

# Relationships among Organizational Culture, Person-Organization Fit, Work Engagement, Subjective Well-Being, and Performance: A Bibliometric Approach

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**Abstract.** This study provides a comprehensive bibliometric analysis of research on the alignment of organizational values, person–organization fit, work engagement, and subjective wellbeing. Utilizing the Web of Science core collection, we examined 152 relevant publications to understand the intellectual structure, evolution, and emerging trends in this interdisciplinary field. The analysis highlights the significant contributions from diverse disciplines, including psychology and business economics, and identifies key research clusters and influential authors. Our findings reveal that alignment of organizational values and person–organization fit are crucial for enhancing employee engagement, satisfaction, and overall well-being, which in turn improve organizational performance. The study also underscores the importance of fostering strong organizational cultures to support employee health and productivity. Furthermore, the research identifies gaps in the current literature, particularly in the underrepresentation of Asian contexts, and suggests the need for future studies to incorporate quantitative methodologies and explore multidisciplinary approaches. This analysis serves as a valuable resource for academics and professionals seeking to advance their understanding of the interplay between organizational culture, employee fit, engagement, and well-being, providing insights for strategic decision-making

and potential collaborations in the field. The robustness and reliability of the results are ensured through the use of recognized bibliometric tools such as VoSviewer and established databases like the Web of Science.

*Keywords.* Organizational culture; person–organization fit; work engagement; subjective well-being; bibliometric analysis.

### **Relaciones entre la cultura organizacional, el ajuste persona-organización, el compromiso laboral, el bienestar subjetivo y el desempeño: un enfoque bibliométrico**

*Resumen.* Este estudio ofrece un análisis bibliométrico integral de la investigación sobre la alineación de los valores organizacionales, el ajuste persona-organización, el compromiso laboral y el bienestar subjetivo. Utilizando la colección principal de *Web of Science*, examinamos 152 publicaciones relevantes para comprender la estructura intelectual, la evolución y las tendencias emergentes en este campo interdisciplinario. El análisis destaca las contribuciones significativas de diversas disciplinas, incluidas la psicología y la economía empresarial, e identifica los principales clústeres de investigación y autores influyentes. Nuestros hallazgos revelan que la alineación de los valores organizacionales y el ajuste persona-organización son fundamentales para mejorar el compromiso, la satisfacción y el bienestar general de los empleados, lo que a su vez incrementa el desempeño organizacional. El estudio también subraya la importancia de fomentar culturas organizacionales sólidas para apoyar la salud y la productividad de los empleados. Además, la investigación identifica lagunas en la literatura actual, particularmente en la subrepresentación de contextos asiáticos, y sugiere la necesidad de que estudios futuros incorporen metodologías cuantitativas y exploren enfoques multidisciplinarios. Este análisis sirve como un recurso valioso para académicos y profesionales que buscan avanzar en su comprensión de la interacción entre la cultura organizacional, el ajuste de los empleados, el compromiso y el bienestar, proporcionando perspectivas para la toma de decisiones estratégicas y posibles colaboraciones en el campo. La solidez y confiabilidad de los resultados se garantizan mediante el uso de herramientas bibliométricas reconocidas como VoSviewer y bases de datos establecidas como Web of Science.

*Palabras clave:* Cultura organizacional; ajuste persona-organización; compromiso laboral; bienestar subjetivo; análisis bibliométrico.

## Introduction

Promoting a culture that aligns with an organization's beliefs and values is a crucial first step in enhancing its performance. Previous literature has explored how satisfaction and person–organization fit can be used to predict various outcomes, including professional performance (Han et al., 2021). Organizations that establish clear values tend to achieve higher work performance from their employees (Asghari et al., 2021). Numerous studies support this fact, including those by Xu et al. (2022) and Atmojo (2012), which highlight the significant relationships between person–organization fit and organizational engagement. As proposed by Yang et al. (2019), managers with a lower fit will struggle to guide their colleagues effectively, failing to reach their maximum potential, which results in lower affective engagement and poorer work performance.

For any democratic and supportive society increasingly concerned with occupational health and the quality of life of its citizens, it should be mandatory to understand the improvement opportunities in managing as vital a space that occupies so many hours of our lives as the workplace (Goiria & Gutiérrez, 2021).

Currently, HAYS Spain, renowned for its professional recruitment and selection services, opens its 2022 Labor Market Guide with the following headline: “More than half of employees report feeling demotivated in their current job” (Hays España, 2022). This guide is based on surveys administered to professionals and companies across various sectors, gathering over 4,000 responses. The results show that around 54% of workers do not feel motivated in their job. While salary dissatisfaction is identified as one of the main causes, other factors such as lack of recognition, limited promotion opportunities, and the desire for better working hours were also observed. The data collected in this guide highlight the relevance and timeliness of the chosen research topic, as well as the urgency of this business problem, with more than 73% of the surveyed employees confirming that they would not hesitate to change jobs if the opportunity arose.

Implementing a strong organizational culture would lead to improved employee performance (Kakar et al., 2023). If this is achieved, effective job performance, in conjunction with factors such as engagement and motivation, will emerge as the determining factor of organizational productivity. This may, in turn, have a positive impact on individual wellbeing, which will also be reflected in the organization through an improved work climate (Moscoso Paucarchuco & Villafuerte Quiroz, 2021). On the one hand, there is no doubt about the necessity of analyzing value alignment, as it is a constantly evolving factor. This study would enhance the understanding

and alignment of companies with human capital (Chalutz-Ben Gal, 2023). Satuf et al. (2018) conducted a study demonstrating that employees who have a more favorable assessment of their job are more likely to enjoy good health. A high level of job satisfaction increases the quality and quantity of social interactions and reduces workers' difficulties in fulfilling their tasks. On the other hand, subjective wellbeing also shows a significant positive relationship with engagement, reducing the deterioration of physical and mental health (Garg & Singh, 2019), while simultaneously improving individual performance. This outcome highlights the need for interventions focused on enhancing employee health.

Finally, there is ample evidence reflecting the positive and significant impact of engagement, satisfaction, and organizational culture on employee performance (Sabuhari et al., 2020; Soomro & Shah, 2019; Sunarsi, 2020). However, existing research shows an insufficient exploration of these variables together and their implications for employees. This paper aims to delve deeper into this issue—and specifically into the importance of value alignment within the organization to improve individual health and wellbeing—and demonstrate how it directly influences employee performance. To address this objective, a bibliometric methodology will be employed to collect and analyze the scientific evidence supporting this assertion.

The primary objective of this study is to conduct a bibliometric analysis of all studies related to the benefits of organizational culture, person–organization fit, work engagement, and subjective wellbeing for companies and individuals. This involves examining the evolution and focus of major research, and identifying the productivity of researchers, universities, or countries. Based on this general objective, we arrived at the following specific objectives:

- Objective 1: To structure and systematize the knowledge on the potential benefits of fostering a strong organizational culture, person–organization fit, and organizational engagement for both employees and the corporation.
- Objective 2: To identify patterns, perspectives, milestones, and new research trends regarding the interrelationships between organizational culture, person–organization fit, organizational engagement, subjective wellbeing, and performance using bibliometric and network analysis techniques.

In line with this approach, this study will address the following research questions to meet the established objective:

- RQ1: How has the volume of publications evolved over the years?
- RQ2: Which publications are the most influential?

- RQ3: Which journals are the most productive?
- RQ4: Who are the most recognized authors?
- RQ5: Which countries have the highest concentrations of scientific production?
- RQ6: Which universities are the most prolific?
- RQ7: Which research areas attract the most academic interest?
- RQ8: Which co-authorship networks are the most relevant?
- RQ9: What are the keywords most frequently used by authors to address the research topics?

## **Theoretical background**

### **Organizational Culture**

In scientific research, organizational culture has been defined in various ways. One approach describes organizations as entities that adapt to external changes while addressing internal needs (Jayantilal & Jorge, 2021). Definitions vary among scholars; some view it as shared perceptions among employees, while others see it as a group's ability to learn from internal experiences (Molina-Germán et al., 2020).

Organizational culture can be seen as a structured means to achieve pre-established goals. The dynamic definition, which highlights its evolution over time, is particularly appropriate. Schein and Schein (2016) support this perspective, describing culture as accumulated shared learning that shapes optimal ways of perceiving and responding to challenges. The core of organizational culture includes values, beliefs, attitudes, and practices, which foster engagement, motivation, and employee satisfaction (Coronado-Guzmán et al., 2020).

### **Person–Organization Fit**

Person–organization fit (P-O fit) refers to the alignment between an individual's attributes and the organizational environment (Bretz & Judge, 1994). This fit enhances worker effectiveness and efficiency by matching individual skills with job requirements or aligning employee needs with job opportunities (Edwards, 1991). The attraction–selection–attrition (ASA) model proposed by Schneider (1987) outlines that mutual attraction based on congruent goals and values determines individual profiles within organizations, thereby shaping their structure, processes, and culture.

Employees are more attracted to organizations with similar values, which increases retention (Johnson et al., 2023). The similarity–attraction paradigm explains that individuals prefer organizations sharing their personal values (Dineen et al., 2002). Herzberg's (1966) two-factor theory

distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which enhance job satisfaction. The presence of motivators leads to higher effort and exceeding minimum expectations.

### **Work Engagement**

Work engagement involves an employee's identification with and dedication to organizational goals (Robbins, 2004). Factors such as job satisfaction, recognition, and quality of work relationships positively influence engagement. Hackman (1980) introduced job design, which includes opportunities and constraints affecting job performance. Job enrichment and enlargement are strategies to enhance motivation by increasing responsibility and task variety (Chung & Ross, 1977).

Engagement is viewed as a positive affective–motivational state, as opposed to burnout (Bakker et al., 2008). Kahn (1990) defined it as engagement in work roles, requiring psychological meaningfulness, safety, and availability. Meyer and Allen (1991) categorized engagement into affective, continuance, and normative components, with affective engagement being the ideal form, where employees' goals align with organizational objectives.

The social exchange theory (Emerson, 1976; Blau, 1964) posits that engagement results from an exchange of employee contributions for organizational rewards. The job demand–resources (JD-R) model (Demerouti et al., 2001) illustrates the impact of job demands and resources on employee wellbeing and performance, advocating for sufficient job resources to foster greater engagement and performance (Bakker & Demerouti, 2014).

Although some studies have asserted that elevated work engagement invariably enhances employees' subjective wellbeing, other scholars contend that excessive engagement can precipitate burnout, which ultimately undermines both wellbeing and job performance. This discrepancy in the findings gives rise to the question of whether work engagement should invariably be regarded as advantageous or whether there are optimal levels that should be monitored to prevent adverse effects.

### **Subjective wellbeing**

Subjective wellbeing (SWB) arises from hedonistic and eudaimonic philosophical perspectives, with the former focusing on pleasure and the latter on objective wellbeing through personal growth (Peiró et al., 2015). SWB encompasses cognitive and affective evaluations of life aspects, such as mood and satisfaction in personal and professional spheres (Diener et al., 2003). Key components include positive affect, absence of negative affect, and life satisfaction (Martela & Sheldon, 2019).

SWB in the workplace reflects the absence of stress and psychosomatic symptoms, linked to job satisfaction and performance (Viitala et al., 2015). Positive SWB influences cognitive functions, attitudes, and health, enhancing creativity, cooperation, and dedication (Bryson et al., 2017). Promoting SWB is crucial for organizational success, as it improves employee performance and reduces turnover (Fan et al., 2014).

### **Impact of person–organization fit and work engagement on subjective wellbeing and performance**

Employees seek jobs that offer professional and personal fulfillment, which is challenging in dynamic environments (Petrou et al., 2015). Effective P–O fit enhances job satisfaction, motivation, and performance, and reduces turnover (Santamaría et al., 2020). Strong organizational culture further improves employee performance, engagement, and overall wellbeing, creating a better work climate (Moscoso Paucarchuco & Villafuerte Quiroz, 2021).

Evaluating value alignment is essential for organizational and human capital alignment (Chalutz-Ben Gal, 2023). High job satisfaction correlates with better health and social interactions, reducing organizational problems like absenteeism (Parks & Steelman, 2008). SWB is significantly associated with organizational engagement, enhancing physical and mental health, and individual performance (Garg & Singh, 2020). Organizations must adopt HR policies that enhance SWB to achieve organizational success (Sahai & Mahapatra, 2020). High levels of person–organization fit and subjective wellbeing can result in increased productivity and lower employee turnover. When employees establish a profound connection with the values and culture of their organization, they are more likely to demonstrate engagement and motivation in their roles, directly contributing to an improved performance. The positive impact of engagement, satisfaction, and culture on employee performance underscores the need for further research into their combined effects (Sabuhari et al., 2020).

## **Method**

### **Bibliometrics**

Bibliometric analysis is increasingly significant in business research (Pan et al., 2023; Donthu et al., 2021; Albort-Morant et al., 2018). According to Norton (2000), the purpose of bibliometric analyses is to evaluate and describe scientific texts and documents, enabling the acquisition of maximum evidence on a particular subject. This technique involves the use of statistical methods to measure both the advancement of knowledge and the quality of scientific publications (Daim et al., 2006).

The use of bibliometric analysis in academia enables the quantitative examination of scientific literature through mathematical and statistical methods, which are already integrated into various fields of study (Jacobs, 2010). Kostoff et al. (2005) described how bibliometric techniques contribute to the evaluation of publications, citations, and other elements to develop performance indicators in technology and science.

Bibliometric analysis relies on a set of indicators or metrics that objectively measure various aspects of publications, facilitating comparison among researchers, research groups, institutions, and publications (Haustein & Larivière, 2015). This methodology is essential for academics as it allows them to understand previous and current research interests, as well as to discover the main trends and future directions of research (Flores-Sosa et al., 2022; Ellegaard & Wallin, 2015).

The software we used to conduct bibliometric analysis is VoSviewer v.1.6.19. This program offers tools for zooming, panning, and searching, as well as the ability to generate bibliometric maps with high-resolution visual representation (Van Eck & Waltman, 2010).

Donthu et al. (2021) prescribed a procedure or protocol to conduct these studies with greater scientific rigor. Following the recommendations of these authors, first, the objectives are established and the technique to be applied is defined. Next, the database to be used in the study is created based on the established search criteria. Finally, the bibliometric analysis is performed, and the results are presented.

As recommended by various authors, the present bibliometric research consisted of a descriptive analysis and a network analysis (Popescu et al., 2022; Zakhiah et al., 2021; Peng et al., 2020). The descriptive exploration allowed us to identify the volume of publications over a specific period, research activity in different geographical areas, and the productivity and impact of authors and journals. On the other hand, our network analysis included an examination of keywords and co-authorship, which will help to understand the frequency of terms in the sample publications and the existing connections between different authors.

### **Data collection**

To conduct the bibliometric analysis, we used the Web of Science (WoS) Core Collection database, restricting our search to two editions: Science Citation Index Expanded and Social Sciences Citation Index. To focus the analysis solely on articles closely related to person–organization fit, organizational commitment, and their impact on employee health and subjective wellbeing, we combined the following keywords (Table 1):



Table 1  
Search criteria

| Database           | Search criteria                                                                                                                                                                                                                                                                            | Results          |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| WoS<br>(28-3-2023) | ("Cultur* fit" OR "Person-organization* fit" OR "Person-job fit") AND ("Work engage*" OR "Employee* engage*" OR "Job engage*") OR ("Cultur* fit" OR "Person-organization* fit" OR "Person-job fit") AND ("Wellbeing" OR "Well-being" OR "Subjective wellbeing" OR "Subjective well-being") | 152<br>documents |

Source: Compiled by authors.

The use of these keywords allowed for precise identification of the articles related to the subject of this research. For some terms, we used a hyphen to avoid the exclusion of relevant articles, and the “\*” character was added to simplify a search that encompasses possible variations of the employed terms. An exploration of titles, abstracts, and keywords under the “Topic” label in WoS was conducted. Documents such as conference papers, books, and book chapters were excluded from the study.

The bibliographic search was conducted on March 28<sup>th</sup>, 2023, yielding a total of 196 documents. To narrow the scope, we carefully examined the initial sample to determine the final selection of documents. To ensure the quality of the selected bibliography, we conducted a thorough review of the titles and abstracts of each article to limit the set strictly to those that fit the addressed topic.

During this process, we discarded articles that dealt with subjects beyond the scope of corporate culture and which did not focus their research on the phenomenon of person-organization fit. Finally, after filtering out irrelevant documents, we obtained a final sample of 152 articles. This sample was used to generate both descriptive and network bibliometric studies with the help of the VoSviewer software tool.

## Results

### Descriptive analysis

#### *Evolution of publications over time*

The information collected for the bibliometric analysis spans from 1995 to 2022. However, because of the small volume of articles published between 1995 and 2010, we utilized only documents from 2010 onwards to visualize the temporal evolution (Table 2). From 2010 to 2017, the number of publications remained stable with only slight variations. However, in 2018, there was an increase in the number of documents, with a total of 14 articles. This growth was only surpassed in 2020, which saw 31 new publications.

Table 2  
Number of publications by year

| Year | Number of published papers | %    |
|------|----------------------------|------|
| 2010 | 6                          | 3.9  |
| 2011 | 10                         | 6.6  |
| 2012 | 17                         | 11.2 |
| 2013 | 21                         | 13.9 |
| 2014 | 31                         | 20.4 |
| 2015 | 41                         | 26.9 |
| 2016 | 52                         | 34.2 |
| 2017 | 59                         | 38.8 |
| 2018 | 73                         | 48   |
| 2019 | 87                         | 57.2 |
| 2020 | 118                        | 77.6 |
| 2021 | 138                        | 90.8 |
| 2022 | 152                        | 100  |

Source: Compiled by authors.

### *Highly cited publications*

Recognizing the most relevant prior literature is critical for academics seeking to delve into the subject and find a niche or gap in which to position their work (Pattnaik et al., 2020). This analysis includes the 25 most-cited documents, listing the journal, authors, and publication year (Table 3). Cynthia Fisher's (2010) work is the most cited, with nearly twice as many citations as the next document on the list. This paper introduces constructs related to happiness in organizational research. Fisher supports theories that job satisfaction and organizational commitment are strong predictors of individual efficacy (Harrison, Newman, & Roth, 2006).

Some of the documents identified as most influential by citation count include Humphrey et al. (2015) and Hirschi (2012), which were the only ones with 200 or more citations (218 and 200, respectively). Humphrey et al. (2015) demonstrated how person–job fit emerges as a significant moderating factor in the influence of emotional work on employee wellbeing. Hirschi (2012), on the other hand, examined the potential mediation of work meaning, identity, and professional self-efficacy in the relationship between vocation and job commitment, and how this mediation can be affected by the perceived fit between the individual and their job. Other works with over a hundred citations include those by Lu et al. (2014); Laschinger & Grau (2012); Warr & Inceoglu (2012); Chen et al. (2014);

Kooij et al. (2017); Hecht & Allen (2005); and Laschinger et al. (2015). The remaining analyzed documents do not exceed this citation threshold.

Table 3  
Most influential publications

| Ranking | Title                                                                                                                                                                            | Citations | Authors                                                                        | Journal                                                | Year |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------|--------------------------------------------------------|------|
| 1       | Happiness at work                                                                                                                                                                | 403       | Fisher, Cynthia D.                                                             | <i>International Journal of Management Reviews</i>     | 2010 |
| 2       | The bright side of emotional labor                                                                                                                                               | 218       | Humphrey, Ronald H.; Ashforth, Blake E.; Diefendorff, James M.                 | <i>Journal of Organizational Behavior</i>              | 2015 |
| 3       | Callings and work engagement: moderated mediation model of work meaningfulness, occupational identity, and occupational self-efficacy                                            | 200       | Hirschi, Andreas                                                               | <i>Journal of Counseling Psychology</i>                | 2012 |
| 4       | Does work engagement increase person-job fit? The role of job crafting and job insecurity                                                                                        | 186       | Lu, Chang-qin; Wang, Hai-jiang; Lu, Jing-jing; Du, Dan-yang; Bakker, Arnold B. | <i>Journal of Vocational Behavior</i>                  | 2014 |
| 5       | The influence of personal dispositional factors and organizational resources on workplace violence, burnout, and health outcomes in new graduate nurses: A cross-sectional study | 149       | Laschinger, Heather K. Spence; Grau, Ashley L.                                 | <i>International Journal of Nursing Studies</i>        | 2012 |
| 6       | Job engagement, job satisfaction, and contrasting associations with person-job fit                                                                                               | 126       | Warr, Peter; Inceoglu, Ilke                                                    | <i>Journal of Occupational Health Psychology</i>       | 2012 |
| 7       | Job crafting and job engagement: The mediating role of person-job fit                                                                                                            | 123       | Chen, Chien-Yu; Yen, Chang-Hua; Tsai, Frank C.                                 | <i>International Journal of Hospitality Management</i> | 2014 |

|    |                                                                                                                                                                              |     |                                                                                                        |                                                             |      |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|------|
| 8  | Job crafting towards strengths and interests: the effects of a job crafting intervention on person-job fit and the role of age                                               | 119 | Kooij, Dorien T. A. M.; van Woerkom, Marianne; Wilkenloh, Julia; Dorenbosch, Luc; Denissen, Jaap J. A. | <i>Journal of Applied Psychology</i>                        | 2017 |
| 9  | Exploring links between polychronicity and well-being from the perspective of person-job fit: Does it matter if you prefer to do only one thing at a time?                   | 113 | Hecht, TD; Allen, NJ                                                                                   | <i>Organizational Behavior and Human Decision Processes</i> | 2005 |
| 10 | The effects of authentic leadership, six areas of worklife, and occupational coping self-efficacy on new graduate nurses' burnout and mental health: A cross-sectional study | 108 | Laschinger, Heather K. Spence; Borgogni, Laura; Consiglio, Chiara; Read, Emily                         | <i>International Journal of Nursing Studies</i>             | 2015 |
| 11 | The importance of perceived autonomy support for the psychological health and work satisfaction of health professionals: Not only supervisors count, colleagues too!         | 96  | Moreau, Elise; Mageau, Genevieve A.                                                                    | <i>Motivation and Emotion</i>                               | 2012 |
| 12 | Why do overqualified incumbents deviate? examining multiple mediators                                                                                                        | 96  | Luksyte, Aleksandra; Spitzmueller, Christiane; Maynard, Douglas C.                                     | <i>Journal of Occupational Health Psychology</i>            | 2011 |
| 13 | Teacher-working-environment fit as a framework for burnout experienced by Finnish teachers                                                                                   | 92  | Pyhalto, Kirsi; Pietarinen, Janne; Salmela-Aro, Katariina                                              | <i>Teaching and Teacher Education</i>                       | 2011 |

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|    |                                                                                                                            |    |                                                                                                                 |                                                   |      |
|----|----------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------|
| 14 | Reducing teacher burnout: A socio-contextual approach                                                                      | 90 | Pietarinen, Janne; Pyhalto, Kirsi; Soini, Tiina; Salmela-Aro, Katariina                                         | <i>Teaching and Teacher Education</i>             | 2013 |
| 15 | Navigating uncharted waters: newcomer socialization through the lens of stress theory                                      | 88 | Ellis, Allison M.; Bauer, Talya N.; Mansfield, Layla R.; Erdogan, Berrin; Truxillo, Donald M.; Simon, Lauren S. | <i>Journal of Management</i>                      | 2015 |
| 16 | Job complexity, performance, and well-being: When does supplies-values fit matter?                                         | 82 | Shaw, JD; Gupta, N                                                                                              | <i>Personnel Psychology</i>                       | 2004 |
| 17 | Inclusive leadership and employee well-being: the mediating role of person-job fit                                         | 81 | Choi, Suk Bong; Thi Bich Hanh Tran; Kang, Seung-Wan                                                             | <i>Journal of Happiness Studies</i>               | 2017 |
| 18 | Mutuality in the management of human resources: assessing the quality of alignment in employment relationships             | 81 | Boxall, Peter                                                                                                   | <i>Human Resource Management Journal</i>          | 2013 |
| 19 | Strengths use in organizations: a positive approach of occupational health                                                 | 80 | Bakker, Arnold B.; van Woerkom, Marianne                                                                        | <i>Canadian Psychology-Psychologie Canadienne</i> | 2018 |
| 20 | Cultural fit: Individual and societal discrepancies in values, beliefs, and subjective well-being                          | 73 | Lu, L                                                                                                           | <i>Journal of Social Psychology</i>               | 2006 |
| 21 | Engage them to public service: Conceptualization and empirical examination of employee engagement in public administration | 68 | Vigoda-Gadot, Eran; Eldor, Liat; Schohat, Lior M.                                                               | <i>American Review of Public Administration</i>   | 2013 |

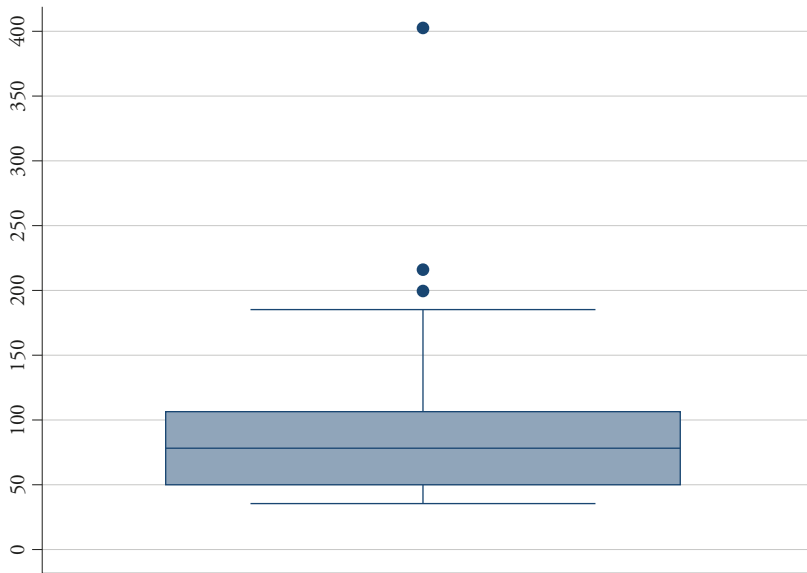
|    |                                                                                                                                        |    |                                                                 |                                                               |      |
|----|----------------------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------|---------------------------------------------------------------|------|
| 22 | Ethical culture and employee outcomes: the mediating role of person-organization fit                                                   | 67 | Ruiz-Palomino, Pablo; Martinez-Canas, Ricardo; Fontrodona, Joan | <i>Journal of Business Ethics</i>                             | 2013 |
| 23 | The impact of person-job fit on job satisfaction: the mediator role of self efficacy                                                   | 64 | Peng, Yuwen; Mao, Chao                                          | <i>Social Indicators Research</i>                             | 2015 |
| 24 | The value of job crafting for work engagement, task performance, and career satisfaction: longitudinal and quasi-experimental evidence | 61 | Dubbelt, Lonneke; Demerouti, Evangelia; Rispens, Sonja          | <i>European Journal of Work and Organizational Psychology</i> | 2019 |
| 25 | Overqualification and subjective well-being at work: the moderating role of job autonomy and culture                                   | 61 | Wu, Chia-Huei; Luksyte, Aleksandra; Parker, Sharon K.           | <i>Social Indicators Research</i>                             | 2015 |

Source: Compiled by authors

Another interesting indicator of the concentration of academic research is the calculation of the Hirsch index or h-index, associated with the citations received by this set of articles (see Figure 2, Appendix). The h-index is a quality indicator that measures the author's relevance based on their publications and the number of citations (Hirsch, 2005).

This bibliometric study achieves an h-index of 37 (37 articles cited 37 or more times), suggesting that more than 20% of the articles are highly cited. The set presents, through a box plot, a second quartile ranging from 80 to 108 citations, and a first quartile reaching up to 186 citations. The average is 94, indicating a distribution in terms of citation volume that does not show significant bias. Only the first three articles mentioned initially exhibit outlier values in the number of citations: "Callings and Work Engagement: Moderated Mediation Model of Work Meaningfulness, Occupational Identity, and Occupational Self-Efficacy," "The Bright Side of Emotional Labor," and "Happiness at Work."

Figure 1  
Box plot of citations by h-index



Source: own elaboration

### *Most prolific journals*

The 152 articles assessed along this study were published in a total of 90 different journals, with each journal having at least three publications. The study includes the number of publications, quartile, and impact factor (JCR), along with the research area and the number of volumes of each journal.

The six most relevant journals, those that have published four or more articles on the topic, are as follows: *Frontiers in Psychology*, *Journal of Vocational Behavior*, *Sustainability*, *International Journal of Bank Marketing*, *International Journal of Environmental Research and Public Health*, and *Journal of Managerial Psychology*.

It is evident that the primary areas of interest in this subject fall within the categories of psychology, business and management, and organizational health. Most of these journals are within the first and second quartiles (JCR Q1 and Q2), suggesting the high relevance and scientific quality of research on the impact of value alignment on employee health and subjective well-being.

Lastly, it is interesting to compare the JCR impact factors of the different journals. This index evaluates the relative importance of a journal within a

field of knowledge based on the average frequency of citations. The analysis of the impact factor values reveals a range between 1.789 and 9.321, with the Journal of Vocational Behavior standing out with an impact factor of 12.082.

Table 4  
Most prolific journals

| Journal                                                                  | Publications | JCR Quartile (2021) | JCR Impact Factor (2021) | Area                                                                 |
|--------------------------------------------------------------------------|--------------|---------------------|--------------------------|----------------------------------------------------------------------|
| <i>Frontiers in Psychology</i>                                           | 14           | Q1                  | 4,232                    | Psychology, Multidisciplinary                                        |
| <i>Journal of Vocational Behavior</i>                                    | 6            | Q1                  | 12,082                   | Psychology, Applied                                                  |
| <i>Sustainability</i>                                                    | 5            | Q2                  | 3,889                    | Environmental Studies<br>Green & Sustainable<br>Science & Technology |
| <i>International Journal of Bank Marketing</i>                           | 4            | Q2                  | 5,083                    | Business                                                             |
| <i>International Journal of Environmental Research and Public Health</i> | 4            | Q2                  | 4,614                    | Public, Environmental & Occupational Health                          |
| <i>Journal of Managerial Psychology</i>                                  | 4            | Q3                  | 4,043                    | Psychology, Applied Management                                       |
| <i>Current Psychology</i>                                                | 3            | Q2                  | 2,387                    | Psychology, Multidisciplinary                                        |
| <i>European Journal of Work and Organizational Psychology</i>            | 3            | Q2                  | 4,867                    | Psychology, Applied Management                                       |
| <i>International Journal of Contemporary Hospitality Management</i>      | 3            | Q1                  | 9,321                    | Hospitality, Leisure, Sport & Tourism Management                     |
| <i>International Journal of Human Resource Management</i>                | 3            | Q2                  | 6,036                    | Management                                                           |
| <i>Journal of Business Ethics</i>                                        | 3            | Q2                  | 6,331                    | Ethics<br>Business                                                   |
| <i>Journal of Management &amp; Organization</i>                          | 3            | Q3                  | 3,640                    | Management                                                           |
| <i>Journal of Occupational Health Psychology</i>                         | 3            | Q1                  | 7,707                    | Public, Environmental & Occupational Health<br>Psychology, Applied   |



|                                              |   |    |       |                                                                |
|----------------------------------------------|---|----|-------|----------------------------------------------------------------|
| <b><i>Personnel Review</i></b>               | 3 | Q2 | 3,228 | Industrial Relations & Labor<br>Psychology, Applied Management |
| <b><i>Psychological Reports</i></b>          | 3 | Q3 | 1,789 | Psychology, Multidisciplinary                                  |
| <b><i>Social Indicators Research</i></b>     | 3 | Q2 | 2,935 | Sociology<br>Social Sciences, Interdisciplinary                |
| <b><i>Teaching and Teacher Education</i></b> | 3 | Q1 | 3,783 | Education & Educational Research                               |

Source: Own elaboration

### *Highly cited scholars*

The 152 documents analyzed in this investigation were authored by 424 individuals. However, to delve into the impact of the most influential authors, we used the price elitism model (Price, 1963). This model indicates that 50% of the scientific output of a study is produced by the square root of the total number of individuals participating in it. Thus, we calculated the square root of the total number of authors, yielding a value of 21. The analysis will include the number of citations, publications, main affiliation, and h-index. The final objective is to identify the most relevant authors in the scientific literature on the study topic.

Among all the authors, only Cynthia D. Fisher from Bond University (Australia) surpasses 400 citations. Despite having only one publication, her work is widely recognized in the field of workplace wellbeing. Fisher also has an h-index of 21. Analyzing this index, it can be observed that while many authors have an h-index between 15 and 50, some researchers exceed this figure. Notably, Blake E. Ashforth and Heather K. Spence Laschinger have h-indices of 62 and 65, respectively. Only one author reaches an h-index of 135, indicating a scientific output of at least 135 articles with 135 citations. This is Arnold B. Bakker, who contributes to the field with seven publications and a total of 368 citations, making him the most prolific author in the this /bibliometric study. Following him are Andreas Hirschi and Heather K. Spence Laschinger, each with over 250 citations and 42 publications, respectively.

Table 5  
Highly cited scholars

| Authors                       | Citations | Publications | Average citations per publication | Affiliation                                          | h-index |
|-------------------------------|-----------|--------------|-----------------------------------|------------------------------------------------------|---------|
| Fisher, Cynthia D.            | 403       | 1            | 403                               | Bond University                                      | 21      |
| Bakker, Arnold B.             | 368       | 7            | 52,6                              | Erasmus University Rotterdam                         | 135     |
| Hirschi, Andreas              | 258       | 4            | 64,5                              | University of Bern                                   | 29      |
| Laschinger, Heather K. Spence | 257       | 2            | 128,5                             | Western University                                   | 65      |
| Diefendorff, James M.         | 247       | 2            | 123,5                             | University of Akron                                  | 34      |
| Salmela-Aro, Katariina        | 230       | 3            | 76,7                              | University of Helsinki                               | 52      |
| Ashforth, Blake E.            | 218       | 1            | 218                               | Arizona State University                             | 62      |
| Humphrey, Ronald H.           | 218       | 1            | 218                               | Lancaster University                                 | 26      |
| Van Woerkom, Marianne         | 199       | 2            | 99,5                              | Tilburg University                                   | 24      |
| Du, Dan-Yang                  | 186       | 1            | 186                               | Tongji University                                    | 11      |
| Lu, Chang-Qin                 | 186       | 1            | 186                               | Peking University                                    | 24      |
| Lu, Jing-Jing                 | 186       | 1            | 186                               | Beijing Tiantan Hospital, Capital Medical University | 13      |
| Wang, Hai-Jiang               | 186       | 1            | 186                               | Huazhong University of Science & Technology          | 12      |
| Pietarinen, Janne             | 182       | 2            | 91                                | University of Eastern Finland                        | 22      |
| Pyhalto, Kirsi                | 182       | 2            | 91                                | University of Helsinki                               | 24      |
| Luksyte, Aleksandra           | 157       | 2            | 78,5                              | University of Western Australia                      | 13      |
| Grau, Ashley L.               | 149       | 1            | 149                               | University of Ottawa                                 | 7       |
| Inceoglu, Ilke                | 147       | 2            | 73,5                              | University of Exeter                                 | 17      |
| Warr, Peter                   | 147       | 2            | 73,5                              | University of Sheffield                              | 17      |
| Bauer, Talya N.               | 125       | 2            | 62,5                              | Portland State University                            | 41      |
| Erdogan, Berrin               | 125       | 2            | 62,5                              | Portland State University                            | 31      |

Source: Own elaboration

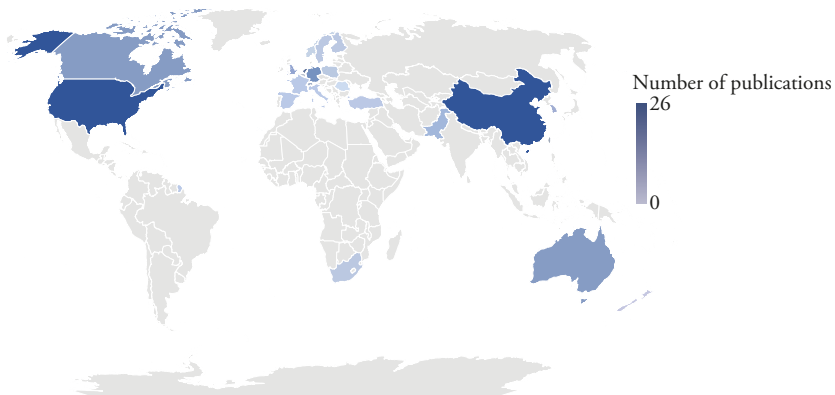
### *Most productive countries*

Understanding the most productive countries in a specific area of knowledge is crucial for identifying key research leaders and establishing collaborations to foster learning. The analysis includes 42 countries; however, we set a threshold of at least two publications as an inclusion criterion to ensure that the selected countries have a minimum level of relevant scientific output in the study area. After applying this restriction, the selection is reduced to 25 countries. Figure 3 (Appendix) shows a map created using Excel that highlights the countries with the highest publication indices.

Studying the most productive countries provides valuable information about the geographical distribution of knowledge and trends in this field of scientific production. In this context, publications show a higher affiliation in China and the United States, each contributing 26 documents. Some of the articles from these countries include Lu et al. (2014) and Humphrey et al. (2015), respectively. Additionally, these documents are among the top five most influential publications by citation count.

Furthermore, the Netherlands, Germany, and the United Kingdom also make significant contributions to the field, with 20, 15, and 13 publications, respectively. These countries contribute to the study with the following articles: Dubbelt et al. (2019) from the Netherlands, Schmidt and Diestel (2015) from Germany, and Wu et al. (2015) from the United Kingdom, based on the affiliation of the respective authors.

Figure 2  
Most productive countries



Source: Compiled by authors

### *Most prolific universities*

The analysis of institutional research productivity is a key topic in bibliometrics, as it allows for the evaluation of the quality and relevance of research conducted at a given university. This, in turn, helps identify potential international collaboration networks and establish strategic objectives to improve an institution's position in the corresponding research field (Merigó et al., 2019).

Using the inclusion criterion of having published at least three works, 288 universities meet the requirement. According to this parameter, the most active institution in the field of organizational value alignment is Erasmus University Rotterdam, with a total of nine publications, representing 5.92% of the total documents. The most prolific author in terms of the number of publications in this bibliometric study, Arnold B. Bakker, is affiliated with this institution. The second on the list is Tilburg University, which includes authors such as Marianne van Woerkom and Jaap J. A. Denissen, both of whom contributed five publications. Following that is Ohio University, where researchers like James M. Diefendorff and Shahidul Hassan have published up to four works each. Therefore, the most prolific universities in this area of knowledge are located in the Netherlands and the United States, consistent with the previous analysis of productivity by countries.

### *Research areas*

Identifying the most prominent research areas related to the subject of study is a precise way to observe trends and concerns in each field of knowledge. In the study of the alignment of organizational values and commitment to subjective wellbeing, various research areas show particular interest. Specifically, the selected sample includes 33 different fields of knowledge. To narrow the research to those with the greatest impact, we included only areas with at least four articles. The study confirms the multidisciplinary nature of this research, as the analysis presents numerous distinct categories. This indicates that the research topic is approachable from diverse disciplines and fields of knowledge. Two areas stand out above the rest: Psychology and Business Economics, with 74 and 57 publications, representing 48.7% and 37.5%, respectively. Following these, Social Sciences and Public Health, Environmental and Occupational Health, with 18 and 13 publications, contribute 11.8% and 8.6%, respectively. Other disciplines with an interest in investigating this topic include Environmental Sciences, Nursing, Public Administration, Educational Research, Technological Science, and Sociology. It is beneficial for academics interested in publishing on this subject to be aware of the most productive areas of knowledge, which consequently have a greater impact.



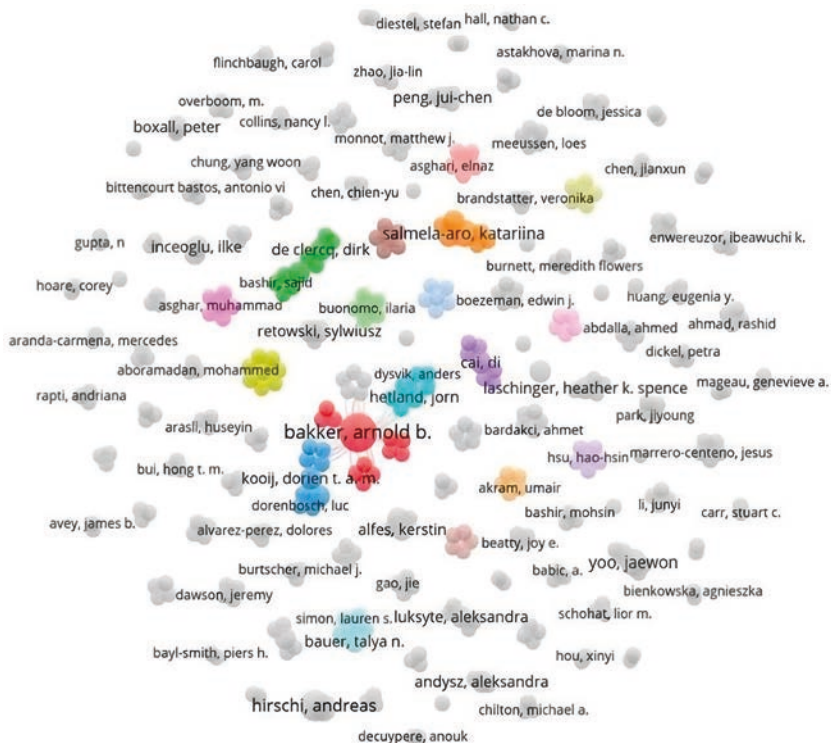
Source: Compiled by authors

### Network analysis

#### *Co-authorship networks*

Currently, it is common to undertake research projects in collaboration with experts from other institutions and countries, a fact highly valued by the scientific community. The network of professionals involved in research is increasingly extensive, making it important for academics to establish connections with fellow experts in the field (Cisneros et al., 2018). The ultimate goal is to enhance the quality of the research conducted. Figure 4 presents a sample of 429 authors, grouped into 124 distinct clusters. Although some connections can already be observed through the differentiation of colors and sizes representing the authors' relevance, a more detailed observation is required to visualize these relationships with greater precision. Therefore, we conducted a more thorough analysis to gain a deeper understanding of the connections among academics.

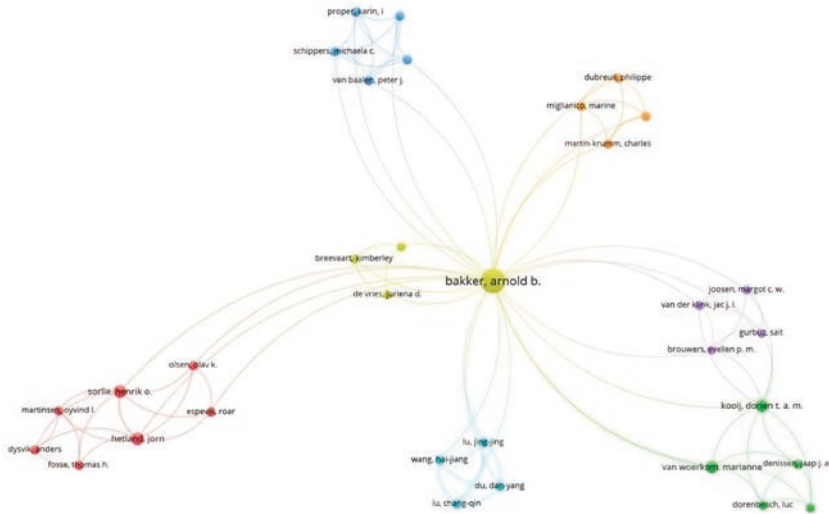
Figure 4  
Co-authorship network analysis of 429 authors



Source: Compiled by authors

The figure we analyzed for co-authorship includes only the 33 authors with connections among themselves. Although extensive collaboration among different researchers working in this area of study is not evident, some interactions can be identified. These networks are represented by different clusters of authors, grouped based on their closer collaboration in scientific publications. In each cluster, the most central nodes reflect the influence of the authors, while the larger nodes represent those who have published most frequently in the field. Figure 5 clearly shows that author Arnold B. Bakker is the primary connection point among academics, establishing a network of researchers around him. Within this network, up to seven different clusters can be identified, and a more detailed exploration will reveal the links between the academics. These data allow for an analysis of both the research lines and the institutions to which the authors are affiliated, providing insights into the main reasons for these relationships.

Figure 5.  
Co-authorship network analysis of 33 authors



Source: Compiled by authors

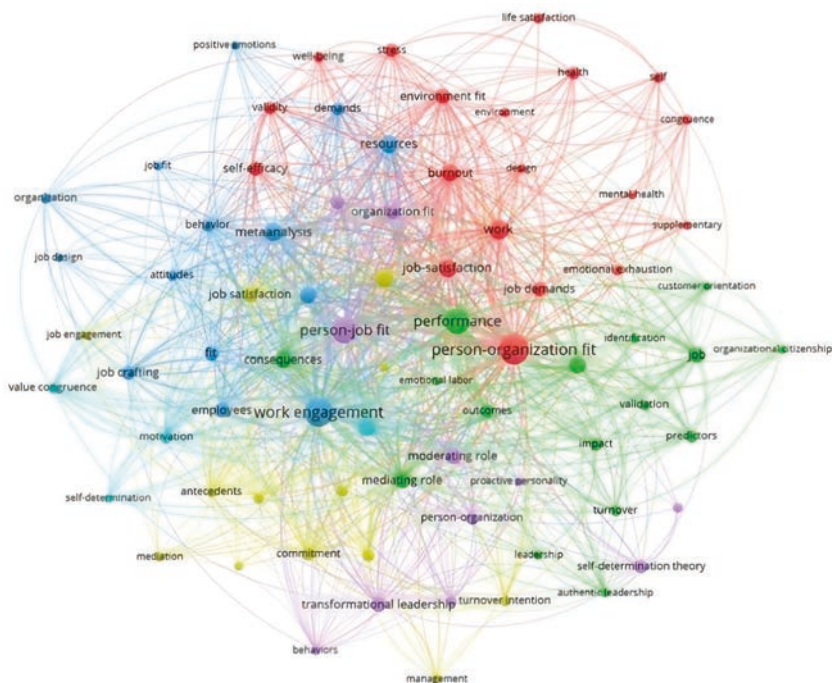
Cluster 1 (green) presents the primary reason for collaboration as belonging to the same institution, Tilburg University (Tilburg, Netherlands). Cluster 2 (purple), connected to the previous one by author Dorien T.A.M. Kooij, shows clear collaboration between two universities. Most of the researchers belong to Tilburg University, while one is affiliated with the University of Applied Sciences in Hazen (Groningen, Netherlands). Additionally, a common focus on the study of health and organizational behavior is evident. Cluster 3 (blue) is composed of academics from different institutions, including the University of Amsterdam (Amsterdam, Netherlands), Erasmus University Rotterdam (Rotterdam, Netherlands), and Goethe University (Frankfurt, Germany). These academics form a collaborative network with a clear orientation towards a specific topic: organizational behavior. Clusters 4 and 5 (red and turquoise, respectively) again show interaction between different universities. The first indicates a network composed of the Swedish Defense University (Stockholm, Sweden), the University of Bergen (Bergen, Norway), and the Norwegian School of Economics (Oslo, Norway), whose link is based primarily on common lines of research related to organizational values. The second does not show any institutional connection, as each author belongs to different universities. However, they share research interests in occupational health and organizational design. Cluster 6 (orange) shows a similar situation to

Cluster 1, with the primary link among them being their affiliation with the University of Quebec in Trois-Rivières (Trois-Rivières, Canada). Finally, Cluster 7 (yellow), featuring author Arnold B. Bakker as the main connector among collaborators, again shows a common interest in organizational values, as well as a network of collaboration among the institutions: Tilburg University, Erasmus University Rotterdam, and Leiden University (Leiden, Netherlands).

### *Keyword network*

Finally, a network analysis was conducted focusing on the predominant keywords in the research on the analyzed topic. Figure 6 shows the results of the co-occurrence analysis of keywords using VoSviewer.

Figure 6.  
Keyword network analysis



Source: Own elaboration

From a total of 912 keywords, a minimum criterion of 5 occurrences per article was established. Ultimately, 77 keywords met this requirement. Keywords are crucial indicators of the most relevant topics in the studied research area (Li et al., 2016). Concurrently, this analysis can help identify potential gaps in scientific knowledge and new research trends. To refine



the analysis further, the table includes terms that appear at least 10 times. Additionally, each cluster has been assigned a title based on the keywords it contains to clarify and visualize the grouping.

The results reveal up to 6 different clusters related to the topic of organizational values alignment, organizational commitment, and subjective well-being. First, the red cluster refers to the work environment and includes keywords such as burnout, environment fit, health, job demands, job satisfaction, person-organization fit, self-efficacy, stress, validity, and work. Second, the green cluster focuses on job performance with keywords like consequences, impact, job, mediating role, outcomes, perceptions, performance, and validation. Third, the blue cluster relates to job resources, using terms such as behavior, demands, employees, fit, job crafting, meta-analysis, model, resources, and work engagement. Fourth, the yellow cluster explains some job outcomes after applying a good fit, including the following keywords: engagement, employee engagement, job satisfaction, and satisfaction. Fifth, the purple cluster centers on fit through: moderating role, organization fit, person-environment fit, person-job fit, person-organization, self-determination theory, and transformational leadership. Lastly, the turquoise cluster refers to personal involvement, mentioning concepts like engagement and motivation.

## **Conclusions and implications**

This study provides a holistic and comprehensive perspective on research related to the alignment of organizational values, organizational commitment, and subjective well-being through a bibliometric analysis of publications extracted from the Web of Science core collection. This approach allows for the analysis of the intellectual structure of this research area, the evaluation of its evolution, and the identification of current and future research trends. By studying the characteristics and patterns of publications, a deep understanding of the relevant topics, authors, institutions, and significant advancements in this field can be obtained. This unique and global vision contributes to the enhancement of knowledge and the potential for informed professional decision-making. Numerous studies employ bibliometric techniques to individually investigate value alignment, commitment, organizational culture, and subjective well-being (Subramanian et al., 2022; Altaf & Masrek, 2021; Dominko & Verbic, 2019). However, this bibliometric analysis comprehensively addresses all these concepts, providing a clear and concise view of them. This research offers the scientific community a complete and up-to-date panorama of the existing literature on the topic. Both academics and professionals can

benefit from this work to understand and advance in the field of organizational value alignment and its impact on employee well-being and organizational performance.

This research provides a precise and detailed view of the addressed concepts, which is of great value to academics interested in delving into this particular topic. Additionally, it is important to highlight that Web of Science as a database (Xu et al., 2022; Navarrete-Cortés et al., 2010), and VoSviewer as a bibliometric tool (Effendi et al., 2021; Moral-Muñoz et al., 2020; Van Eck & Waltman, 2010), are widely recognized and used in academic literature, ensuring the robustness and reliability of the results obtained. Furthermore, this study offers researchers a dual opportunity. On one hand, it allows for the identification of the main institutions working on this topic of interest, thereby enabling the establishment of collaborations and alliances among academics, as well as guiding emerging researchers on potential destinations for research stays. On the other hand, it provides information on the most pertinent topics, helping researchers position themselves in the most relevant and emerging areas.

This bibliometric analysis addresses different research questions with direct implications for the scientific community. First, it can be observed that the study of this subject has primarily focused on the Chinese and American contexts, whose contributions account for 34.21% of the total publications. However, it is important to note that, in both the descriptive analysis of the authors and the co-authorship network, there is limited representation of the Asian country. This situation raises uncertainty about the factors that might be influencing the impact of knowledge dissemination by researchers from China. Future studies could examine the potential barriers hindering the impact of these academics, providing an explanation for the discrepancies between the number of publications and the authors' impact. These differences could be related to the perceived quality of the research, the visibility of the publications, or the lack of effective dissemination.

Second, given that the methodology employed is primarily qualitative, it would be interesting to conduct a new study that incorporates some quantitative techniques to complement the analysis, such as structural equation models. In line with this idea, VoSviewer may not always provide definitive results in terms of mapping the interrelationships between emerging trends. Therefore, a further analysis could be conducted to include other bibliometric techniques such as Bibliometrix or CiteSpace, with the aim of comparing results (Bankar & Lihitkar, 2019; Aria & Cuccurullo, 2017).

Third, the main articles are concentrated in the fields of psychology and business. It would be of interest to consider an analysis that adopts a multi-

disciplinary approach, incorporating other areas such as sociology, among others. Fourth, subsequent bibliometric research could compare the results presented in this analysis with those obtained from other databases, such as Scopus. Furthermore, integrating an additional methodology, such as the PRISMA (preferred reporting items for systematic reviews and meta-analyses) statement, into future research could facilitate a more comprehensive illustration of the interconnections between variables. Finally, it would be appropriate to continue this study using a methodology that empirically tests models in which all analyzed variables converge: person–organization fit, job commitment, and subjective wellbeing.

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