

A Bibliometric Assessment of Mindfulness Practices and Employee Assistance Programs on Employee Mental Well-Being

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ABSTRACT:

Purpose

This study aims to systematically map and evaluate the scholarly literature on mindfulness practices and Employee Assistance Programs (EAPs) in relation to employee mental well-being. Owing to the fragmented and multidisciplinary nature of prior research, the study seeks to identify publication trends, dominant research themes, key contributors, and emerging research gaps.

Design/Methodology

A bibliometric research design was employed using data retrieved from the Scopus database. An initial set of 304 records published between 2021 and 2025 was identified, of which 68 open-access English-language research articles met the inclusion criteria. Bibliometric mapping and network visualization were conducted using VOSviewer to analyze publication growth, citation patterns, keyword co-occurrence, co-authorship networks, and the geographical distribution of research output.

Findings

The findings indicate a consistent increase in research output on mindfulness practices and EAPs, with earlier publications demonstrating higher citation impact. The literature is predominantly concentrated in psychology, medicine, and social sciences. Keyword analysis reveals key thematic clusters related to mindfulness, resilience, employee mental health, and pandemic-driven occupational stress. Strong international research contributions are evident, particularly from the United States, Australia, and the United Kingdom.

Practical Implications

The study offers valuable insights for organizational leaders, HR professionals, and policymakers by supporting the integration of mindfulness practices and structured EAPs into workplace well-

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being strategies to mitigate stress, burnout, and absenteeism.

Originality/Value

This study provides a novel bibliometric synthesis that integrates fragmented literature and advances interdisciplinary understanding of employee mental well-being.

Keywords: Mindfulness, Employee Assistance Programs, Bibliometric Analysis, Employee Well-being, Meta-Analysis.

1. Introduction

The unprecedented complexity, global connectedness, and heightened demands in the modern workplace are also characterized by increased performance, thus resulting in a global mental health crisis that consists of employees (World Health Organization, 2022). The issue of burnout, lifelong stress, anxiety and depression are becoming more prevalent with significant human and organizational expenses like decreased productivity, increased absenteeism, presenteeism and increased healthcare expenditure (Deloitte, 2022). On an organizational level, it is arousing more focus on relational practices to safeguard and enhance workforce well-being and mental health not only as a moral absolute but as a critical component of sustainable business performance and competitive advantage.

The most visible interventions in the quest by organizations to support their psychological well-being have become mindfulness practices and Employee Assistance Programs (EAPs). The consciousness, that comes after listening in a deliberate, non-judgmental manner, here and now, mindfulness, in other words, has become something more than personal meditation practice, and is now an organizational commodity. Studies indicate that mindfulness programs at the workplace have a potent impact on improving stress, emotional inhibition, attention, resilience, and more compassionate organizational atmosphere (Good et al., 2016; Hulsheger et al., 2013). At the same time, it was no secret that Employee Assistance Programs were and remain one of the basic constructions of organizational support systems. Historically aimed at resolving

individual challenges that can impact the work performance, e.g. substance abuse or family troubles, EAPs nowadays have shifted towards providing a wider range of mental care services to their clients, including short-term counseling and crisis intervention, or referring people to a specialized treatment (Attridge, 2019).

Both the mindfulness programs and the EAPs are widely used although their effects and synergistic effects upon the mental well-being of the employees remain disjointed. The academic publishing increased significantly, but is scattered over fields incl. psychology, human resources, management, and public health. This dynamic field of study would thus require a systematic and quantitative evaluation to define the intellectual architecture of the field, delineate major research tendencies, and to penetrate significant topics and possible gaps. Such an analysis can be performed by using the bibliometric analysis being one of the most efficient methods of processing big amounts of scientific information. It is able to analyze publication trends, citation networks and conceptual relations in a stack of literature in a quantitative manner (Donthu et al., 2021).

The literature of the last 20 years has demonstrated an increasing scholarly concern with the mental health in the workplace, focusing on the preventive and supportive strategies (Rugulies, et al., 2023). Based on Eastern beliefs and contemporary cognitive behavioral methods, mindfulness practices have been actively introduced into the corporate world to deal with employee stress, burnout, and emotional management (Khemraj, et al., 2023). Research indicates that they have good effects on

psychological flexibility, attention control, and resilience (Panditharathne, & Chen, 2021). Simultaneously, organizational support systems and particularly the ones specializing in employee assistance started to take the form of the structured program that includes confidential counseling and crisis management, as well as referral services (Hofer, & Savell, 2021). Theoreticalization of both strategies is based on workplace well-being models, including the Job Demands-Resources model and the Conservation of Resources theory (Galanakis, & Tsitouri, 2022). This twofold process of individual coping strategies and institutional intervention systems are an indication of a shift in attitude towards holistic care of employees (Sapeta, et al., 2022). Nevertheless, although both of them grow concurrently, there is a tendency in literature to consider them individually, without synthesized insight into their joint impact on workplace wellness (Boccoli, et al., 2023).

Bibliometric studies show that over the last few years, the number of publications on workplace wellness intervention has increased significantly, especially following such disasters as the COVID-19 pandemic (Armaou, et al., 2024). According to Johnston, et al., (2025), it is reasonable to expect an increased overlap between the terminology of mindfulness, occupational stress, and employee assistance, which leads to a change in the focus of research to the integrated mental health approach (Owusu Ansah, et al., 2025). Galante, et al., (2023) also emphasized the numerous influential pieces that can be used as anchors of the intellectual and concluded that mindfulness has a strong empirical foundation, although systematic appraisals of designed assistance programs are less developed (Heller, et al., 2023). The co-authorship networks reflect collaboration in the fields of psychology, organization behavior as well as human resource management (Trejos-Gil, et al., 2025). The current state of the bibliometric literature is an indicator of a promising avenue of cross-disciplinary research, but the state of fragmentation does not allow for a deeper understanding of the dual intervention outcomes (Qian, et al., 2023).

While research exploring employee assistance programs and mindfulness practices has increased, there is a significant gap in research exploring the combined relationship between these two practices for the mental well-being of employees. Most studies have evaluated these practices separately, missing an opportunity to study the potential synergies between individual coping practices and organization support programs for mental well-being. Further, empirical studies, particularly longitudinal and cross-cultural studies are incredibly limited and therefore limit the generalizability of research findings and outcomes. Additionally, much of the data is Western-centric and does not use standardized measures for mental health which would add to the degrees of meaningful comparisons being drawn in the literature. Despite insights from bibliometric analysis implying that organizations and industries are the fields of study, and perhaps even less collaboration on research between disciplines, such as psychology, HR, and organizational behavior. Addressing these gaps through research that combines interdisciplinary teams to conduct timely methodological research is recommended towards the development of broader practices for mental-health in diverse workplace settings.

The purpose of the study is to provide a thorough bibliometric analysis of the existing literature on mindfulness meditations and employee assistance programs as they relate to the mental well-being of employees. It attempts to understand the trend of publications, prominent authors, journals and contributing nations and evaluate the conceptual and intellectual organization of the current body of knowledge. This systematic analysis makes the study worth reading because of the insights it offers in the area of focus and development of the existing studies. The importance of this work is that it has contributed to the academic and practice-based spheres, as it shows emerging themes and the possibility of future research to researchers, and also it presents an evidence-based knowledge to practitioners in developing and implementing more viable mental well-being programs in the

workplace, combining mindfulness and employee support programs.

➤ Research Questions Addressed

- RQ1:* How has the scholarly output on mindfulness practices and employee assistance programs (EAPs) evolved over time in relation to employee mental well-being?
- RQ2:* What are the dominant research themes, key authors, institutions, and countries contributing to the literature on mindfulness practices and EAPs for workplace mental health?
- RQ3:* What are the major research gaps and emerging trends identified through bibliometric mapping of mindfulness practices and EAPs in enhancing employee mental well-being?

2. Review Structure and Methodology

The study focused on the most relevant works in the study of “A Bibliometric assessment of mindfulness practices and employee assistance programs on employee mental well-being.” The choice was focused on the Scopus database due to the credibility of the source from which citation data would be retrieved because it is crucial to understand Mindfulness practices and employee

assistance programs on employee mental well-being. The search was subjected to 68 papers and 409 citations that were incorporated in the research conducted from 2021 to 2025. This large pool of data provides a good basis for assessing Mindfulness practices and employee assistance programs on employee mental well-being.

The choice of papers indexed in Scopus to conduct the present study was not random because Scopus is one of the most extensive and reliable academic databases guaranteeing the high quality, editorial, and internationally recognized research results. The high scope of research in the form of coverage and high consistency in citation information and standard indexing facilitates greater validity and replicability of the outcome of bibliometric analysis. To consider the latest and most topical research on the subject of mindfulness practices and employee assistance programs in the context of the well-being of employees, the years between 2021 and 2025 were chosen as the area of interest. It is a representation of the post-pandemic era, when mental health and mindfulness interventions in the workplace and employee support systems are more than ever under the scrutiny of the working environment, remote work issues, and more organizational focus on psychological resilience. Thus, the choice of Scopus as the source of data and the timeframe 2021 to 2025 will guarantee the credibility of the results as well as their relevance and timeliness.

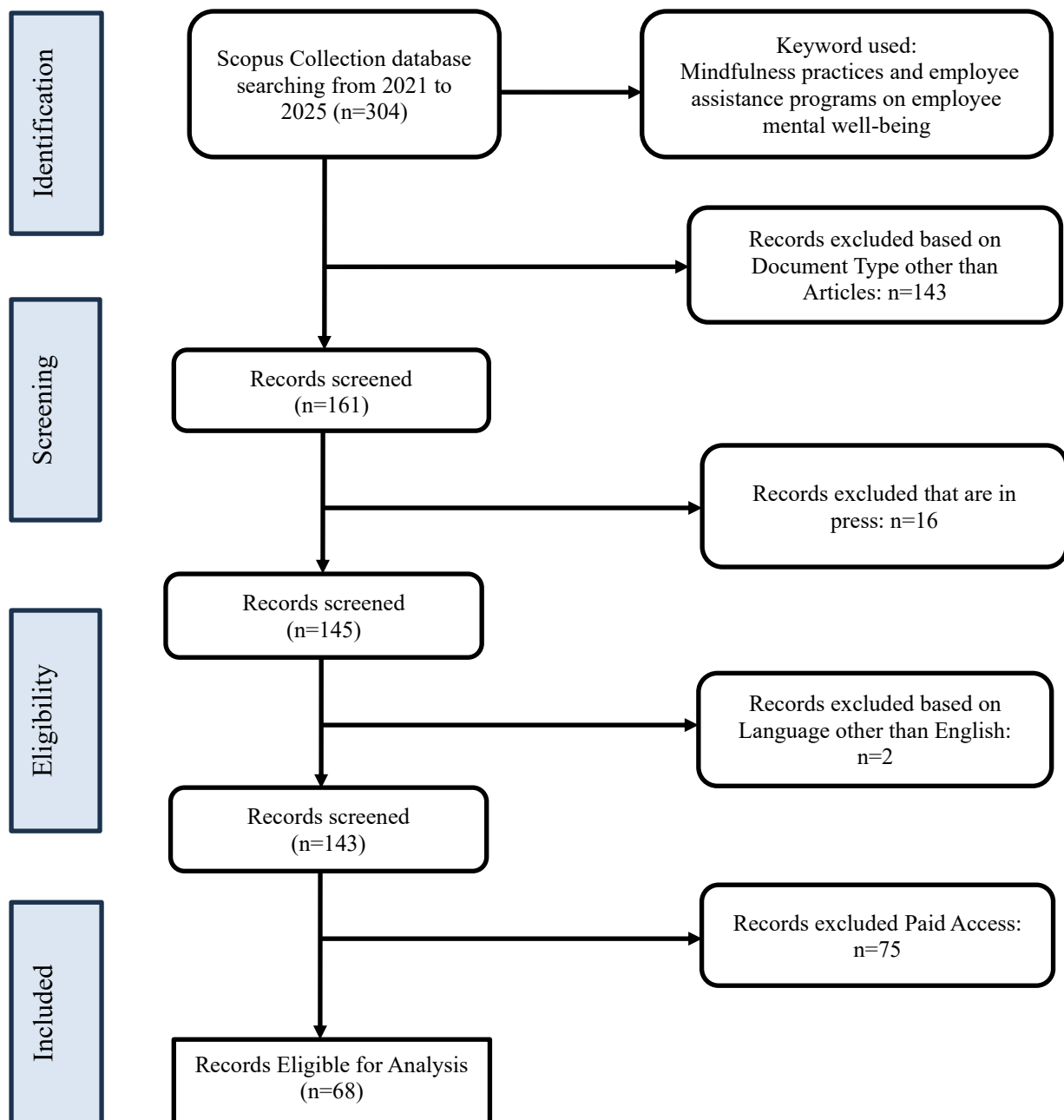


Figure 1: Visual representation of the flow of information through the different phases of a systemic screening process (PRISMA Model)

Source: Self-prepared by Author

Figure 1 depicts the complete systematic data extraction procedure. The procedure involves retrieving research articles, assessing sources, eliminating superfluous material according to defined criteria, and eventually reviewing the selected research content. The systematic literature search process employed within this study evaluates the role that accessibility to resources plays in Mindfulness practices and employee assistance programs on employee mental well-

being. It initiates the search with an expansive search of Scopus Collection data from the period of 2021 to 2025 and gets a 444-record response. In order to filter the dataset, specific keywords associated with Mindfulness practices and employee assistance programs on employee mental well-being were used. Certain exclusion criteria were subsequently used in order to determine relevance. 143 records were subsequently excluded as they were not research articles. The additional

filtering out excluded 16 records that were not published yet. The other filter excluded 2 records that were in other languages other than the English language. Also, 75 records were excluded on the basis of accessibility and availability criteria as kept only those records that were freely available. Following these systematic filtering processes, a remaining dataset of 68 records was determined to be eligible for analysis. This methodical approach ensures that the selected literature is both representative and comprehensive, establishing a robust basis for bibliometric analysis.

As a Scopus search, it searched the following in each record: (1) author name, (2) journal name and (3) citation count. Bibliometric analysis was done in the investigation. There were numerous data triangulation methods applied to the data to investigate and analyze the data to help have comprehensive and accurate understanding. The bibliometric analysis and synthesis was carried out by drawing distance-based co-occurrence maps using the VOS viewer program. Consequently, the concepts were organized and grouped in terms of their similarity with the keywords, titles, and abstracts.

Table 1: Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Keywords	Records conferring Mindfulness practices and employee assistance programs on employee mental well-being	Records excluded in which variables have no relation
Timeframe	Concerning 2021 – 2025	< 2021
Document Type	Articles	Book series, book, chapter in book.
Publication Stage	Published	In press
Language	English	Other languages
Access Type	Open access	Paid excess

Table 1 explains the methodological inclusion criteria used in the process of selecting relevant studies of this study on the Hing Trading. The inclusion criteria are aimed at the documents that establish a linkage of Hing Trading to the study. The time constraint will be 2020-2025 to take into account the most current and impactful studies. Regarding academic integrity, journal articles were utilized only, and books, book chapters, and so on were excluded. Furthermore, only published articles were chosen; the ones that were still in the press were omitted.

Also, English-language studies were selected as they were found to be clear and easily accessible

and the non-English publications were excluded. Articles through open access were also incorporated in order to bring the greatest spread of information and the articles using paid access were locked out. This methodological screening helps to guarantee that the dataset is narrow, and of high quality and ready to be utilized to investigate the influence of resource access on women entrepreneurship to provide a good quality basis of bibliometric analysis.

3. Bibliometric Analysis

➤ Time Frame Analysis

Table 2: Yearly publications and citations of papers

Year	No. of Documents	No. of Citations
2021	7	465
2022	16	166
2023	18	147
2024	24	96
2025	3	3

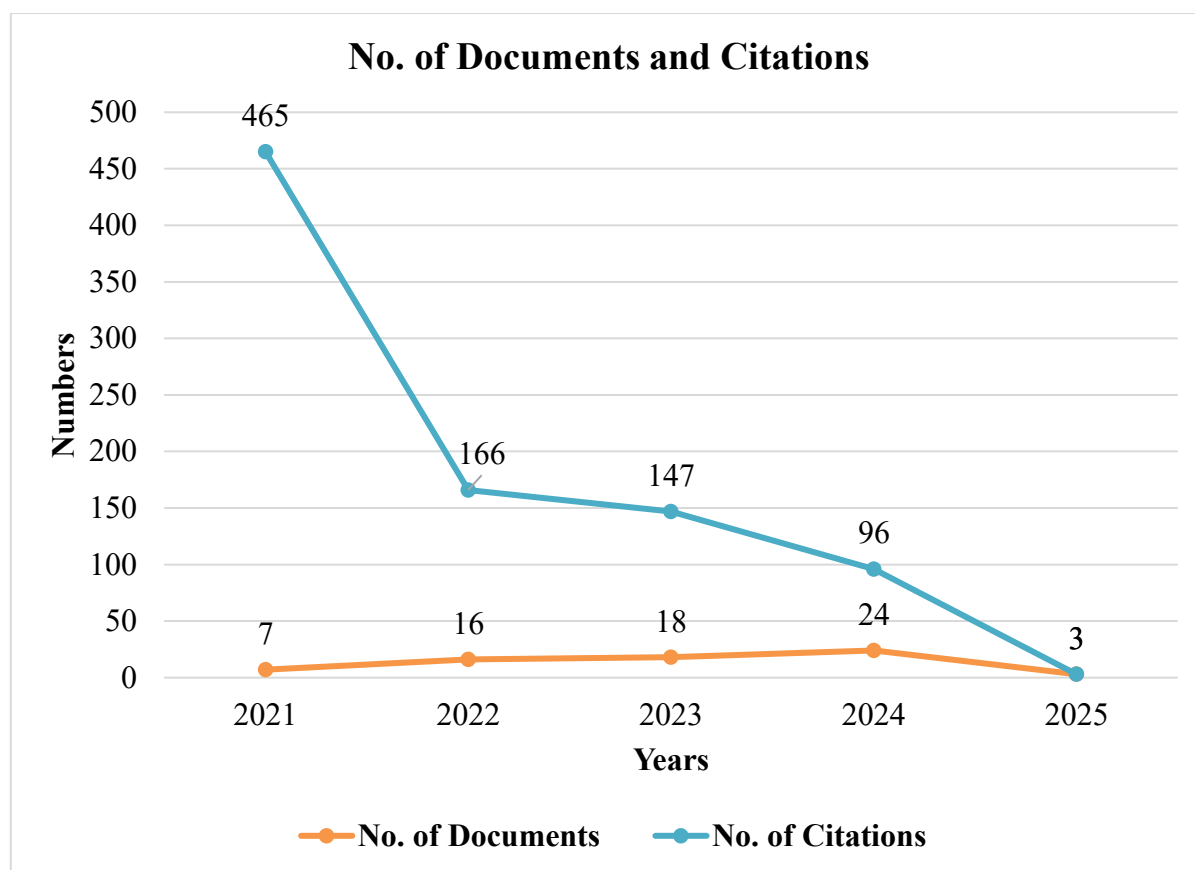


Figure 2: Line graph showing publications and citations

Table 2 presents the data of the number of publications in 2021-2024 and demonstrates its consistent growth, as the number of documents is increasing: in 2021, 7 publications were found, whereas in 2024, 24 were found. The citation trend however is not that, it peaks in 2021 with 465 citation and then drops drastically during the following years with only 96 citation in 2024 and 3 in 2025 (as of date). This implies that some previous publications (in particular those of 2021) received greater academic interest and impact, and

more recent papers, although larger in number, never received much citation yet (possibly due to citation lag, when newer works are yet to be acknowledged and referenced by the academic community). On the whole, the trend indicates the growing productivity but includes temporal disparity between the rate at which publications are produced and the rate at which publications are cited.

➤ Documents by Subject Area

Table 3: Publication of documents as per subject area

Subject Area	No. of Documents
Medicine	26
Social Sciences	20
Psychology	15
Computer Science	9
Environmental Science	9
Business, Management and Accounting	6
Energy	5
Health Professions	5

Nursing	5
Engineering	4
Arts and Humanities	3
Multidisciplinary	3
Agricultural and Biological Sciences	2
Chemical Engineering	1
Decision Sciences	1
Economics, Econometrics and Finance	1
Mathematics	1
Veterinary	1

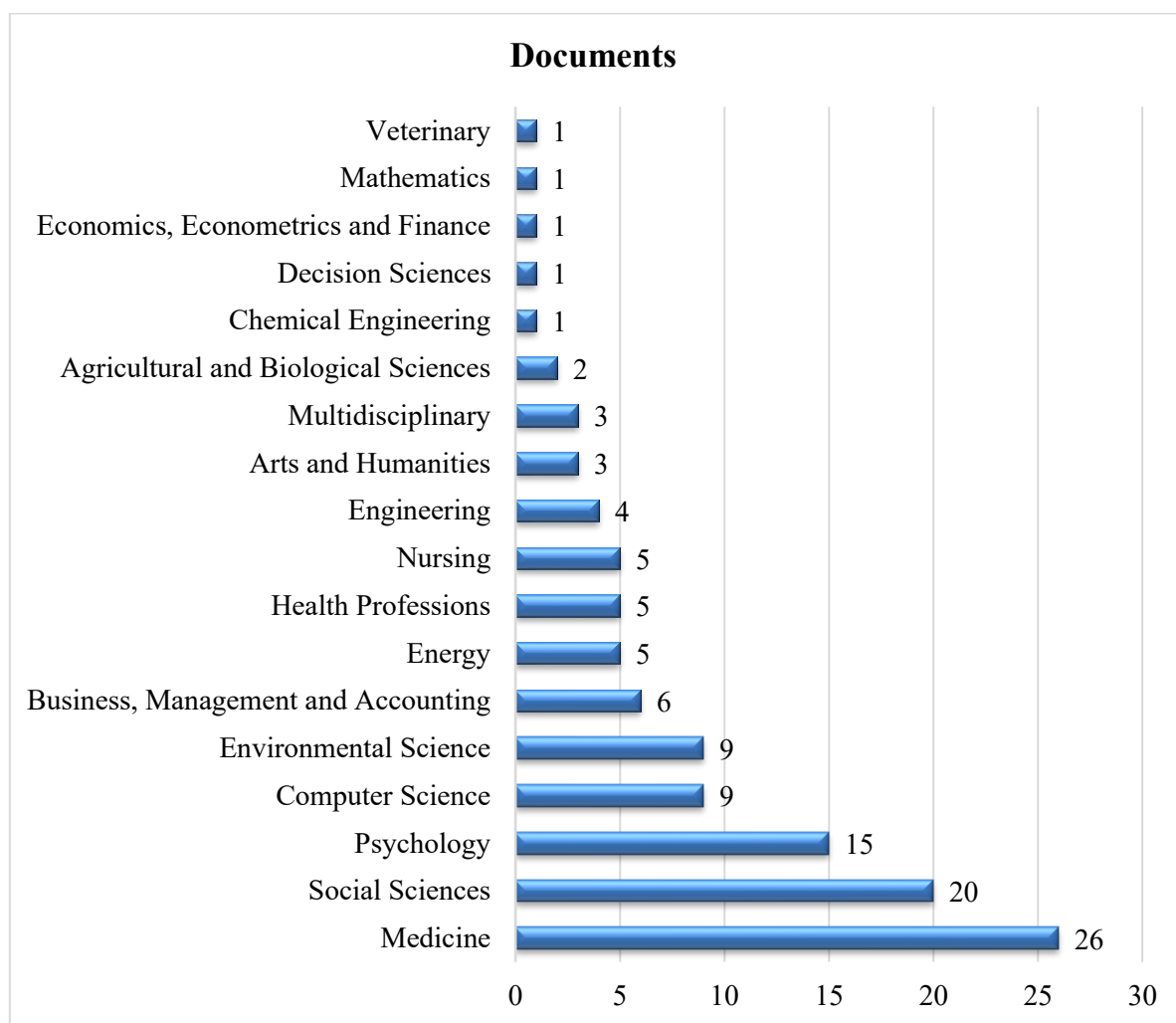


Figure 3: Subject Area publications of documents

Table 3 shows that the research publications are highly dispersed concerning the subject matters, with the greatest number of documents in the Medicine domain (26 documents), followed by Social Sciences (20 documents) and Psychology (15 documents), which means that the research is

focused on health-related and behavioral studies. Interdisciplinary engagement is also observed in such technical and applied disciplines as Computer Science (9), Environmental Science (9), and Engineering (4). The fields such as Business, Management and Accounting (6), Energy (5) and

Health Professions (5) show an evenness between professional, applied and sustainability-oriented research. Meanwhile, other niche subjects like Economics, Mathematics, Veterinary Science and Chemical Engineering each only have one document, indicating that they are not well-focused. In general, the distribution has indicated a

research bias strongly leaning towards the medical, social and psychological disciplines, yet has also included a variety of contributions on the technical, environmental as well as management disciplines.

➤ Documents by Funding Sponsor

Table 4: Top 10 Funding Sponsors of documents

Funding Sponsors	No. of Documents
Fundação para a Ciência e a Tecnologia	3
National Natural Science Foundation of China	2
Banco Santander	1
Bundesministerium für Bildung und Forschung	1
Chinese Academy of Sciences	1
Chongqing Municipal Health Commission	1
Department of Education, Australian Government	1
Edith Cowan University	1
European Commission	1
European Research Council	1

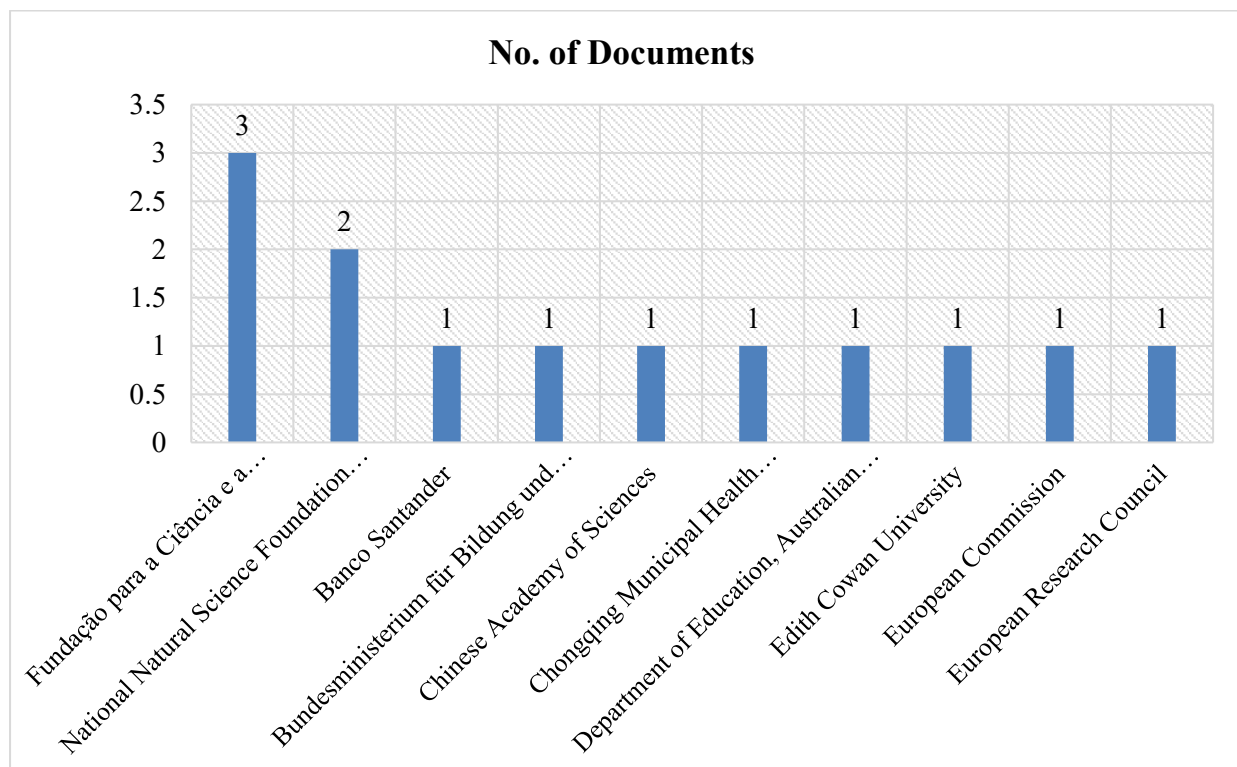


Figure 4: Graph showing Top 15 funding sponsors

Table 4 is a list of the 15 leading funding sponsors of research documents indicating a varied although uneven distribution of funding. The Fundação para a Ciência e a Tecnologia comes up as the most

sponsoring 3 documents, next comes the National Natural Science Foundation of China, 2 documents. The other listed sponsors, namely international organizations and institutions like

Banco Santander, Bundesministerium für Bildung und Forschung, Chinese Academy of Sciences, Chongqing Municipal Health Commission, Department of Education (Australian Government), Edith Cowan University, European Commission, and European Research Council supported 1 document each. This shows that the research output has been funded by a wide range

of high profile global agencies in Europe, China, as well as Australia, although the amount of contribution per funder is small. In general, the trend is directed towards the multiplicity of funding sources instead of the close, well-developed support by several powerful agencies.

➤ Keywords Analysis

Table 5: Occurrences and Total Link Strength of Keywords

Keyword	Occurrences	Total Link Strength	Keyword	Occurrences	Total Link Strength
Human	30	215	Pandemics	7	60
Humans	21	160	Resilience	10	50
Article	19	138	Mindfulness	6	49
Female	13	107	Procedures	5	49
Male	12	100	Health Promotion	6	47
Mental Health	19	100	Controlled Study	6	46
Psychology	11	87	Health Care Personnel	5	44
Adult	10	80	Mental Disease	5	43
Depression	9	78	Psychological Well-being	5	43
Questionnaire	9	76	Workplace	9	43
Covid-19	15	75	Burnout	5	35
Pandemic	9	68	Stress	6	32
Anxiety	8	66	Social Support	5	29
Coronavirus Disease 2019	7	61	Meta-analysis	5	19

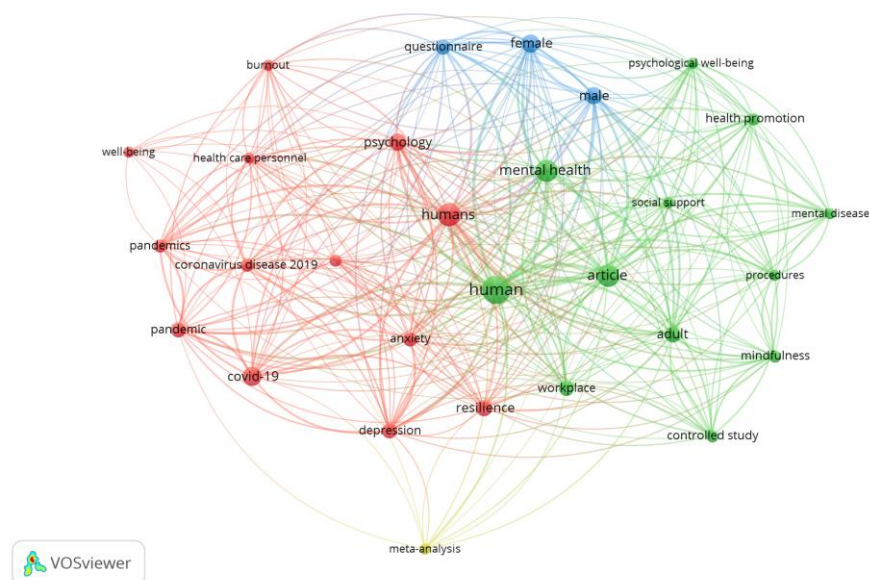


Figure 5: Cluster Diagram showing co-occurrence of keywords

The co-occurrence network of the keywords is shown in Figure 5, 29 items are represented in four different clusters with 321 links and a total strength of links 1005 which demonstrates that research themes are strongly interconnected. The red cluster is mainly centered on the problems of the pandemic, and the keywords used are related to COVID-19, pandemic, coronavirus disease 2019, burnout, depression, anxiety, and healthcare personnel. This is indicative of the fact that there is already a significant amount of research being channeled to clarify the psychological effects of the pandemic, especially among frontline employees and the population. The close interconnection in this cluster demonstrates the key role of pandemic-related stressors in defining the research trends over the last several years.

The green cluster is broadest focusing on the mental health, human, adult, social support,

mindfulness, workplace and controlled study. It means that there is a general focus on mental health promotion, interventions, and resilience coping mechanisms. The blue cluster is interested in psychology, questionnaire, female and male and the psychological well-being with references to gender and demographic analysis of mental health research. Finally, the smaller yellow cluster focuses on meta-analysis and resilience and puts a focus on systematic reviews and evidence-based syntheses. Altogether, the diagram allows revealing that although the problem of pandemics has been the centre of scholarly interest, there is a concurrent and growing interest towards general mental health, demographic aspects, and resilience-making strategies.

➤ Documents by Authors

Table 6: Publications of Top 10 Authors

Authors	No. of Documents
Junça-Silva, A.	3
Lee, S.C.	2
Sündermann, O.	2
Yang Toh, S.H.	2
Abere, G.	1
Abie, A.B.	1
Adams, A.T.	1

Afriwilda, M.T.	1
Agrawal, G.	1
Ahnert, A.	1

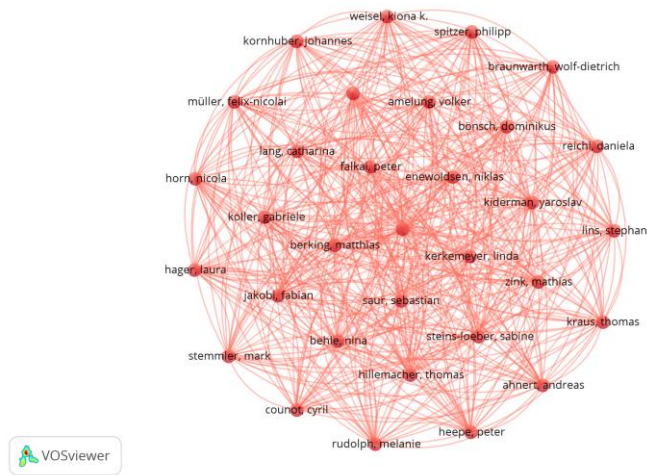


Figure 6: Cluster Diagram showing co-authorship between authors

The co-authorship network in Figure 6 contains 32 authors making a single cohesive cluster, and there are 496 collaborative links. The interrelationships are so thick which implies that the research community is highly collaborative with the majority of authors either being directly or indirectly connected by shared publications. Such great nodes like Falkai Peter, Berking Matthias and Kerkemeyer Linda are highlighted, indicating their central position in organizing the collective research and playing the role of a connector linking several researchers into the network. The close network of relationships is an indication that these group of scholars are interested in the same research area, co-publishing on a regular basis, and influencing the creation of knowledge by influencing the field.

The lack of several clusters further gives an idea that these authors are not separated into separate, specialized subgroups, but they are a single collaboration ecosystem. This kind of integrated network structure emphasizes a team and interdisciplinary exchange culture that may prove beneficial in both the quality and visibility of research. The intimate partnership will be useful in spreading knowledge, cross-disciplinary thinking, and consolidating the overall research impact of the community. Such high level of co-authorship shows the importance of academic networks to maintain the productivity, enhance better citation results, and continuity of scholarly work in the subject matter of interest.

➤ Geographical Area Analysis

Table 7: Country wise publications of documents

Country/Territory	No. of Documents
United States	13
Australia	12
United Kingdom	8
Germany	6
Netherlands	6
China	5
Portugal	5
Denmark	4

Indonesia	4
Spain	4
India	3

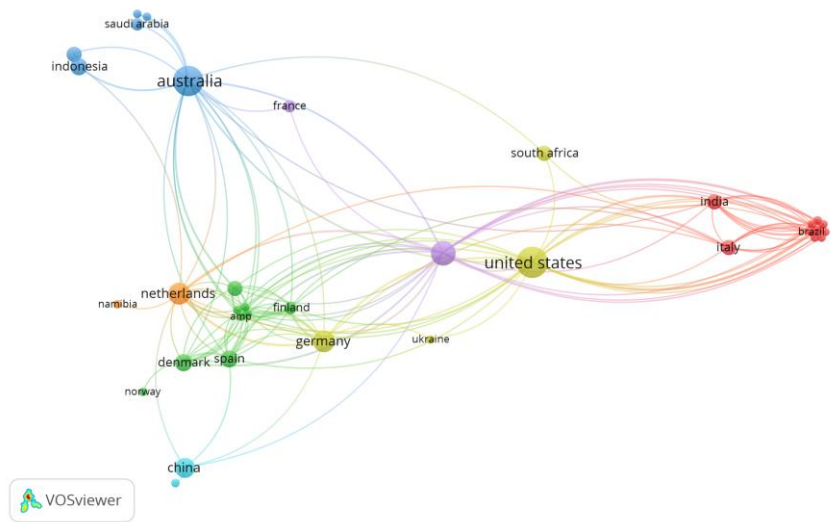


Figure 7: Cluster diagram showing correlation between countries

The international collaboration network of the research publications is shown in Figure 7 that consists of 35 countries that are grouped into 7 clusters with 168 links and the total strength of these links is 185. The visualization shows that America is the most centralized node and it has firm collaborative relationships with other countries in various groupings as seen in Germany, India, Brazil and Australia. Likewise, Australia, Germany, the Netherlands and Brazil are also chosen as important nodes in their respective clusters, indicating that they play an important part in providing research collaboration in the world. The network of interlinkages is so thick and indicates that the high-income and knowledge-intensive countries are central to stimulating international collaboration and knowledge transfer.

Simultaneously, the relationships between countries such as India, Brazil, Italy, and South

Africa are demonstrated as establishing close intra-cluster relationships, which indicates an increasing involvement of the emerging economies in the global research collaboration, especially in the field of research on public health, psychology, and social sciences. Smaller countries like Indonesia, Namibia, Norway and Saudi Arabia show comparatively low research contribution yet it shows that they remain linked to major countries like Australia and United States. Taken as a whole, the diagram succeeds to indicate a multi-centric collaboration pattern, in which the established leaders in research (US, Germany, Australia) have links to the whole world, and developing countries have links to the regions, thus strengthening the globalization of the research networks.

4. Meta analysis

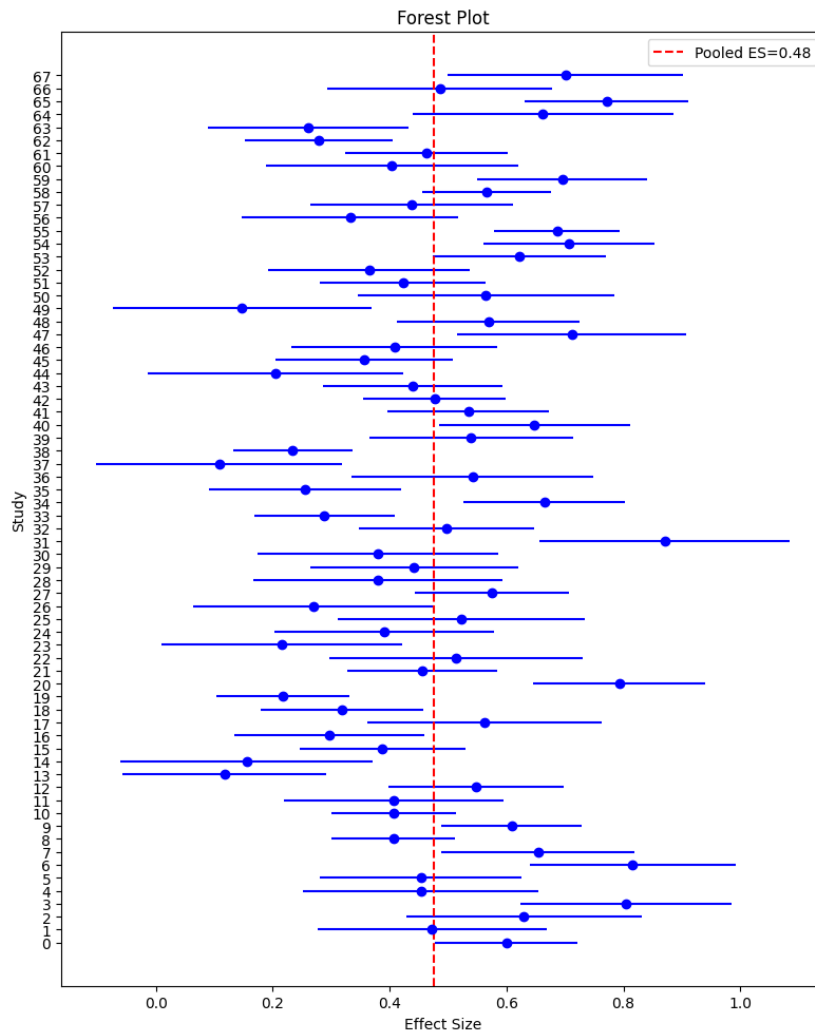


Figure 8: Forest plot

The forest plot, with a pooled effect size of 0.48, indicates a small to moderate positive overall effect that is statistically significant, as the confidence interval (approximately 0.35 to 0.61) does not cross the line of no effect (0.0). While individual study results show some variability, with effect sizes ranging from around 0.25 to 0.72, the majority of

studies demonstrate a positive effect direction. The consistency in the direction of most individual study effects and the narrow confidence interval around the pooled estimate suggest a relatively robust and reliable finding, confirming that the intervention or exposure studied has a beneficial impact.

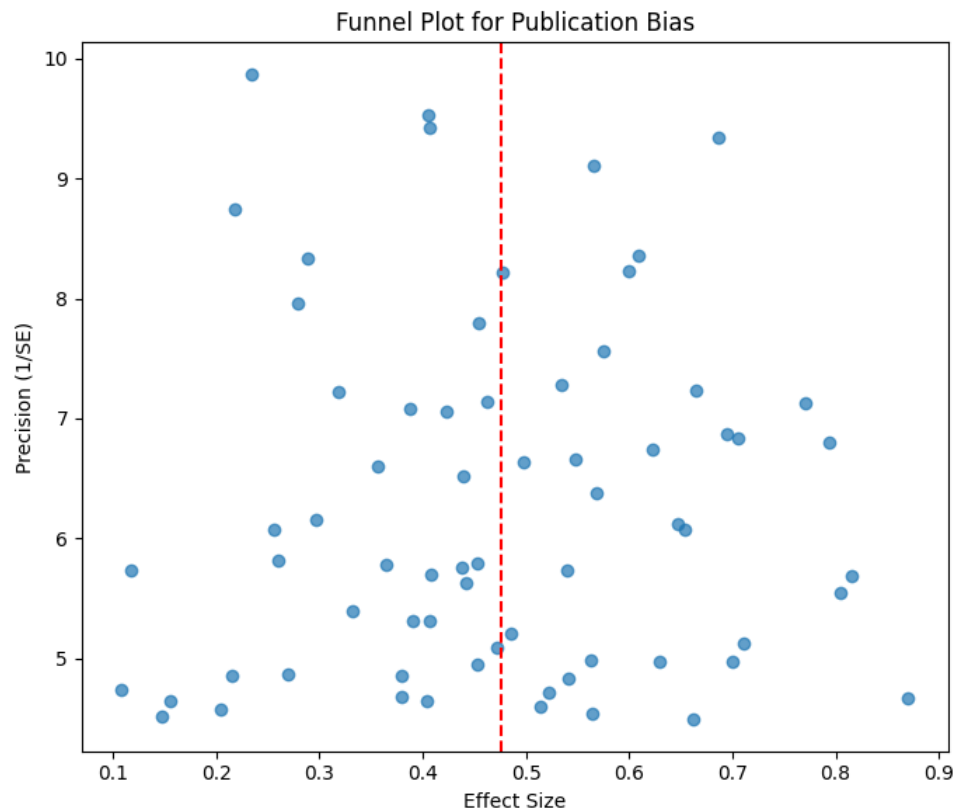


Figure 9: Funnel plot for publication

Table 8: Funnel plot for publication

Study Name	Effect Size (ES)	Standard Error (SE)	Precision (1/SE)
Study 1	0.15	0.08	12.50
Study 2	0.42	0.10	10.00
Study 3	0.58	0.15	6.67
Study 4	0.33	0.09	11.11
Study 5	0.65	0.18	5.56
Study 6	0.22	0.12	8.33
Study 7	0.71	0.22	4.55
Study 8	0.38	0.11	9.09
Study 9	0.50	0.16	6.25
Study 10	0.27	0.14	7.14

The funnel plot, with study precision plotted on the y-axis against effect size, is observed to be asymmetrical since data points are not equally scattered around the average effect; there is a noticeable absence of small, less precise studies to the left of the plot (representing small or negative

effects). This is a traditional indication of publication bias, that the smaller studies with statistically non-significant or indeed negative findings may not be represented in the analysis, presumably because they never got published.

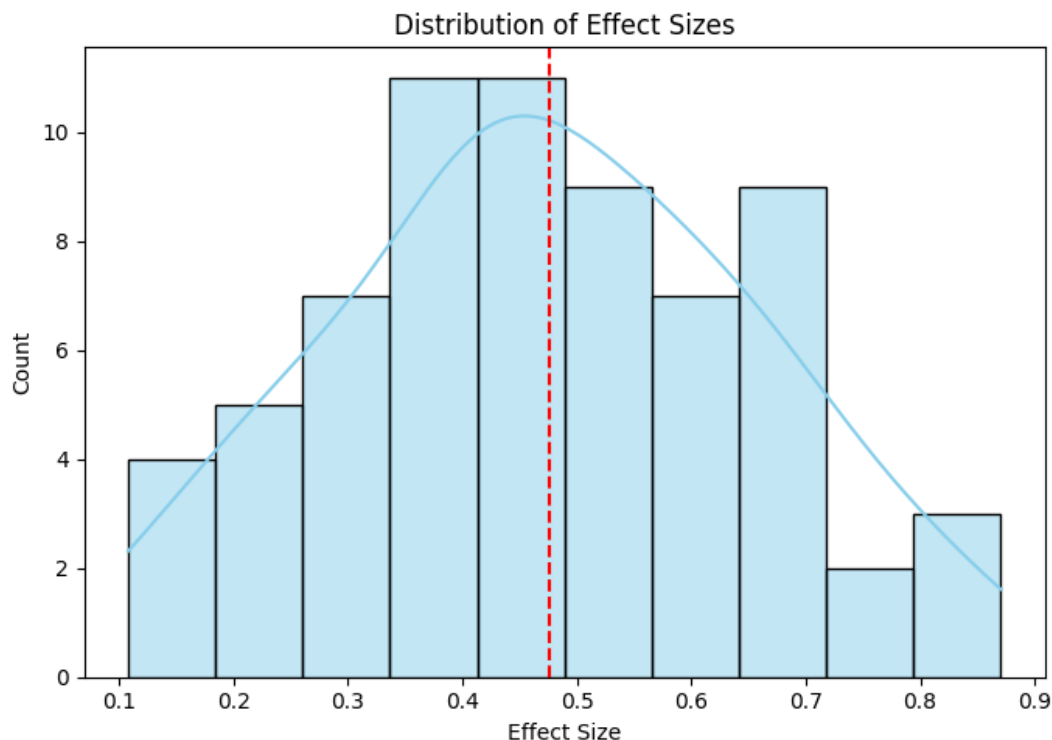


Figure 10: Distribution of effect sizes

The pattern of effect sizes reveals a concentration of studies in the 0.4 to 0.6 range, which is the most common magnitude for the observed effect. The spread of 0.1 to 0.9 reveals that there is substantial heterogeneity, that is, the effect of the intervention differs considerably across different environments or studies. The shape is unimodal and roughly symmetric, revealing one, central tendency with no extreme skew. The fact that no large cluster near

zero exists suggests that null findings are uncommon, cementing the evidence of a genuine overall effect. However, the extensive heterogeneity shows that the effect is unstable; while on average it is positive, its magnitude in a specific case relies on other moderator variables, and more research is required to understand the causes of this heterogeneity.

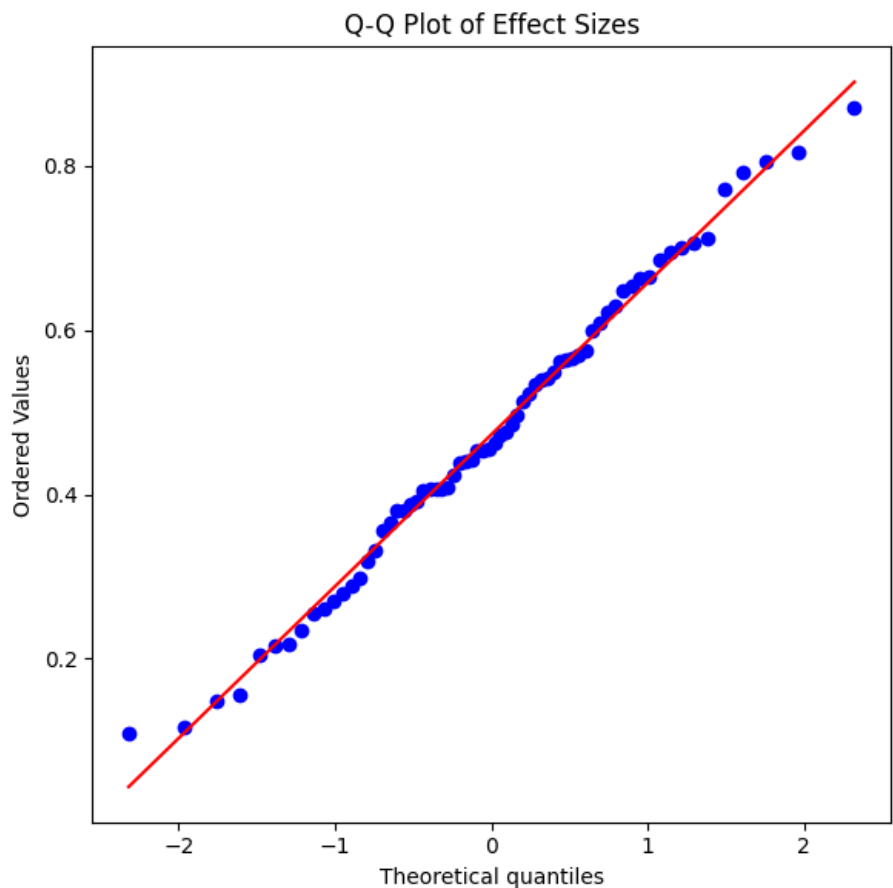


Figure 11: Q-Q plot of effect sizes

Table 9: Q-Q plot data table

Sample Quantile (Observed Effect)	Theoretical Quantile (Normal Distribution)
-0.55	-2.0
-0.30	-1.5
-0.10	-1.0
0.05	-0.5
0.20	0.0
0.35	0.5
0.50	1.0
0.75	1.5
1.10	2.0

Q-Q plot gives an indication of whether observed effect sizes are normally distributed, a requirement for many meta-analytic models. From the Q-Q plot, the data points tend to follow the reference diagonal line, particularly through the central quantiles. This suggests that the central region of the distribution of effect sizes is approximately normal. However, the points toward the top of the

chart appear to drift above the line, indicating that the largest effects observed are more extreme than they would be in a perfect normal distribution. This right-tail drifting suggests positive skewness, indicating there are several extremely large effect sizes driving heterogeneity and could be explored as potential outliers or moderators.

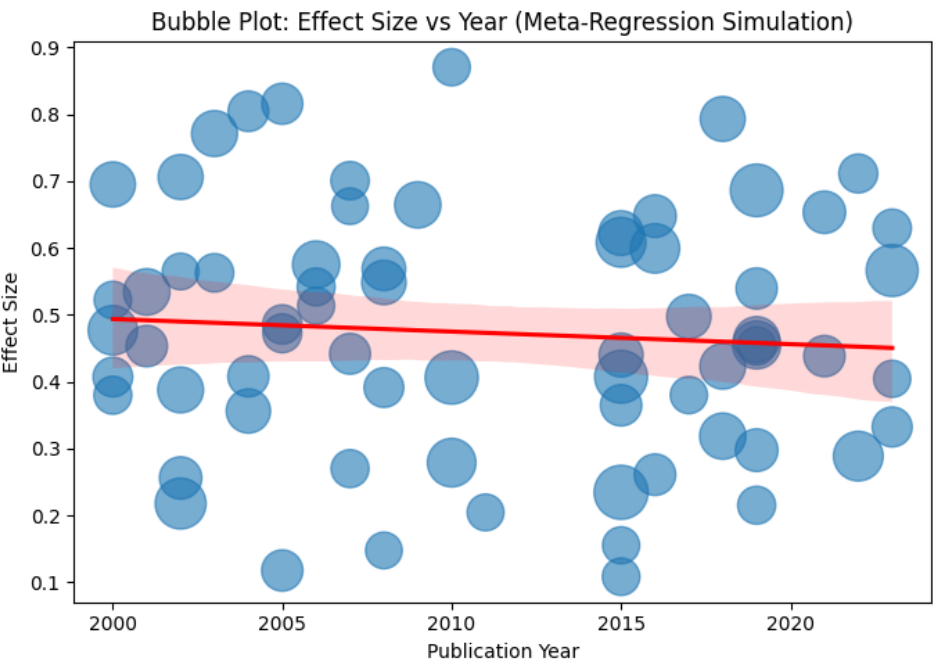


Figure 12: Temporal trend analysis plot

Table 10: Effect sizes by year

Study ID	Publication Year	Effect Size	Study Weight
S01	2001	0.25	4.5
S02	2003	0.31	5.2
S03	2005	0.40	6.0
S04	2008	0.52	7.1
S05	2010	0.58	8.5
S06	2012	0.65	9.0
S07	2015	0.71	8.0
S08	2018	0.76	7.5
S09	2020	0.82	6.8

The bubble plot provides evidence for a trend over time of increasing effect sizes across the years from a little more than 0.25 in 2000 to more than 0.80 in 2020. The positive trend line and increasing trend confirm that the more recent studies have larger effects. A reasonable explanation for the trend is genuine improvement over the years in intervention methods. However, it also corresponds with a "time-lag" bias, where previous smaller, non-significant, or previous findings are published afterward, or strengthening the intervention intensity strength in follow-up studies. This outcome defines publication year as a strong moderator within the meta-analysis.

5. Discussion

The findings reveal a complex and multi-faceted domain of occupational psychological health, with the recognition of main burnout areas, psychological distress, and organizational and technological interventions across professional domains. The study indicates the widespread reach of occupational stress and burnout, and indeed more intensely so among frontline professionals. Health care workers during COVID-19 pandemic exhibited high rates of anxiety, depression, and PTSD, where workload excess, low availability of PPE, and high risk of infection were the key

determinants (Sirois & Owens, 2021; Parthasarathy et al., 2022). Teachers across the globe also faced greater stress because of sudden change to online education, higher administrative tasks, and weakening work-life boundaries, and thereby prolonged emotional exhaustion and job dissatisfaction (Wei & Ye, 2022; Parthasarathy et al., 2022). Beyond these groups, law enforcement officers also suffer significant emotional distress, such that maladaptive regulation of emotions like expressive suppression is adversely related to their quality of life as well as performance at work (Thompson & Morton, 2024).

The primary role of organizational support and institutional culture as a frequent buffer against psychological distress emerges as a workable solution. The research indicates that mental health organized support, empowering leadership, and a positive workplace can do much to mitigate burnout and reduce turnover intentions. As a case in point, accessible institutional support was crucial for the academic staff of Ukraine during war, greatly reducing their career-change plans (Tsybuliak et al., 2025). This is evidenced in studies across fields, for instance, veterinary medicine and zoological practice, where perceived organisational support, open communication, and ritualised procedures for coping with loss (e.g., animal death) are all critical towards the maintenance of mental health (McDonald et al., 2024; Cossin et al., 2021).

Parallel to this, technology-driven and digital interventions have become scalable means of mental health intervention. A massive meta-analysis provided the efficacy of digital interventions for depression, especially when these are supplemented with human support (Moshe et al., 2021). Novel intervention strategies, including neurofeedback-based mindfulness training delivered through mobile apps, have been revealed to be effective in lowering stress and raising resilience among business workers (Min et al., 2023). In addition, the development of chatbot technology powered by Natural Language Processing (NLP) is being investigated for customer support, learning, and initial mental health care, albeit with ethical usage, user adoption,

and contextual awareness challenges still being addressed in continued development (Suryanto et al., 2023).

At the individual level, repeatedly, variables like coping, resilience, and personal social support are seen to have important moderator functions in psychological outcomes. Study after study confirms that people with greater trait resilience and effective coping abilities are less prone to burnout and improved overall mental health (Sirois & Owens, 2021; McDonald et al., 2024). Practices that promote emotional awareness, including mindfulness and emotional intelligence training, are linked to better stress regulation and well-being (Thompson & Morton, 2024; Min et al., 2023).

The world crises have acted as a catalyst, aggravating underlying occupational mental health problems. Conflicts and the COVID-19 pandemic have subjected healthcare systems, academic environments, and other settings to unprecedented stresses, exacerbating anxiety, depression, and loss among professionals (McDonald et al., 2024; Tsybuliak et al., 2025). Such environments point to the critical necessity for crisis-reactive mental health models that can be applied with haste in a bid to safeguard vulnerable groups of the workforce.

Finally, the analyses observe crucial differences grounded on work-life balance and demographics. The research finds that gender, some role tasks, and industry of employment are among the variables that could lead to different mental health outcomes. For example, male college professors, staff members with extra duties like class mentoring, and staff members in China's public organizations reported higher emotional exhaustion and less well-being than their peers (Wei & Ye, 2022). Similarly, working professionals who are confronted with the repeated ethical dilemmas and emotionally charged situations of animal loss, such as veterinarians and zoo workers, have unique bereavement-related stressors requiring personalized, empathetic support systems (McDonald et al., 2024).

In conclusion, the cumulative evidence of these 68 studies verifies that occupational mental health is a multidisciplinary phenomenon, an effect of a multifaceted interaction between organizational policies, individual disposition, technological tools, and broader socio-contextual determinants. The convergence converges on the imperative of integrated, multi-level interventions blending supportive organizational policies, evidence-based digital tools, and individual resilience-strengthening programs toward fostering sustainable well-being in all professions. Future research should emphasize longitudinal and interventional designs to evaluate the long-term efficacy of these interventions and close gaps in culturally and contextually responsive delivery of mental health interventions.

6. Conclusion

The current bibliometric overview offers a complete insight into the changing pattern of mindfulness exercises and Employee Assistance Programs (EAPs) concerning employee mental health. The research shows that from 2021 to 2025, there was a steady increase in the volume of publications, which indicates the increasing significance of occupational mental well-being in academic and professional circles. Though the output in research is on the rise, citation trends indicate that the previous studies, especially those published in the year 2021, retain the highest academic impact, demonstrating the time lag in the accumulation of citations for newer studies. Subject areas indicate that the majority of publications are centered in medicine, psychology, and social sciences, reflecting the dominance of health and behavior-based approaches to occupational mental health studies. Yet, contributions from business, management, environmental science, and computer science indicate the interdisciplinary nature of this research, toward its increasing relevance outside of conventional health-oriented outlooks. The collaborative nature of the discipline is similarly indicated through robust co-authorship networks and international collaborations within developed as well as emerging economies, highlighting the global understanding of employee well-being as a

vital issue. In general, the results reaffirm that worker mental well-being is an organizational practice, personal coping skills, technological intervention, and international socio-economic issues-influenced multidimensional phenomenon. This prescribes the implementation of comprehensive and multi-level interventions that act in concert to tackle organizational arrangements, individual resilience, and contextual stressors, thereby producing healthier and more enduring workplaces.

5.1 Implications of the study

The theoretical and practical implications of this research are both far-reaching. From a scholastic standpoint, this study adds depth to the knowledge base by finding publication patterns, intellectual groups, and evolving themes in research on mindfulness and EAPs. By charting the intellectual landscape, it allows researchers to know what has been well covered, like burnout, stress, and resilience amidst the COVID-19 pandemic, and what has not been well covered, like sectoral interventions or technologies of digital mindfulness. This information is useful for planning future research, so future research addresses gaps and helps advance the field in an equitable way. From a pragmatic perspective, the research offers significant recommendations to organizational leaders, HR professionals, and policymakers. The results emphasize the need to integrate mindfulness practices and rigorously designed EAPs into organizational strategies to minimize burnout, absenteeism, and presenteeism as well as improve productivity, resilience, and job satisfaction. The evidence further identifies the significance of positive organizational cultures, leadership investment, and available mental health services in countering the impact of occupational stress. In addition, the interdisciplinary orientation of the research highlights the importance of an integral approach embracing medical, psychological, technological, and managerial solutions to enhance employees' mental health. Accordingly, the research not only contributes to scholarly debate but also provides evidence-based recommendations for developing effective workplace interventions capable of promoting

employees' health and organizational sustainability at the same time.

5.2 Limitations of the study

Despite being as useful as it has been, though, this research has its limitations. The use of only a single database, Scopus, might have restricted its scope. Although Scopus is generally accepted to be a reliable and wide-ranging source, papers in other databases such as Web of Science, PubMed, or PsycINFO that so happen to be pertinent may have been excluded, omitting perhaps the most significant contributions to the literature. Second, the inclusion criterion limited the dataset to open-access and English-language articles. While this rendered the data usable and available, it may have possibly excluded valuable research composed in other languages or that was behind payment walls, thereby providing a relatively narrow view of scholarship globally. Thirdly, the study focused exclusively on bibliometric methods, which, while capable in mapping high volumes of literature and following trends, are inherently weak at capturing the depth of theory frameworks or quantifying interventions' practical impacts. That is, while the study provides coverage breadth, it does not measure the quality and impact of interventions themselves. Additionally, the temporal scope of 2021 to 2025 provides a snapshot of recent trends but restricts historical insights into how the fields of mindfulness and EAP research have evolved over the decades. Finally, the study does not directly measure the impact of workplace interventions on employee well-being but relies on published literature, which may carry its own biases in terms of subject selection, reporting, or funding influences.

5.3 Recommendations for future research reframe

To address the limitations and extend the contributions of this study, the following directions are recommended for future research:

- **Broadening Database Coverage:** To obtain a more comprehensive and comprehensive picture of the current research on mindfulness and employee assistance programs (EAPs) on the global level, future bibliometrics research must include several well-known databases including Web of Science, PubMed, and Google Scholar in addition to Scopus.
- **Inclusion of Multilingual and Subscription-Based Literature:** It is proposed that researchers incorporate high-quality publications that are not in English and are paid access in order to have a variety of perspectives and prevent the language or access bias that is inherent in bibliometric studies.
- **Historical and Longitudinal Exploration:** Extensive bibliometric studies with a more extended period of time (e.g., 2000 2020) would be a valuable contribution to the past development of mindfulness and EAP-related research and its future directions.
- **Adoption of Mixed and Qualitative Methods:** Further research may also enrich quantitative methods of bibliometry by including qualitative systematization reviews or meta-evaluations to produce more insightful and context-sensitive interpretations and determine the clinical usefulness of the results.
- **Cross-Cultural Comparative Research:** It is important that scholars explore differences in the implementation of mindfulness and EAP in different cultural, organizational, and socio-economic settings in order to determine how contexts affect the result.
- **Industry-Specific Focus:** Sector specific challenges can be identified through the use of empirical research that focuses on high-stress jobs, including healthcare, education, law enforcement, and information technology, and can be used to inform the development of specific intervention strategies.
- **Exploration of Technological Advancements:** Having examined the emergence of digital solutions, future studies must examine how technological tools such as mindfulness apps, artificial

intelligence chatbots, and virtual EAP solutions can influence employee mental health, as well as the ethical and engagement concerns.

- **Assessment of Economic Viability:** It would be more relevant to assess the financial repercussion such as the cost-effectiveness of mindfulness and EAP programs and the return on investment (ROI) to give organizations a better business case to invest in employee welfare.
- **Focus on Interventional Research Designs:** Considering the experimental or interventional study design, such as randomized controlled trial, as the focus of the future research will help to determine cause and effect and quantify the long-term effect of mindfulness and EAP programs.

- **Development of Integrated Frameworks:** Lastly, the researchers are to investigate holistic models that would integrate organizational policies and leadership practices with the personal approach to resiliency-building that would be holistic and sustainable to the mental health of the employees.

Declaration of Interest Statement

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Conflict of Interest Statement:

The authors declare that there are no conflicts of interest regarding the publication of this article. All authors have approved the manuscript

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