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Mapping Social Well-being Research in Contemporary Workplaces: A Bibliometric and Thematic Analysis

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ABSTRACT: The objective of this investigation is to analyze the framework and progression of social well-being research, as well as recognize the underlying themes, contributions and emergent research orientations within the field. The data was collected Scopus database to conduct a bibliometric analysis of publications. The research investigated the patterns of keyword co-occurrence, country-level contributions, source influence, and publication trends. VOS Viewer was employed to conduct bibliometric mapping and visualization in order to identify the conceptual relationships and thematic clusters that underlie social well-being research. Social well-being is a central concept that is strongly associated with social support, social capital, psychological well-being, mental health, sustainability, community development, empowerment, and employee well-being. The results also suggest that there is a growing emphasis on social well-being in the context of evolving social relationships, sustainability, and digitally mediated environments. The study underscores the significance of enhancing social support, social connectedness, meaningful participation, recognition, and supportive workplace relationships as mechanisms for fostering social well-being. The results offer valuable insights for researchers, policymakers, HR professionals, and organizations that are interested in creating socially sustainable environments. This study offers a comprehensive overview of the intellectual landscape and evolution of social well-being research by incorporating publication trends, geographical patterns, and conceptual linkages. It also identifies opportunities for future research, particularly in the areas of social support, employee well-being, digital work environments, and social sustainability.

1. INTRODUCTION

Social well-being has become an increasingly significant aspect of contemporary well-being research, reflecting the increasing recognition that the quality of an individual's life is influenced by their relationships and interactions with others, in addition to their psychological and physical state. Individuals' experiences of social connectedness, belongingness, participation, social contribution, acceptance, and meaningful relationships are broadly assessed as social well-being. Consequently, it has become increasingly critical to comprehend the manner in which social environments facilitate the sense of connection, value, and support that individuals experience in the fields of organizational, psychological, health, educational, and sustainability research.

The increasing interest in social well-being is also evident in its relationship with broader concepts, including social support, social capital, psychological well-being, mental health, community development, empowerment, and sustainable development. In particular, social support is a critical relational resource that enables individuals to obtain instrumental, informational, and emotional support. Individuals can manage challenges and participate meaningfully in their social environments by establishing supportive social relationships that foster a sense of belonging and recognition. These relationships may encompass assistance from colleagues, supervisors, managers, and the broader organizational community within organizations.

The significance of social well-being has been further underscored by the evolution of modern work environments. The manner in which employees communicate and maintain workplace relationships has been revolutionized by the adoption of flexible, remote, hybrid, and digitally mediated working arrangements. While digital technologies offer the potential for ongoing interaction and collaboration, they may also result in a decrease in irregular social interactions and the development of feelings of isolation or a decline in social connectedness. Therefore, it is becoming increasingly necessary for organizations to take into account social well-being in addition to conventional metrics such as productivity, job satisfaction, and psychological health.

The broader social dimension of sustainability is also closely correlated with social well-being. Quality of life, inclusion, participation, equity, and the establishment of supportive social environments are all being prioritized in the context of sustainable development. Therefore, the promotion of social well-being can contribute to socially sustainable workplaces from an organizational perspective by enhancing employee relationships, recognition, participation, and belonging. This connection has broadened the field's understanding of well-being beyond an individual-level understanding to a more relational, organizational, community, and societal perspective.

2. LITERATURE REVIEW

1. Conceptualizing Social Well-Being

Despite the growing volume of research, the literature on social well-being remains dispersed across multiple disciplines and research contexts. Well-being is not exclusively a psychological experience that is individual to each person. It is also influenced by the broader social context, economic conditions, participation, social environment, communities, and relationships of individuals. As a result, social well-being should be treated as a multifaceted concept (Teghe, D., & Rendell, K. 2005). These relationships are fortified by social connectedness, and supportive interactions and connectedness can be combined to establish conditions that promote greater social well-being (Feng, K. et al., 2019). "Well-being is a multifaceted concept that is related to optimal functioning and experience." Employee well-being can be defined as the content of their experience and performance within the organizational context (Ryan and Deci 2001). Employee well-being can be demonstrated in a variety of ways, such as physical, psychological, and social well-being (Grant et al., 2007). Employee well-being is crucial in organizations as it is a reflection of the overall welfare of the organization. According to another study, a healthy organization is "one that intentionally, systematically, and collaboratively endeavors to optimize employee productivity and well-being by offering well-designed and meaningful jobs, a supportive social-organizational environment, and accessible and equitable opportunities for career and work-life optimization" (Son, J., & Wilson, J. 2004). Social well-being in the context of employees is the extent to which individuals encounter positive social interactions, connections, and support in their work environment and broader social contexts. Hennicks, E., et al. (2022) postulate that employees' intention to depart is diminished, while job satisfaction and positive workplace behavior are enhanced by increased social well-being. The initial component of social well-being is influenced by factors such as a cordial and inclusive remote work culture, the potential for virtual team interactions, and effective communication and coordination with colleagues and supervisors in flexible working.

Employees balance their work and non-work responsibilities by managing their burden through flexible hours and locations. Without quitting, they are able to resolve their familial and social responsibilities through flexible work (Kossek et al., 2023). Bentley et al. (2016) contend that stress may be exacerbated by the isolation and reduced social interaction that individuals who participate in flexible work arrangements may experience. Both physical and mental well-being can be further impacted by extended periods of social isolation. Research on workplace toxicity has shown that hostile relational climates can suppress authentic social exchange and promote sycophantic compliance, thereby deepening employee alienation (Mande & Deogaonkar, 2026). This logic is further extended. These results emphasize that social well-being is contingent upon the absence of toxic relational dynamics that undermine trust and genuine connection, in addition to the presence of supportive connections. According to research, there is also a growing correlation between well-being and social and cultural connections. In order to demonstrate the intellectual structure and development of social well-being research in this context, the present study employs a bibliometric analysis. Publication trends, country contributions, source influence, and keyword co-occurrence patterns are examined in order to identify the primary conceptual clusters and emerging research directions.. The relationships between social well-being and social support, social capital, sustainability, psychological well-being, mental health, community development, and employee well-being are all given particular attention. The study aims to provide a comprehensive

understanding of the development of social well-being research and to identify opportunities for future scholarly inquiry by mapping these relationships. Social well-being has been examined from the perspectives of psychology, organizational structure, community, sustainability, health, and technology in a variety of research streams. Consequently, it is essential to perform a thorough examination of the field's development, the most influential countries and sources that have made a significant contribution, the concepts that are most closely associated with social well-being, and the evolution of the thematic structure.

1.2. Social Well-Being in the Organizational Context

The workplace constitutes one of the most significant social environments in an individual's life. Employees spend substantial amounts of time interacting with supervisors, colleagues, teams, and organizational systems, making the quality of workplace relationships an important determinant of their overall well-being. Employee well-being is therefore increasingly viewed as an indicator of organizational health rather than simply an individual psychological outcome.

Son and Wilson (2004) described a healthy organization as one that intentionally and collaboratively seeks to optimize both employee productivity and well-being through meaningful work, supportive social-organizational environments, and equitable opportunities for career and work-life development. This perspective establishes an important connection between organizational functioning and employee well-being. It suggests that organizations cannot achieve sustainable performance without considering the social and relational conditions under which employees perform their work.

Within this context, employee social well-being refers to employees' experiences of positive social interaction, meaningful interpersonal relationships, social support, inclusion, and connectedness within the workplace and the broader social environments associated with work. Workplace relationships with colleagues and supervisors can provide employees with emotional and instrumental resources that facilitate coping with work demands. Conversely, poor interpersonal relationships, inadequate support, social exclusion, and weak communication can undermine employees' social and psychological functioning.

Research has also linked social well-being with important organizational outcomes. Hennicks et al. (2022) suggest that higher levels of social well-being are associated with greater job satisfaction and positive workplace behavior, while potentially reducing employees' intention to leave. Social well-being therefore has implications not only for individual quality of life but also for employee attitudes, relationships, retention, and organizational effectiveness.

1.2. Social Relationships, Social Support and Employee Well-Being

Social support represents one of the central mechanisms through which workplace relationships influence employee well-being. Support from supervisors, colleagues, teams, family members, and wider social networks can help employees manage work-related demands and maintain positive functioning. Social connectedness can similarly create a sense of belonging and psychological security, thereby strengthening employees' capacity to cope with challenging work circumstances.

The significance of social relationships becomes particularly apparent when employees experience demanding or uncertain working conditions. Supportive interpersonal relationships may provide employees with resources that compensate for high work demands, facilitate information exchange, and encourage collaborative problem-solving. Conversely, social isolation and weak interpersonal connections can intensify employees' perceptions of stress and reduce their sense of belonging.

This relational perspective is particularly relevant to contemporary workplaces, where changes in work organization have altered how employees interact with colleagues and supervisors. The increasing use of digital technologies, remote work, hybrid work, and virtual teams has transformed traditional patterns of workplace social interaction. Consequently, the social dimension of employee well-being requires consideration of both physical and digitally mediated relationships.

1.3. Social Well-Being and Contemporary Workplaces

Contemporary workplaces are characterized by increasing flexibility in where, when, and how work is performed. Flexible work arrangements can provide employees with greater autonomy over their working time and location, potentially helping them accommodate family, social, and personal responsibilities. Kossek et al. (2023), for example, emphasize the relevance of flexible

working arrangements for managing work and non-work responsibilities. From a social well-being perspective, such flexibility may enable employees to maintain family and community relationships while continuing their employment.

However, flexibility does not necessarily produce positive social outcomes for all employees. Bentley et al. (2016) highlighted the possibility that remote working arrangements may contribute to social isolation and reduced social interaction. Reduced opportunities for informal conversations, spontaneous collaboration, interpersonal bonding, and face-to-face interaction can alter employees' experiences of belonging and connectedness. Thus, flexibility can produce a paradox: it may enhance employees' ability to manage social and family responsibilities while simultaneously weakening some forms of workplace social interaction.

The emergence of hybrid and remote work has therefore created a more complex relationship between work and social well-being. Virtual communication and digital collaboration platforms can sustain relationships across geographical boundaries, but they may not fully reproduce the social experiences associated with physical workplaces. Communication quality, coordination, supervisor support, virtual team interaction, inclusiveness, and organizational culture consequently become important dimensions of social well-being in contemporary work environments.

1.4. Emerging Challenges to Social Well-Being

The transformation of work has also intensified the interaction between professional and personal spheres. Contemporary employees increasingly experience blurred work–life boundaries, extended availability expectations, competing family responsibilities, psychological strain, and challenges associated with maintaining meaningful social connections. These challenges may be particularly significant where flexible work arrangements create greater autonomy but simultaneously increase expectations for constant availability.

Gendered responsibilities further complicate the relationship between work and social well-being. Unequal household and caregiving responsibilities can influence employees' experiences of flexibility, work–life integration, and workplace participation. Similarly, insufficient organizational empathy may limit employees' ability to manage competing work and personal demands. These issues demonstrate that social well-being is embedded within broader social structures rather than being determined solely by individual attitudes or workplace conditions.

Accordingly, contemporary discussions of employee well-being increasingly emphasize the need for organizations to develop supportive, inclusive, and socially sustainable work environments. Organizational empathy, psychological safety, social support, inclusive communication, meaningful participation, and opportunities for connection may therefore represent important organizational resources for promoting social well-being.

1.5. Fragmentation of the Social Well-Being Literature

Although interest in well-being has increased substantially, the literature on social well-being remains dispersed across multiple disciplines and research contexts. Research has examined social well-being from perspectives including psychology, organizational behavior, sociology, public health, community development, sustainability, education, and technology. Consequently, different research traditions have emphasized different dimensions of the construct, including social support, social connectedness, social capital, community participation, interpersonal relationships, employee well-being, mental health, and quality of life.

This disciplinary fragmentation has generated a rich but heterogeneous body of knowledge. While such diversity demonstrates the broad relevance of social well-being, it also makes it difficult to determine how the field has evolved, which concepts constitute its intellectual foundations, and which themes are emerging in contemporary research. In particular, the relationship between social well-being and contemporary workplace transformations—including flexible work, remote work, hybrid work, digital communication, and organizational sustainability—requires greater conceptual integration.

The existing literature therefore indicates the need to move beyond isolated studies and examine the broader intellectual structure of social well-being research. A systematic mapping of the literature can help identify influential publications and sources, major contributors, geographical patterns, dominant conceptual themes, and emerging research directions.

1.6. Research Gap and Rationale for the Present Study

Despite the growing volume of research on well-being, several gaps remain. First, social well-being has been examined across diverse disciplinary domains, but the knowledge generated by these streams remains insufficiently integrated. Second, although concepts such as social support, social capital, social connectedness, mental health, psychological well-being, and employee well-being are frequently associated with social well-being, the relationships among these concepts have not been comprehensively mapped. Third, changes in contemporary work arrangements have created new dimensions of social well-being, particularly in relation to virtual communication, workplace isolation, flexibility, work–life integration, and digitally mediated social relationships.

Furthermore, existing studies tend to focus on particular populations, organizations, or contextual settings, making it difficult to understand the broader development and thematic evolution of the field. A systematic examination of publication trends, influential sources, countries, authors, and keyword relationships can provide a more comprehensive understanding of how social well-being research has developed and where it is moving.

Through bibliometric mapping and thematic analysis, the study seeks to identify publication trends, influential sources and countries, major intellectual clusters, and emerging themes within the field. Keyword co-occurrence analysis can further reveal the conceptual relationships among social well-being and its associated constructs, while thematic analysis can identify established, emerging, and potentially underexplored research directions.

Consequently, the research questions are addressed in the study:

RQ 1: In terms of publication trends and growth, how has social well-being research evolved?

RQ 2: What are the substantial contributions to the field of social well-being research and what is the performance analysis?

RQ3: Which thematic clusters are the most prevalent in social well-being research?

In general, this study provides a systematic map of the social well-being research landscape and underscores the field's progress toward a more integrated understanding of well-being as a socially embedded phenomenon, thereby contributing to the literature. Researchers can benefit from the results by identifying emerging themes and theoretical opportunities, and organizations and policymakers can recognize the significance of social relationships, support, connectedness, and meaningful participation in fostering sustainable well-being.

3. METHODOLOGY

3.1 Research Design

A bibliometric analysis gained popularity due to its ability to conduct both scientific and performance-based analyses (Kumar et al., 2021). While providing a concise understanding and providing avenues for future research, incorporating a framework-based analysis (Paul et al. 2024).

Bibliometric analysis is a valuable instrument in a variety of fields and disciplines, as it consolidates the extensive bibliometric database, thereby removing any potential interpretation bias that may have been caused by previous methods. (Behl et al. 2022). The VOS viewer tool (Nees Jan Van Eck and Ludo Waltman 2009) was employed for the bibliometric analysis, which allows for the visual and data representation of bibliographic data.

3.2 Search Strategy and Data Source

The bibliographic data were obtained from the Scopus database, which was chosen for its comprehensive multidisciplinary coverage of peer-reviewed academic literature. The search strategy was developed to identify publications that explicitly addressed social well-being and closely related concepts. A search query that was representative was as follows: TITLE-ABS-KEY ("social well-being" OR "social wellbeing" OR "social well-being"). The search was conducted to identify publications

that were accessible during the designated study period. Subsequently, the search was further refined in accordance with the study's inclusion criteria, document type, language, and subject relevance.

3.3 Inclusion and Exclusion Criteria

Publications were screened according to predetermined criteria to guaranty relevance and consistency. Journal articles, review articles, and pertinent conference publications that addressed social well-being were taken into account for inclusion. Publications were excluded if social well-being was only incidentally mentioned without substantial conceptual or empirical discussion. Additionally, duplicate records and documents that were not within the defined scope of the investigation were eliminated.

3.4 Data Cleaning and Screening

The records that were retrieved were exported from Scopus in a format that was compatible with bibliometric software. The dataset was analysed for duplicate records, variations in author names, institutional names, and keyword terminology. In order to enhance the precision of the co-occurrence analysis, keywords with comparable meanings were standardized as necessary. For instance, data cleansing can be used to harmonize variations such as social wellbeing and social well-being. Figure 1 illustrates a PRISMA diagram (Page et al., 2022) that explains the selection of the primary studies.

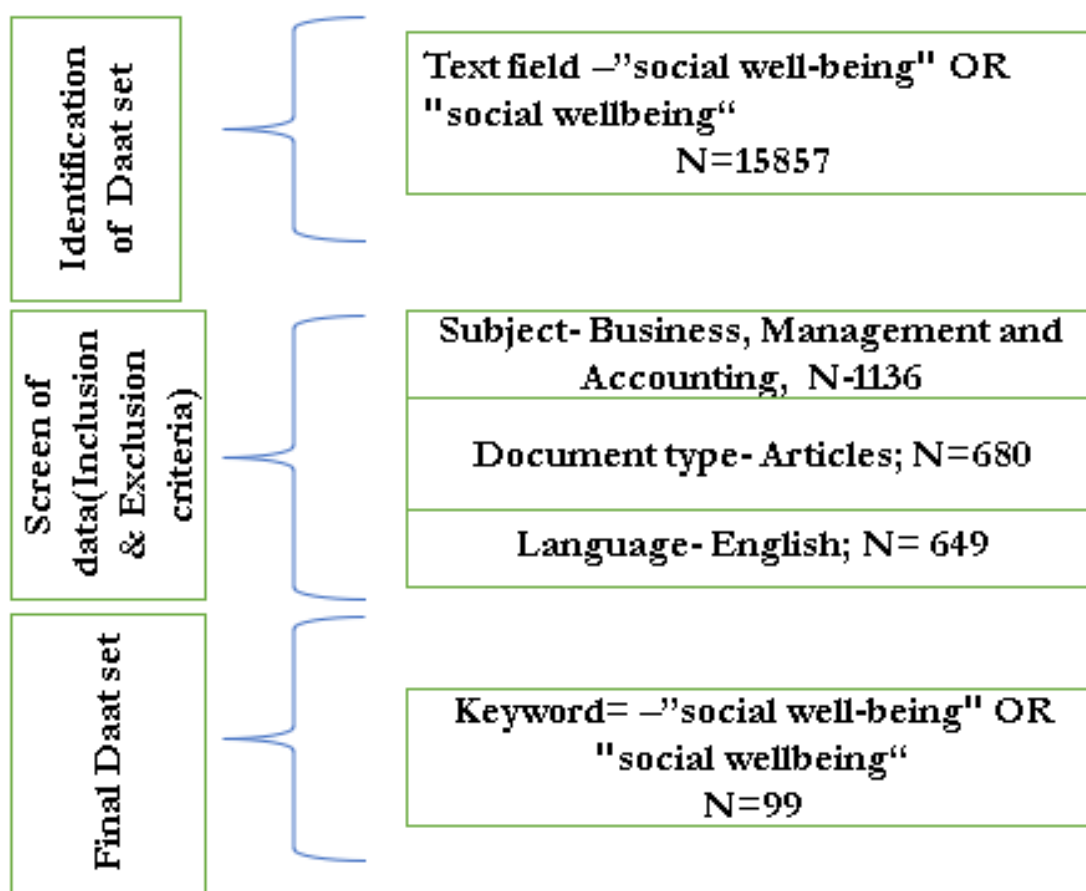


Figure 1. Prisma Technique for data Identification and extraction

4. 3. RESULTS AND DISCUSSION

4.1. Descriptive analysis

Descriptive analysis is key of performance analysis. The descriptive analysis gives the overview of the dataset which is to be analysed. The sample comprises 99 research articles from Scopus databases with key word as "social well-being" OR "social wellbeing". Table 1 provides an overview of the data that was taken from the databases. Table 1 provides a descriptive analysis of the data collected. This description facilitates replicability and clarity, thereby decreasing the likelihood of inadequate study procedures (Paul et al., 2021).

Table 1. Descriptive Analysis of the extracted data

Description	Result
Total documents without screening	15,819
Articles (after inclusion exclusion criteria)	99
Sources	Scopus
Publication period	2002-2026
No of Authors	160
Single-authored documents	14
Multi-authored documents	76
H index	85
Author's keywords	Social Well being
Total Citation	2889
Average citations per document	29.18
References	4,522 documents

Source(s): Courtesy by authors

4.2. Publication Analysis

Publication analysis focuses on the quantitative assessment of published research output. It is the part of performance analysis of the dataset. The research domain's gradual advancement is illustrated by the annual publication trend. The topic was still in the process of emerging, as evidenced by the limited scholarly output that was observed during the early period, particularly between 2002 and 2011. The number of publications increased considerably from 2012 onward, despite some year-to-year fluctuations. After 2016, a more consistent growth trajectory became evident, as the number of publications increased from

five in 2016 to seven in 2019 and eight in 2021. Research activity experienced a significant increase in 2023, culminating in nine publications, following a transient decline to five documents in 2022. The maximum annual output in the dataset was achieved in 2024 and 2025, when 17 documents were published, indicating the most pronounced growth. Because the year may not yet represent the complete publication cycle, the 8 documents recorded for 2026 should be interpreted with caution. In general, the trend suggests that there has been a significant increase in scholarly interest and research momentum within the domain, particularly in the most recent years.

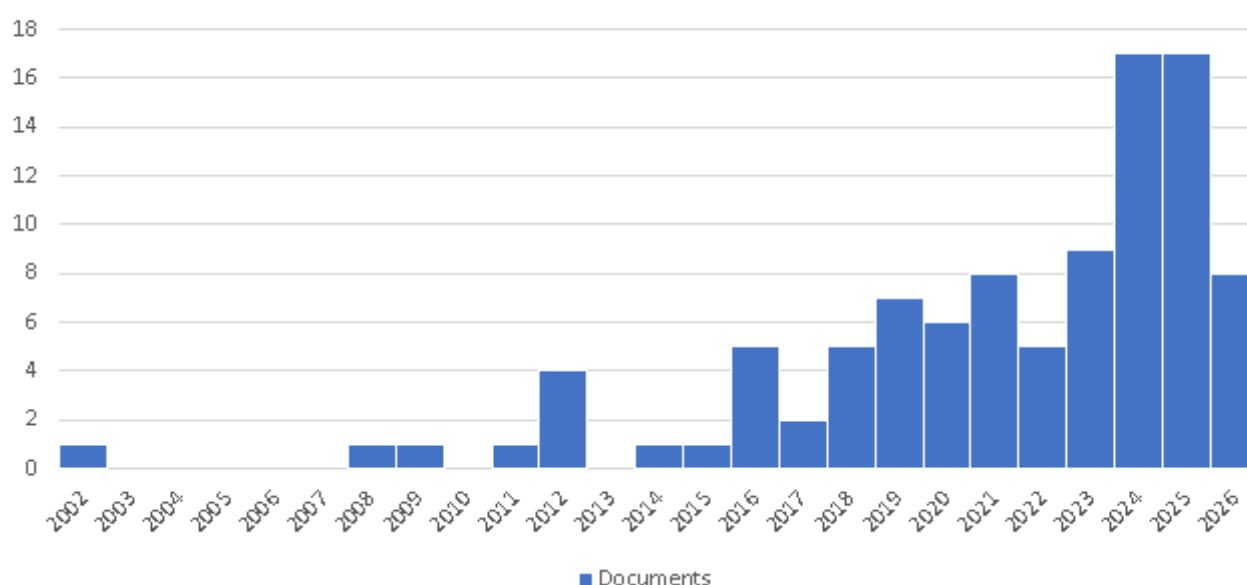


Figure 2: Publication trend analysis of the dataset (Year-wise 2002-2026)

4.3. Journals Analysis

Journal analysis suggests that social well-being, is the subject of multidisciplinary research, with publications appearing in the fields of management, sustainability, technology, human resources, psychology, marketing, finance, and social sciences. This implies that the subject matter is relevant to fields beyond the confines of a single academic discipline. The Journal of Cleaner Production has the most publications in the dataset, with four documents. This suggests a significant correlation between the topic and sustainability-oriented research. Three documents are contributed by each of the International Journal of Intercultural Relations, Qualitative Research in Financial Markets, and Technology in Society, indicating interest from the perspectives of social, financial, and technology sectors. California Management Review, Journal of Services Marketing, Journal of Sport Management, Kybernetes, Psychology and Marketing, SA Journal of Human Resource Management, and Technological Forecasting and Social Change are among the numerous periodicals that contribute two documents. The topic's intersection with organizational management, technology, psychology, HRM, services, and strategic management is demonstrated by their presence.

Table 2.: Top 10 Journals contributing the topic

Sr No	Journal	Documents
1	Journal of Cleaner Production	4
2	International Journal of Intercultural Relations	3
3	Qualitative Research in Financial Markets	3
4	Technology in Society	3
5	California Management Review	2
6	Journal of Destination Marketing and Management	2
7	Journal of Services Marketing	2
8	Journal of Sport Management	2
9	Kybernetes	2
10	Psychology and Marketing	2
11	SA Journal of Human Resource Management	2
12	Technological Forecasting and Social Change	2
13	Asia Pacific Journal of Human Resources	1
14	Asia Pacific Journal of Management	1
15	Asian Journal of Accounting Research	1
16	Asian Journal of Business Ethics	1

Source Courtesy by Author

4.4. Analysis of Citations

In the field of bibliometric research, citation analysis is a method of scientific cartography. It can offer a unique perspective on the influence of a specific article, author, or institution within a particular field of study. Researchers can ascertain the extent to which a work has influenced the discourse surrounding a specific topic by examining the number of times it has been cited. The citation analysis suggests that the literature on social well-being and related sustainability issues is underpinned by a number of highly cited studies. The study on technology innovation, environmental sustainability practices, and SME performance in Kenya by Chege and Wang garnered the most citations that is 365. This is succeeded by Lee and Tang with 304 citations who

investigated value-chain innovations that were both environmentally and socially responsible. Table 3 shows the details of the top 15 contributor with maximum citation on the topic.

Table 3. Top Fifteen Contributor with Maximum Citation on the topic

	Author	Title	No of Citation
1	Chege S.M.; Wang D.	The influence of technology innovation on SME performance through environmental sustainability practices in Kenya	365
2	Lee H.L.; Tang C.S.	Socially and environmentally responsible value chain innovations: New operations management research opportunities	304
3	Pawar B.S.	Workplace spirituality and employee well-being: an empirical examination	180
4	Xiao Y.; Cooke F.L.	Work-life balance in china? Social policy, employer strategy and individual coping mechanisms	142
5	Yang Z.; Solangi Y.A.	Analyzing the relationship between natural resource management, environmental protection, and agricultural economics for sustainable development in China	113
6	Altinay L.; Song H.; Madanoglu M.; Wang X.L.	The influence of customer-to-customer interactions on elderly consumers' satisfaction and social well-being	101
7	Jayarathna C.P.; Agdas D.; Dawes L.	Exploring sustainable logistics practices toward a circular economy: A value creation perspective	104
8	Cicognani E.; Mazzoni D.; Albanesi C.; Zani B.	Sense of Community and Empowerment Among Young People: Understanding Pathways from Civic Participation to Social Well-Being	103
9	Barros P.; Ng Fat L.; Garcia L.M.T.; Slovic A.D.; Thomopoulos N.; de Sá T.H.; Morais P.; Mindell J.S.	Social consequences and mental health outcomes of living in high-rise residential buildings and the influence of planning, urban	86

		design and architectural decisions: A systematic review	
10	Hoque N.; Rahman A.R.A.; Molla R.I.; Noman A.H.M.; Bhuiyan M.Z.H.	Is corporate social responsibility pursuing pristine business goals for sustainable development?	79
11	Li F.; Yao N.; Liu D.; Liu W.; Sun Y.; Cheng W.; Li X.; Wang X.; Zhao Y.	Explore the recreational service of large urban parks and its influential factors in city clusters – Experiments from 11 cities in the Beijing-Tianjin-Hebei region	65
12	Feng K.; Altinay L.; Olya H.	Social well-being and transformative service research: evidence from China	65
13	Nguyen H.V.; Le M.T.T.; Pham C.H.; Cox S.S.	Happiness and pro-environmental consumption behaviors	61
14	Park J.; Pang M.-S.; Kim J.; Lee B.	The deterrent effect of ride-sharing on sexual assault and investigation of situational contingencies	48
15	Pan L.; Xu X.; Lu L.; Gursoy D.	How cultural confidence affects local residents' wellbeing	45

Source Courtesy by Author

4.5. Country Influence

This analysis emphasizes the international contribution and geographical distribution of research on social well-being at the country level. The United Kingdom is the primary contributor, with eight publications, which suggests that it has a relatively robust research presence in this field. Italy, Pakistan, and South Africa follow with six publications each, illustrating significant contributions from both European and emergent research contexts.

Five publications are contributed by Hong Kong, followed by four publications each from Canada, Malaysia, and the Netherlands. Additionally, four publications are recorded in New Zealand. Bangladesh, Brazil, South Korea, and Spain are among the countries that have published three publications, while Japan has contributed two publications. Table4 give a details overview of the contribution of countries.

Table 4. Top Fifteen Contributor with Maximum Citation on the topic

Rank	Country	Documents	Interpretation
1	United Kingdom	8	Highest research contribution
2	Italy	6	Strong European contribution
3	Pakistan	6	Strong contribution from South Asia
4	South Africa	6	Strong African contribution
5	Hong Kong	5	Important Asian contribution
6	Canada	4	Established contribution
7	Malaysia	4	Emerging Asian contribution
8	Netherlands	4	Established European contribution
9	New Zealand	4	Established contribution
10	Bangladesh	3	Emerging South Asian contribution
11	Brazil	3	Latin American contribution
12	South Korea	3	East Asian contribution
13	Spain	3	European contribution
14	Japan	2	Smaller contribution

Source Courtesy by Author

4.6. Keyword Analysis

Keyword co-occurrence analysis is a bibliometric technique that assists in the identification of the most frequently used keywords in a particular research field or topic, as well as their relationships.

The conceptual structure and thematic relationships within the social well-being literature are exemplified by the keyword co-occurrence analysis. The prominence/frequency of keywords is represented by the magnitude of the nodes in the network, while the connecting lines denote co-occurrence relationships. Keywords that are closely spaced and have a strong connection suggest a higher degree of conceptual association.

The analysis reveals that “social well-being” is the dominant central keyword, represented by the largest node in the network. Its central position and extensive connections with other keywords indicate that it serves as the principal conceptual anchor of the literature. The network demonstrates that social well-being is examined from multiple complementary perspectives,

including sustainability, psychological well-being, social capital, mental health, community development, empowerment, and organizational/workplace issues. Figure 3 is a generative representation from the software Vos Viewer.

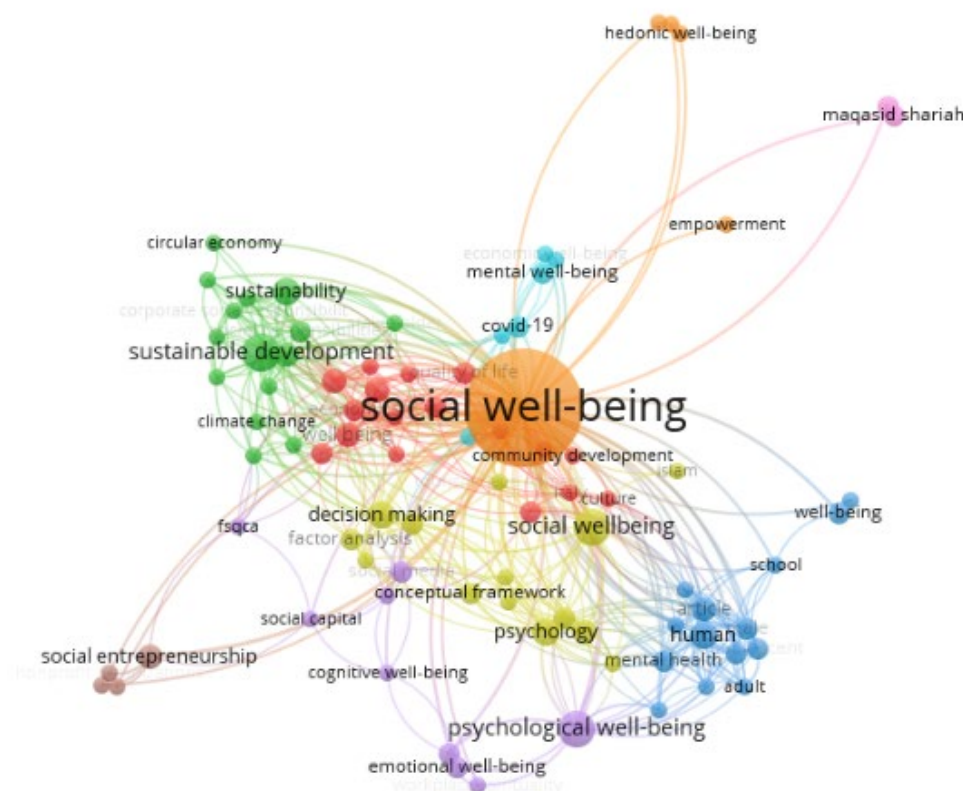


Figure 3. Keyword Analysis based on the number of occurrence (VOS Viewer Report)

Cluster 1(Orange): Core Social Well-Being and Community Development

"Sustainable development," "sustainability," "circular economy," and "climate change" are all strongly associated with the green cluster on the left. This cluster suggests that the sustainability discourse is becoming more closely associated with social well-being. The presence of these keywords indicates that social well-being is being regarded as a critical element of broader sustainable development, in addition to an individual outcome. The connection between sustainable development and social well-being is of particular significance as it directs attention to the establishment of social environments that promote long-term societal welfare, inclusion, participation, and quality of life. Contemporary workplace implication: Organizations increasingly integrate well-being strategies into community-oriented models, promoting resilience and collective recovery post-pandemic.

Cluster 2 (Green): Sustainability and Corporate Responsibility

The second cluster situates social well-being within the broader frameworks of sustainability and corporate responsibility. Concepts such as sustainable development, circular economy, and climate change reveal how ecological consciousness has become integral to workplace culture. Employees increasingly derive meaning from contributing to environmentally responsible practices, while organizations enhance their legitimacy through corporate social responsibility. This cluster illustrates how social well-being is not only about interpersonal relationships but also about aligning organizational values with global sustainability goals, thereby reinforcing purpose and reputation.

Cluster 3 (Purple): Psychological and mental health.

The keywords "psychological well-being," "emotional well-being," "cognitive well-being," "mental health," "human," and "adult" are depicted in the purple/blue cluster located at the lower-right of the map. This suggests a robust correlation between individual psychological outcomes and social well-being. It is suggested by the network that social well-being research has a significant overlap with research that investigates individual functioning, psychological well-being, affective experiences, and mental health. Consequently, social well-being can be regarded as a critical component of a more comprehensive multidimensional well-being perspective.

Contemporary workplace implication: Modern organizations are adopting psychological safety frameworks, mindfulness programs, and emotional intelligence training to foster holistic well-being.

Cluster 3 (Blue): Human Development and Education

The following keywords are also significant: "social capital," "social entrepreneurship," "community development," "social wellbeing," and "culture." These concepts underscore the community-oriented and relational aspect of social well-being. Social capital, in particular, serves as a critical link between individuals and their broader social setting. Individuals' perceptions of social well-being and belonging can be influenced by relationships, trust, networks, cooperation, and participation. This cluster connects lifelong learning and mental health to workplace adaptation. Continuous education fosters resilience and self-efficacy.

Contemporary workplace implication: Workplaces are becoming learning ecosystems, emphasizing lifelong development and mental health literacy as pillars of social well-being.

Cluster 5 (Brown): Social Entrepreneurship and Capital

The fifth cluster highlights the role of social entrepreneurship and social capital in advancing workplace well-being. It underscores how innovation-driven social impact, trust, and collaboration serve as key resources for organizational success. Social entrepreneurship connects well-being to purpose-driven business models, where community benefit is valued alongside profit. In contemporary workplaces, this cluster reflects the rise of entrepreneurial cultures that cultivate collective well-being through social innovation, reinforcing the idea that organizational success is inseparable from community engagement.

Cluster 6 (Pink): Cultural and Ethical Frameworks

The final cluster introduces cultural and ethical frameworks into the discourse on workplace well-being. Maqasid shariah, "empowerment," and "hedonic well-being" are all included in the upper-right corner of the network and highlight the moral and spiritual dimensions of organizational life, emphasizing justice, welfare, and inclusivity. Empowerment serves as a bridge between cultural ethics and organizational inclusivity, ensuring that diverse employee values are respected. This cluster demonstrates how cross-cultural ethics are increasingly shaping inclusive well-being policies, aligning organizational practices with moral frameworks that resonate across global and diverse workforces.

These keywords suggest that social well-being research also includes perspectives on ethical, religious, empowerment-oriented, and quality-of-life. This illustrates the interdisciplinary character of the discipline and implies that social well-being is not limited to a single theoretical or disciplinary perspective.

Overall interpretation of keywords

In general, the keyword network illustrates that social well-being has developed into a multidimensional and interdisciplinary research domain. The central position of social well-being and its connections with sustainability, psychological well-being, social capital, mental health, community development, empowerment, and organizational concepts suggest that researchers are increasingly grasping the concept of well-being as a result of both individual and social conditions.

It is crucial to note that the network offers a justification for the investigation of social support as a potential mechanism by which organizations can enhance the social well-being of their employees. Social support can facilitate social connectedness,

belongingness, recognition, interpersonal relationships, and psychological well-being, thereby connecting the individual and organizational dimensions of the literature. Consequently, the keyword analysis advocates for a transition from the primary perception of well-being as a psychological consequence of an individual to an understanding of it as a relational and organizational phenomenon.

5. DISCUSSION

The bibliometric analysis underscores the multidisciplinary and dynamic nature of social well-being research, which spans from management to psychology, sustainability, health, education, and social sciences. Social well-being is influenced by societal conditions, communities, organizations, and relationships, as evidenced by the results, which go beyond individual psychological outcomes. Strong correlations between social capital, sustainability, psychological well-being, mental health, community development, and social connectedness are revealed through keyword analysis. As per cluster 6 and the study examined the relationship between organizational culture and employee performance by exploring the role of similarities in religious teachings and high-performance managerial practices (Deogaonkar and Nanoty 2023). Thus, religious teachings can be viewed as a potential indicator of social well-being, as their emphasis on shared values, compassion, social responsibility, interpersonal harmony, and community connectedness may contribute to positive social relationships and collective well-being. In order to foster well-being, these relationships underscore the significance of trust, belonging, participation, and interpersonal networks. Particularly in remote and hybrid workplaces, the emergence of COVID-19 is indicative of the increasing focus on digitally mediated communication, mental health, and social isolation. Further evidence of the global significance of social well-being in various cultural and institutional contexts is provided by the geographical diversity of research. Building on the emerging concepts of digital leadership and AI readiness, future research could examine their role as important contemporary dimensions of social well-being in technology-mediated workplaces. In particular, future studies may investigate how digital leadership and organizational AI readiness influence employees' communication, collaboration, participation, social connectedness, and workplace relationships. Such research could provide greater insight into whether digitally enabled work environments strengthen or weaken employees' social well-being and how organizations can leverage digital transformation to foster more inclusive, connected, and socially supportive workplaces (Deogaonkar, 2025).

Future research should investigate the ways in which psychological safety, connectedness, belonging, organizational relationships, and social support contribute to the well-being of employees and the community.

6. THEORETICAL IMPLICATION

The results have significant theoretical implications. Initially, the substantial correlation between social capital and social well-being underscores the significance of interpersonal relationships and networks as resources for well-being. Secondly, its association with sustainability situates social well-being within the broader social sustainability discourse. Third, JD-R and COR theories elucidate the role of social support as a valuable resource that assists employees in managing work demands and safeguarding psychological resources, particularly in digitally mediated and flexible workplaces.

7. PRACTICAL IMPLICATION

Organizations and managers should promote social well-being by strengthening workplace relationships, social support, recognition, and employee participation. HR practices should also include social well-being indicators such as belonging, connectedness, trust, and inclusion. In hybrid and remote workplaces, organizations should create opportunities for meaningful interaction and supportive communication to reduce social isolation and enhance employee well-being. There should be incorporation of social well-being into HR practices. HR policies should transcend conventional metrics of employee satisfaction and health and instead integrate indicators of social well-being, such as: sense of belonging; quality of workplace relationships; social connectedness; perceived organizational support; interpersonal trust; inclusion and participation; opportunities for meaningful interaction. This would enable organizations to adopt a more comprehensive approach to employee well-being.

8. CONCLUSION

In general, the bibliometric results indicate that social well-being is transitioning from a relatively broad concept to a multidimensional research domain that encompasses social relationships, psychological well-being, sustainability, community development, technology, and organizational life. The importance of sustainability, connectedness, social capital, and social support establishes a solid foundation for future workplace research. In particular, organizations may regard social support as a strategic social resource that contributes to sustainable employee well-being, psychological recovery, meaningful participation, and belonging, rather than merely as an employee benefit.

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