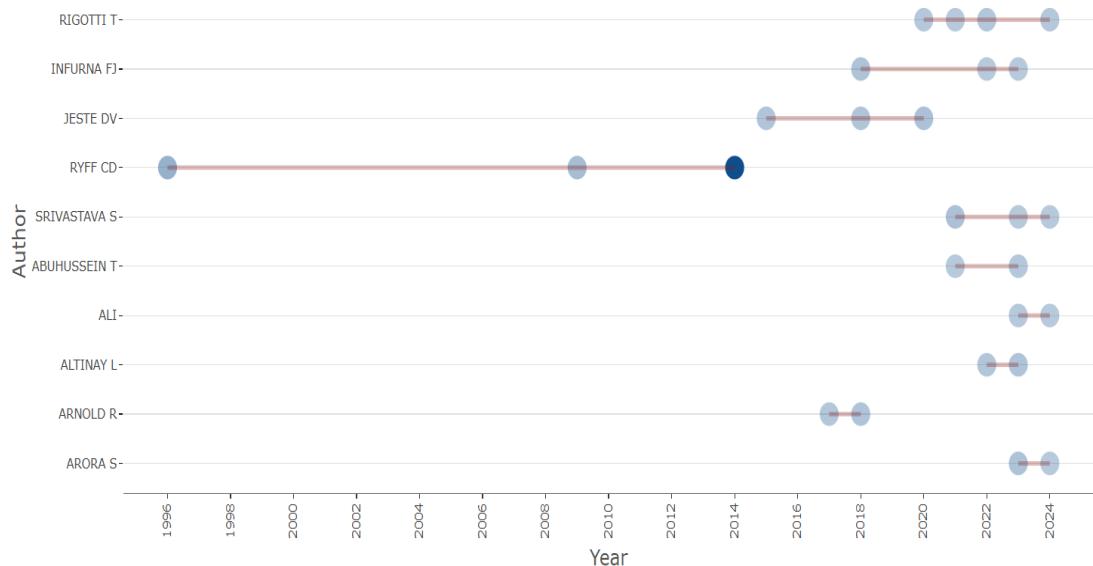
Figure 2: Most Relevant Sources



Source: R studio

Information on the most relevant sources published on studies on resilience and psychological welfare is provided in Figure 2. Journals Of Gerontology Series B-Psychological Sciences And Social Sciences constitutes the source where the most research is published with a total of 30 publications. Psycho-Oncology is among the most relevant sources published on studies on resilience and welfare with 13 and Stress And Health with 11 publications. The fact that the first three sources are psychology journals shows that the subject of positive psychology maintains its relevance. In addition, Journal Of Nursing Management constitutes the fifth most relevant source with 7 publications. This situation shows that research concepts are frequently used in studies in the field of management and organizational behavior.

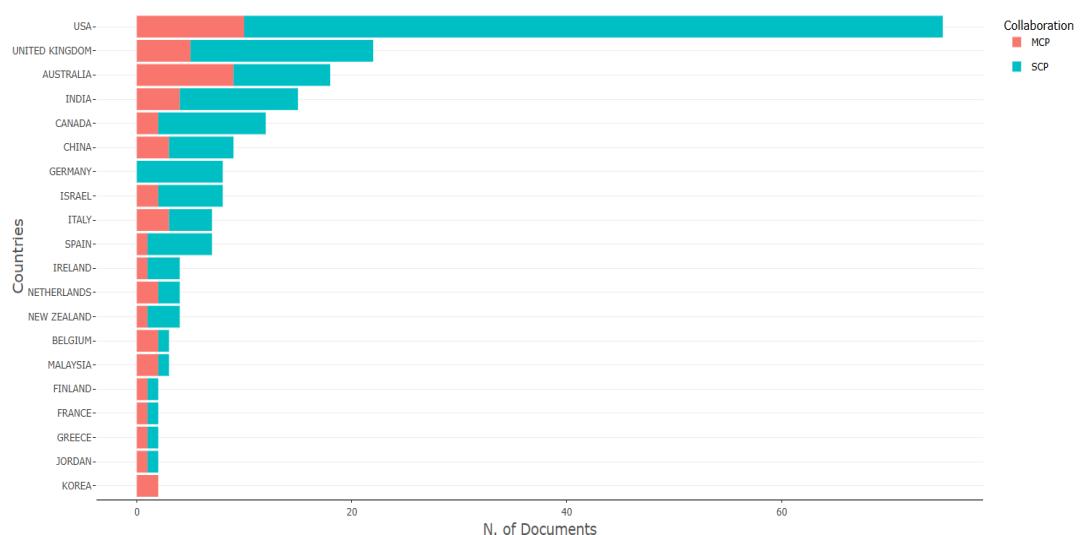
Figure 3: Authors' Production Over Time



Source: R studio

Figure 3 shows the scientific production of authors who have conducted research on psychological resilience and welfare over time. Research concepts took their place in the literature with the study of Ryff (1996). With an average of 110.17 citations per year, Ryff's (2013) study was again the most cited study. It is seen that the production of authors related to research concepts has increased over time after 2016. In addition, the size of the circles in the figure indicates the number of publications of the authors in the year the circle is located, and the darker the circle color indicates the high number of citations of the publications. Ryff is the author who has conducted research on the subject for the longest period. The studies of other researchers cover the last ten years. Accordingly, it can be said that the interest of researchers in the subject has increased recently.

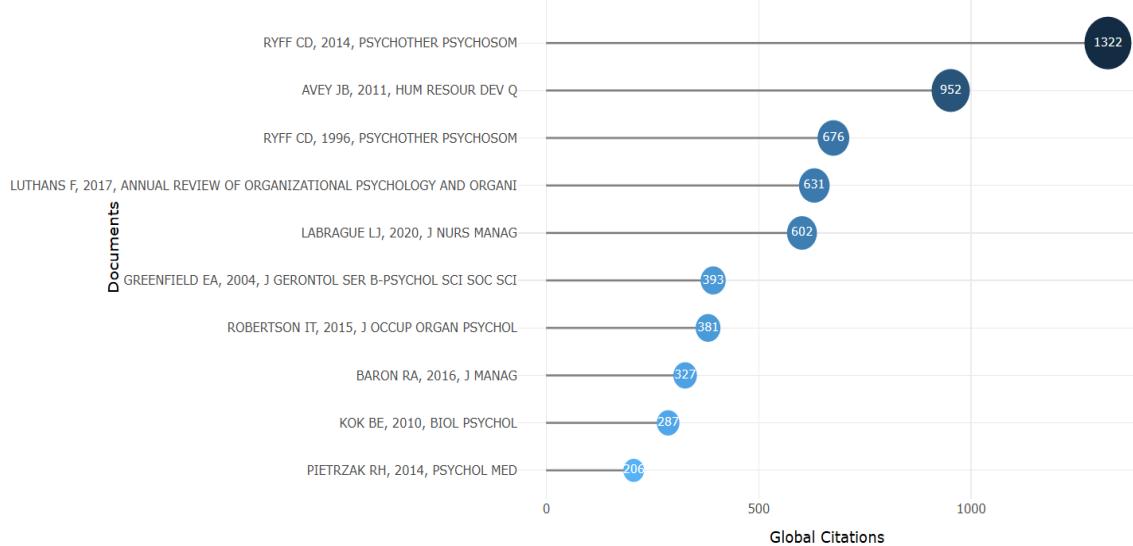
Figure 4: Countries of the Relevant Authors



Source: R studio

The top twenty countries where the most research has been conducted on work concepts are shown in Figure 4. The United States is the country in first place with 75 studies. While 65 of these studies were conducted by a single author, 10 studies were determined to have two or more authors. After the USA, the UK, Australia, India and Canada are on the list. The last country in the top twenty on the subject is Korea. Türkiye is not on the list. In this respect, revealing the psychological resilience and welfare levels of employees in Türkiye and determining the effects of these levels is important both in terms of business practices and local scientific development.

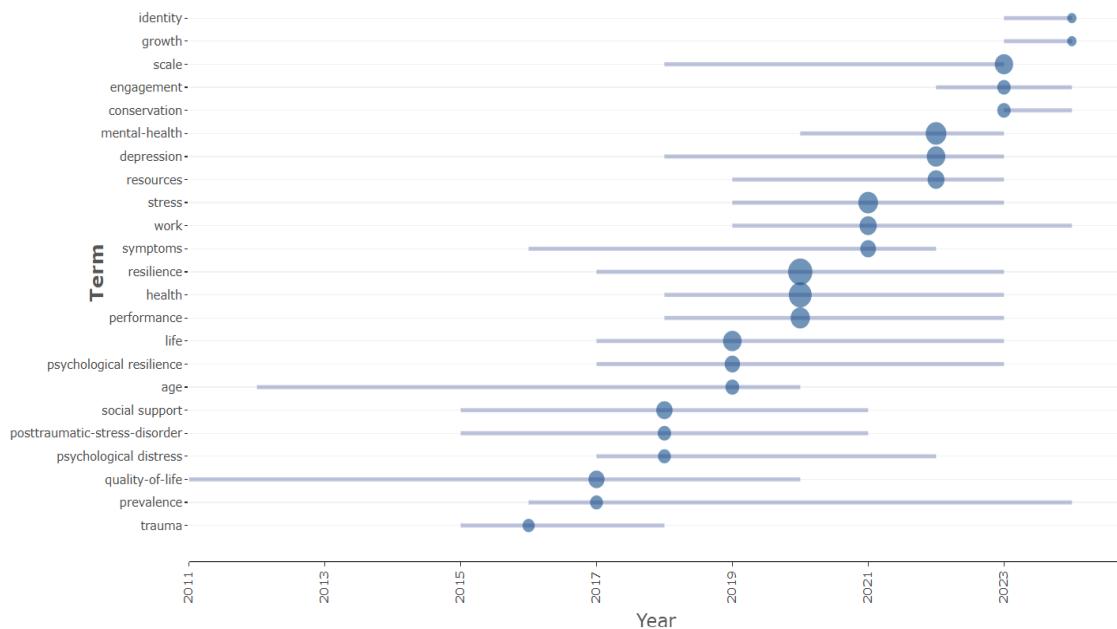
Figure 5: Most Cited Studies Globally



Source: R studio

The most cited studies in the international literature and the number of citations are presented in Figure 5. Accordingly, the study by Ryff (2014) is the most cited study with 1322 citations. The study conducted by Avey et al. (2011) is in second place with 952 citations, while the study conducted by Ryff (1996) is in third place. These studies are scientifically proven publications that can be used as an objective assessment tool in subsequent studies. In this respect, it is recommended that researchers on the subject take these sources into consideration.

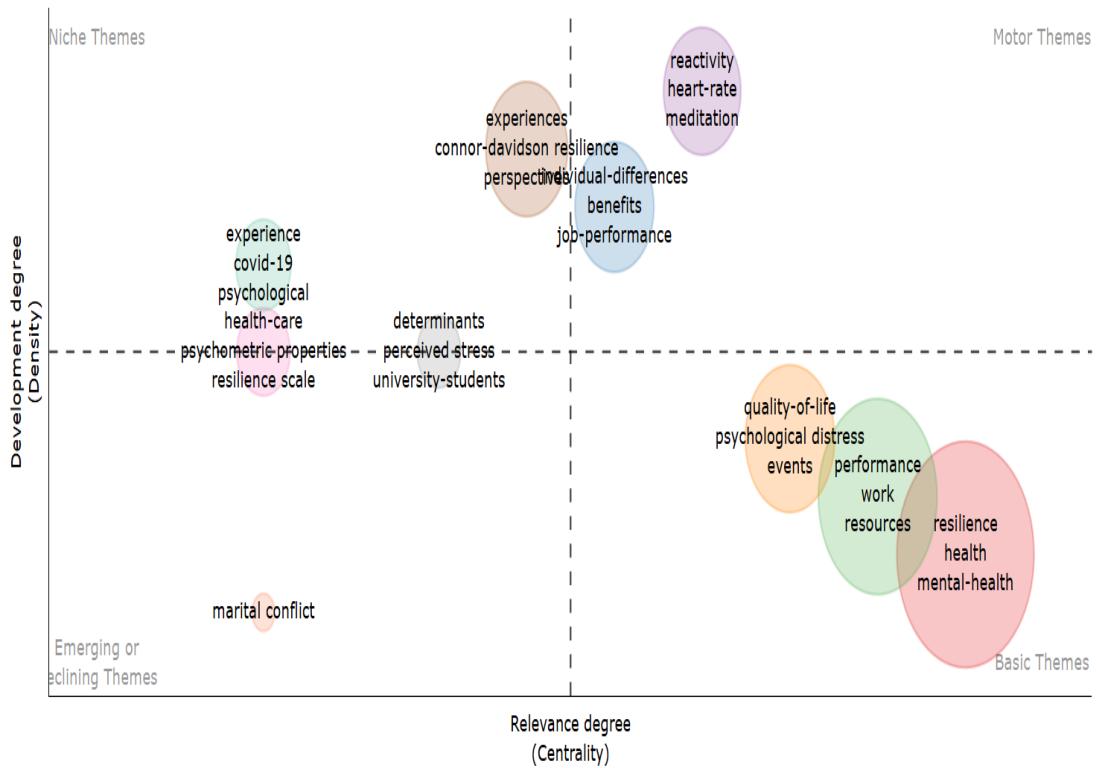
Figure 6: Topics Related to Research Concepts



Source: R studio

Trend research topics associated with the concepts of psychological resilience and psychological welfare are given in Figure 6. The horizontal lines in the figure show the publication intervals of the topics associated with the study concepts. In this context, quality of life constitutes the topic that has been studied for the longest time with the research concepts. Trauma, psychological disorder, prevalence and stress disorders constitute the concepts that were initially associated with the topics of psychological resilience and welfare. Later, the research topics began to evolve directly towards the individual, his/her private and business life. Since 2019, the terms psychological resilience and welfare have been evaluated in the context of the concepts of work and work. In addition, after 2020, topics such as identity and mental health have been frequently studied together with the research concepts.

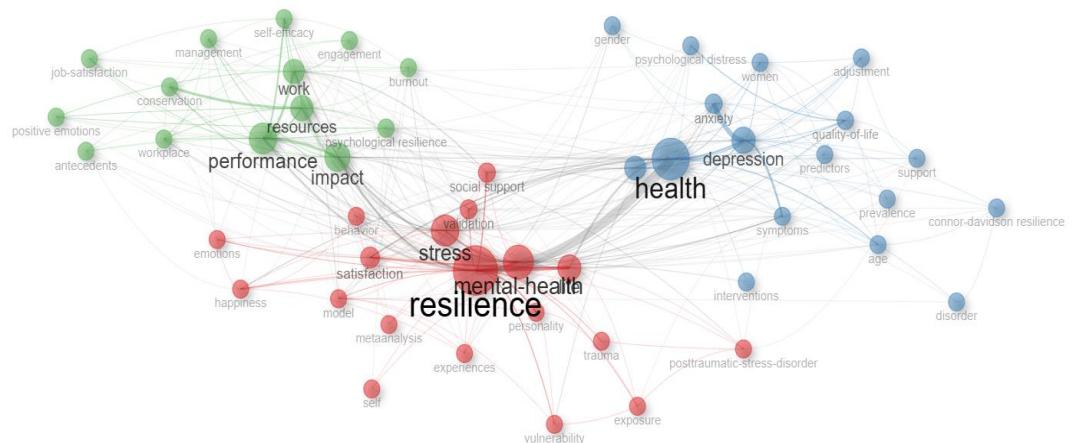
Figure 7: Thematic Map of Key Concepts Used in the Research



Source: R studio

Figure 7 shows the thematic mapping of keywords used in studies related to work concepts. Accordingly, the concepts in the upper right part are located in the motor themes section. The terms in this section mean that the usage density (rate) is high in the studies and that they are highly related to the concepts of psychological resilience and welfare. The terms in this section are individual differences, benefit, work performance, passivity, heart rhythm and meditation. When considered organizationally, it is seen that the concepts of work performance and psychological resilience and welfare are used frequently and highly related in the literature. In the lower right part of the map, there are terms with low usage density but high relationship with work concepts. Accordingly, the terms quality of life, psychological disorder, performance, work and resilience constitute concepts that are highly related to the concepts of psychological resilience and welfare. However, the low usage density of these concepts means that not enough studies have been done (Aria & Cuccurullo, 2017).

Figure 8. Collaboration Network of Concepts Used with Research Concepts



Source: R studio

The collaboration network of concepts used in studies on the concepts of psychological resilience and psychological welfare is given in Figure 8. Accordingly, research areas are clustered in three different areas: organizational behavior, psychology and health. Psychology is at the link between organizational behavior and health. In this respect, psychology has a systematic working network with organizational behavior and health sciences in this sense. In this context, it is understood that organizational behavior has a close working network with both health and psychology sciences with employee health and psychology. In the co-occurrence analysis of keywords (Figure 8), only author keywords were used in order to ensure conceptual consistency. A minimum threshold of five (5) keyword occurrences was applied to filter out infrequent terms and improve clarity in the network structure. Keywords that occurred less frequently than the threshold were excluded from the analysis. The co-occurrence network was constructed using the Bibliometrix R package (Aria & Cuccurullo, 2017), and the clustering was based on the Louvain algorithm to detect thematic clusters.

4. LINKING TO MANAGEMENT AND ORGANIZATIONAL BEHAVIOR LITERATURE

In order to enhance the scientific contribution of this study and establish a stronger link with the management and organizational behavior literature, it is essential to contextualize the findings within the scope of previous studies. In the field of management and organizational behavior, research on psychological resilience and psychological welfare has gained increasing importance, especially due to rapid changes in work environments and growing attention to employee well-being.

Previous studies have explored resilience both as an individual characteristic (Connor & Davidson, 2003) and as a dynamic adaptation process (Stewart & Wang, 2012). These studies often utilized survey-based data collection methods from employees across various industries, using validated scales such as the Connor-Davidson Resilience Scale (CD-RISC) and Ryff's Psychological Well-Being Scales. Quantitative analyses such as Structural Equation Modeling (SEM), regression analysis, and bibliometric clustering have been commonly used to evaluate relationships between resilience, job performance, burnout, and organizational support (Avey et al., 2011; Kuntz et al., 2016).

Moreover, studies in organizational behavior have highlighted how psychological resilience acts as a buffer against occupational stress and burnout, especially in high-pressure sectors such as healthcare and education (Di Monte et al., 2020). Psychological welfare, on the other hand, has been associated with increased job satisfaction, commitment, and reduced turnover intention (Chung-Yan, 2010; Kundi et al., 2020). These findings underscore that psychological resources are not merely individual attributes but are shaped and reinforced by organizational structures, leadership style, and workplace climate.

From a methodological standpoint, recent studies (Donthu et al., 2021; Caputo & Kargina, 2021) have increasingly adopted bibliometric analysis to map intellectual structures and research trends. These studies emphasize the value of bibliometric approaches in capturing longitudinal patterns and thematic evolution in a specific research domain. Our study aligns with this trend by offering a macro-level overview that complements micro-level empirical studies.

In summary, this research adds to the organizational behavior literature by demonstrating that the increasing volume and citation trends of resilience and welfare research post-2019—especially in organizational psychology journals—are not coincidental but indicative of shifting priorities in workplace management. The identified clusters such as “work performance,” “mental health,” and “quality of life” further illustrate how these psychological constructs are intertwined with organizational goals. Hence, this study not only maps the field but also highlights future opportunities for integrating psychological well-being into strategic HRM practices and leadership development.

5. DISCUSSION

Modern organizations expect employees to have multiple skills and jobs. These expectations require employees to take more responsibility, work in teams, have successful communication skills, participate in organizational decisions, and adapt to the organization (Mutsuddi & Sinha, 2023). Thus, the monotonous work styles of employees in traditional organizational structures are losing their validity (Roth & Winkler, 2018).

While changing employee expectations allow for positive developments in terms of organizational results, it also creates significant pressure on employees. In parallel with the development of technology in today's organizations, employees are worn out mentally and psychologically, even if they spend less physical energy. In this respect, the ability of employees to cope with the problems, troubles, and stress they encounter is among the indispensable elements of today's business life (Holton et al., 2016).

According to the explanations, psychological resilience stands out as an important skill in the context of employee success and meeting organizational expectations. Multiple and interconnected work methods and rapid changes in business life increase the need for psychologically resilient employees in organizations. Because psychologically strong individuals can direct change, adapt to new conditions and effectively solve the problems encountered (Fletcher & Sarkar, 2013). Otherwise, intense stress, rapid change and constant distress push employees to burnout (Akgemci et al., 2013). The psychological resilience of employees becomes even more important, especially in extraordinary situations such as crises, disasters and epidemics. The recent covid 19 epidemic can be given as an example of this. A study conducted on Italian healthcare workers during the epidemic reveals that high burnout levels occur in employees with low psychological resilience. In addition, this study emphasizes that employees with low resilience fail to fulfill their duties (Di Monte et al., 2020). It has been stated in the study analyses that the key

concept of covid 19 is frequently used in studies on psychological resilience. In addition, the analyses (Figure 7) have revealed that psychological resilience and welfare have a close relationship with work performance, work, and quality of life.

As the organization's expectations of employees have changed, the expectations of employees from the organization have also changed. Employee expectations are examined under two headings. The classical management approach reveals that employee expectations are only material and ignores the spiritual and psychological aspects of the individual. However, today, employees attach importance to meeting their psychological welfare as well as their material welfare. Being an irreplaceable resource makes it important for organizations to realize the importance of employees, thus meeting their psychological welfare expectations as much as their material expectations (Danziger et al., 2001). There is a negative relationship between psychological welfare and employees' stress, unhappiness, alienation from work, turnover, and counterproductive work behaviors, and a positive relationship between motivation, effectiveness, efficiency, satisfaction, and job performance (Chung-Yan, 2010; Kundi et al., 2020; Li & Hasson, 2020).

Li et al. (2025) focused on psychological interventions for stroke patients and revealed a significant clustering of resilience-related concepts in clinical and rehabilitation literature. Similarly, Yiğit and Çakmak (2024) identified the evolution of psychological well-being research with an emphasis on individual happiness and mental health, rather than organizational outcomes. Ambhore and Ofori (2023), although analyzing well-being in business and economics, did not incorporate psychological resilience into their framework.

In contrast, our study offers a novel synthesis by jointly analyzing psychological resilience and psychological welfare within an organizational and employee-centered context. Unlike previous works, we observed strong keyword linkages between these two constructs and organizational behavior terms such as job performance, stress, and adaptation. This indicates that the academic focus has begun to shift toward integrating psychological constructs into workplace research. The bibliometric clusters and thematic maps presented here provide a more structured and strategic insight into how these psychological domains evolve together, rather than in isolation

In the research analyses, it was revealed in the discussion section that the concepts of psychological welfare and resilience have a positive relationship with motivation, performance, satisfaction and quality of life, which have positive results from an organizational perspective, and a negative relationship with the terms of depression, anxiety, worry and behavioral disorders, which have negative effects from an organizational perspective. In addition, by analyzing the concepts of psychological resilience and welfare, which are important in explaining the expectations of employees from the organization and the organization from the employees, inferences were made regarding both organizational and employee expectations. In the context of positive psychology, it was determined that the two concepts positively affect the psychological health of the individual.

6. CONCLUSION

As a result of the research, it was determined that psychological resilience and welfare are directly related to many individual and organizational issues and concepts. The research terms have been the subject of research in many different scientific fields, especially sports, education, psychology, health management and organizational management. It is also seen that the concepts are frequently used in interdisciplinary research. According to the consensus on psychological

resilience and welfare studies, these concepts have important effects in terms of meeting both employee expectations and organizational expectations for today's business life. Motivating and motivating employees can provide both employee psychology and positive organizational results. In this respect, these two concepts should not be considered separately. In this respect, it can be stated that there is a cause-effect relationship between them.

In the WoS database, studies on research topics have shown an increasing trend over time, but it has been observed that the increase after 2019 is greater. The fact that the increase in question occurred in the same period as the Covid-19 outbreak may be the reason for this situation. The Journals Of Gerontology Series B-Psychological Sciences And Social Sciences journal constitutes the source with the most publications on work concepts. Concepts such as resilience, welfare, mental health, Covid-19, anxiety, and stress are among the most frequently used keywords in research. The research conducted by Ryff in 2014 constitutes the most cited study on this subject. The most research on psychological resilience and welfare has been conducted in the USA, and Türkiye is not on the top twenty list. For this reason, it is important to determine the psychological resilience and welfare levels of employees in Türkiye and to reveal the effects of these levels. In the literature, it is seen that there is a close centralization power between work concepts and work performance, benefit, health, and quality of life. This study has attempted to objectively present the current status of psychological resilience and welfare concepts. Thus, it is thought that in today's world where the publication density is high, the subject can be understood by researchers with less effort, studies can be avoided and deeper evaluations can be made about research concepts. For future research, it is recommended to reveal the relationship between the concepts of psychological resilience and welfare with transformational and spiritual leadership styles and to repeat the research in databases such as Scopus and PubMed.

AUTHOR STATEMENT

Statement of Research and Publication Ethics

This study has been prepared in accordance with scientific research and publication ethics.

Author Contributions

The authors contributed equally to the study.

Conflict of Interest

There is no conflict of interest for the authors or third parties arising from the study.

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