

Mapping a Decade of Work Engagement Research within the Job Demands-Resources Model: A Bibliometric Analysis (2015–2025)

Sumathi Visualingom

School of Business and Economics, Universiti Putra Malaysia, Jalan Universiti 1, Serdang,
43400, Malaysia
Email: sumathi.lingom@gmail.com

Siew-Imm Ng

School of Business and Economics, Universiti Putra Malaysia, Jalan Universiti 1, Serdang,
43400, Malaysia
Email: imm_ns@upm.edu.my

Jo-Ann Ho

School of Business and Economics, Universiti Putra Malaysia, Jalan Universiti 1, Serdang,
43400, Malaysia
Email: ann_hj@upm.edu.my

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v16-i5/28238>

Published Date: 16 May 2026

Abstract

This study aims to systematically map the research landscape of work engagement within the Job Demands-Resources (JD-R) model from 2015 to 2025, employing established bibliometric techniques. The study analyzed 769 articles published in the Scopus database to identify publication trends, leading authors, influential countries and main research domains through performance analysis. It also used VOSviewer for keyword co-occurrence and co-citation analyses to reveal the dominant research themes. The results demonstrate a steady increase in research related to work engagement within the JD-R model. Influential authors and countries have significantly contributed to the development of this field, and the main research domains have been identified. A keyword co-occurrence analysis highlights key concepts such as work engagement, burnout, job stress, and job satisfaction. Additionally, emerging themes include job crafting and social support. Furthermore, a co-citation analysis reveals several meaningful clusters that reflect the theoretical foundations, methodological progress, and contemporary extensions of the JD-R model. This research offers a comprehensive overview of the intellectual structure and thematic evolution of work

engagement studies within the JD-R model, providing insights into current trends and future research directions.

Keywords: Bibliometric Analysis, Job Demands-Resources Model, Performance Analysis, Work Engagement, VOSviewer

Introduction

Work engagement is a crucial factor that strongly predicts key outcomes, including job satisfaction, commitment, performance, and lower turnover. This makes it a central concept in human resource management (HRM) and organizational behavior (Kişi, 2023; Mazzetti et al., 2023). Furthermore, work engagement strongly influences employee motivation, productivity, and overall well-being, all of which are essential for an organization's success (Awasthi et al., 2025). Research on the Job Demands-Resources (JD-R) model has evolved to include personal resources, leadership, the work-home interface, dynamics within the public sector, and cross-national comparisons (Lee & Eissenstat, 2018). This widely used model helps to understand the balance between job demands and resources, which affects burnout and work engagement across various sectors (Kohnen et al., 2026).

Studying work engagement through the Job Demands–Resources (JD-R) model is important because it explains how specific job and personal resources, such as autonomy, organizational support, and meaningful work, enhance employees' motivation, well-being, and performance, while also demonstrating how excessive job demands may reduce engagement and contribute to burnout (Bakker et al., 2023; Borst et al., 2019). Since organizations can actively redesign job demands and resources, the JD-R framework offers a practical and evidence-based approach for developing healthier, more motivating, and sustainable workplaces (Bakker & Demerouti, 2007, 2017). Previous studies indicate that engaged employees experience better psychological well-being, higher job satisfaction, stronger organizational commitment, and lower turnover intentions (Galanakis & Tsitouri, 2022; Mazzetti et al., 2023). For managers and organizations, JD-R research helps identify key resources, including development opportunities and organizational support, that can strengthen employee engagement and retention through targeted human resource interventions (Koroglu & Ozmen, 2022; Lesener et al., 2019). For researchers and policymakers, the JD-R model provides a flexible framework applicable across various sectors and cultural contexts, supporting the development of evidence-based strategies and policies aimed at improving employee well-being and organizational sustainability (Bakker et al., 2023; Galanakis & Tsitouri, 2022).

A bibliometric analysis offers a systematic overview of research trends, key contributors, and emerging themes, providing valuable insights for future studies (Awasthi et al., 2025). Bibliometric mapping helps integrate dispersed knowledge by identifying the most influential authors, journals, countries, and theoretical developments, consistent with previous bibliometric studies on work engagement, thriving at work and job performance (Engidaw et al., 2025). Although several bibliometric studies have examined work engagement, there remains a gap in research specifically investigating its influence within the JD-R model. Previous bibliometric studies generally provide an overview of JD-R theory, indicating that the broader literature on JD-R mainly focuses on burnout, work engagement, job demands, and job resources. This literature has gradually expanded to include proactive behaviors, organizational dynamics, and work-life balance (Sengullendi & Kurt, 2025). Other past

bibliometric analyses have examined work engagement research in the hospitality and tourism industry (Han et al., 2023). However, these earlier studies have mainly focused on the antecedents and outcomes of work engagement, creating opportunities for more focused investigation into the development of the work engagement stream within the JD-R model across a defined time period (Kişi, 2023; Liang et al., 2024).

Furthermore, an updated bibliometric study examining the impact of the JD-R model on work engagement is limited. To fill this gap, the present study uses bibliometric techniques, including performance analysis, document co-citation analysis, and keyword co-occurrence, to explore work engagement research within the JD-R model from 2015 to 2025. To the best of the author's knowledge, this study presents the first comprehensive bibliometric mapping of research on work engagement, specifically based on the JD-R model, covering the period from 2015 to 2025. It emphasizes the increasing recognition of work engagement as essential for organizational success and highlights the importance of diverse data sources and interdisciplinary approaches to improve understanding and application across different contexts.

This bibliometric study intends to investigate the following research question using performance analysis and mapping analysis:

1. What are the research trends of work engagement within the JD-R model according to the year of publication?
2. Who are the most influential authors?
3. Which are the most influential countries?
4. What are the main research domains?
5. What are keyword co-occurrences related to the study?
6. What are co-citation studies, and do they translate into meaningful clusters?

Literature Review

Research on work engagement has grown considerably over the past decade, with the JD-R model becoming the primary theoretical framework for understanding its antecedents and outcomes. This model emphasizes how job and personal resources cultivate a positive, energetic state characterized by vigor, dedication, and absorption, while excessive or hindering demands diminish well-being (Bakker et al., 2023; Bakker & Demerouti, 2024; Mazzetti et al., 2023). The JD-R model has been extensively utilized to understand work engagement, with many studies showing its relevance across different sectors, including public administration, hospitality, and non-profit organisations (Mer et al., 2024; Park et al., 2019; Santosa et al., 2025).

Numerous empirical studies across various sectors and cultures support this idea. Job resources including autonomy, feedback, supervisor support, development opportunities, participation in decision-making, positive relationships with colleagues, and perceived organizational support, consistently enhance work engagement.

Increased work engagement, in turn, enhances work performance, encourages innovative behavior, strengthens both emotional and organizational commitment, and boosts the intention to stay with the organization (Koroglu & Ozmen, 2022; Priyono et al., 2022; Rai & Chawla, 2022; Wang et al., 2023). Other sector-specific reviews in nursing, banking, IT, education, and entrepreneurship indicate that the fundamental JD-R pattern remains valid,

highlighting specific demands such as bureaucratic burden, emotional labor, and digitalization, alongside resources like nursing teamwork, digital communication, and collective efficacy (Li et al., 2025; Reintjes et al., 2025; Van Heerden et al., 2022; Wilson et al., 2025).

A meta-analysis of 94 studies reveals that resources such as self-efficacy and growth opportunities have a greater impact on work engagement than social or structural job resources. It also shows that work engagement is most strongly linked to job satisfaction and organizational commitment, supporting the motivational pathway of the JD-R model (Mazzetti et al., 2023). Another systematic review of 20 studies analyzed the JD-R model within occupational health and positive psychology, focusing on how work factors influence engagement and burnout. The results consistently indicated that higher job demands and a lack of resources were linked to increased burnout, while adequate job resources positively predicted work engagement (Galanakis & Tsitouri, 2022).

However, existing JD-R model and work engagement studies are mainly systematic or meta-analytic rather than bibliometric, often combining various engagement constructs or treating work engagement as just one of many outcomes.

Research Methodology

This study employs quantitative bibliometric methods to examine scientific literature and publications. It identifies influential authors, institutions, and journals, while also mapping thematic clusters and collaboration networks within a research field (Rojas-Lamorenna et al., 2022). The analysis comprises two main parts. A performance analysis was conducted to examine annual publication trends, key authors, countries, and primary research areas consistent with existing Scopus-based bibliometric studies (Chigori, 2024). While a bibliometric mapping utilized keyword co-occurrence analysis to identify dominant research topics, and co-citation analysis was also employed to uncover the underlying intellectual structure and relationships among influential studies.

Work engagement and JD-R research are prominently featured in Scopus. A meta-analysis and review of work engagement within the JD-R model cites a substantial number of Scopus-indexed articles (Galanakis & Tsitouri, 2022; Mazzetti et al., 2023). Therefore, the Scopus database has been selected for further insights.

Data Search Strategy

The study employed a screening process to identify search terms for article retrieval. Search was initiated by querying Scopus database with online TITLE-ABS-KEY ("JD-R" OR "job demand resources model" OR "job demand resources" AND "work engagement" OR "employee engagement") AND PUBYEAR > 2014 AND PUBYEAR < 2026 +AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "ARTS")) AND (LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "re")) AND (LIMIT-TO (LANGUAGE , "English")) thereby assembling 1146 articles. The query string was revised to focus on the search terms "work engagement" OR "employee engagement" within the job demand resources model, from 2015 to 2025. This process yielded 1016 results. The query was then further refined to include journal articles in the relevant subject area, yielding 827 results. Finally, it was scrutinised to include only English-

language research articles. The final search string refinement included 769 articles, which were used for bibliometric analysis. As of December 2025, all articles from the Scopus database on work engagement and based on the JD-R model were included in the study.

Results and Analysis

Both performance analysis and bibliometric analysis have been used in this study. Performance analysis was conducted to address research questions 1-4, and bibliometric analysis was conducted to address research questions 5 and 6. The bibliometric approach is adopted as it helps analyse the contribution of research (Hoang, 2025).

Research Trends

A detailed review was conducted to analyse research trends on work engagement within the JD-R model based on publication year, to address question 1. Figure 1 shows that the number of research studies on work engagement within the JD-R model has increased significantly from 2015 to 2025. It began with just 20 published documents in 2015 and gradually rose to reflect growing academic interest. Initially, the growth was moderate, with 30 publications in 2016 and a jump to 44 in 2017. However, there was a slight decline to 40 publications in 2018. From 2019 onwards, the trend became more stable and continued to rise, reaching 59 publications in 2019 and 63 in 2020. There was then a minor drop again to 57 in 2021. This was followed by a substantial surge to 92 in 2022, and the upward trend continued, reaching 99 publications in 2023, 114 publications in 2024, and peaking at 151 in 2025—the highest number observed over the decade. These figures demonstrate that research on work engagement within the JD-R model has expanded significantly over the past 10 years, especially after 2021, establishing it as an increasingly important topic in academic discussions.

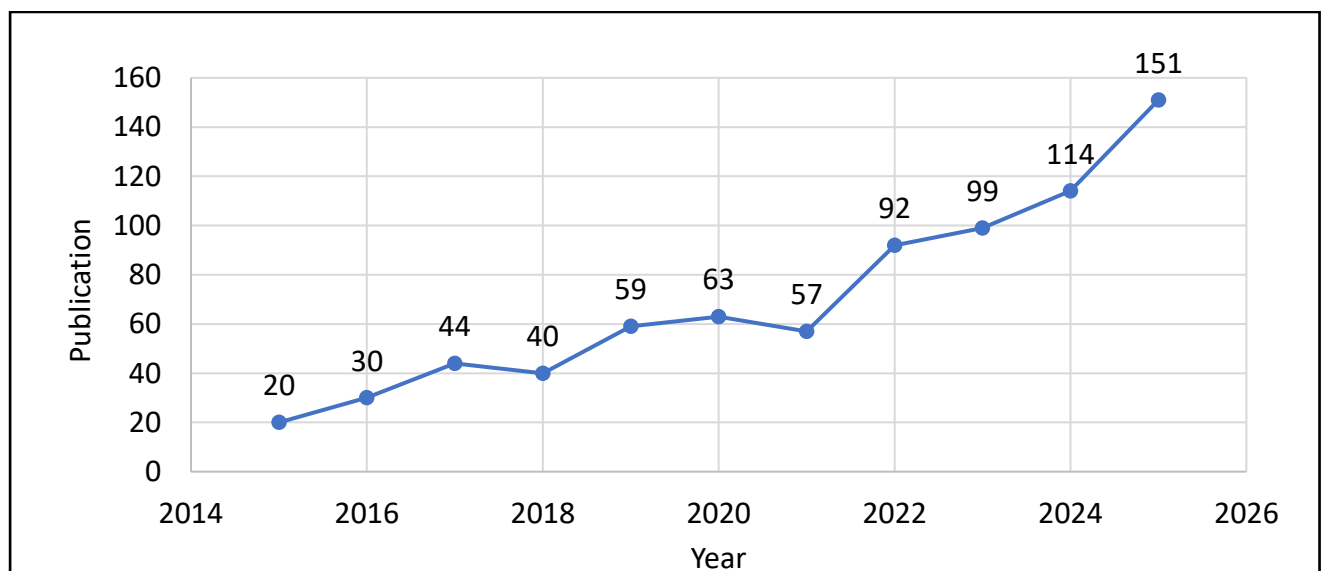


Figure 1: Trend of Research on Work Engagement within the JD-R Model by Year

The Most Influential Authors

To answer research question 2, the authors with the highest influence were identified based on their publication counts. Figure 2 shows the most influential authors in work engagement research within the JD-R model. The results indicate that A.B. Bakker is the leading scholar in this area, with 31 publications, far more than any other contributor. E. Demerouti, D. Derks,

and W.B. Schaufeli have 10, 9, and 8 publications, respectively, highlighting their significant and ongoing contributions to JD-R research. O. M. Karatepe has 7 publications, and both K. Breevaart and A. Tesi have 6 publications, forming a mid-level group of consistent contributors. A. Abualigah, K. Alfes, and N. Extremera each have 5 publications, indicating emerging contributions within the research area. Overall, the pattern indicates that, although many scholars contribute to this field, it is mainly shaped by a small number of highly productive and influential authors. Among them, Bakker stands out as a key figure in advancing research on work engagement within the JD-R model.

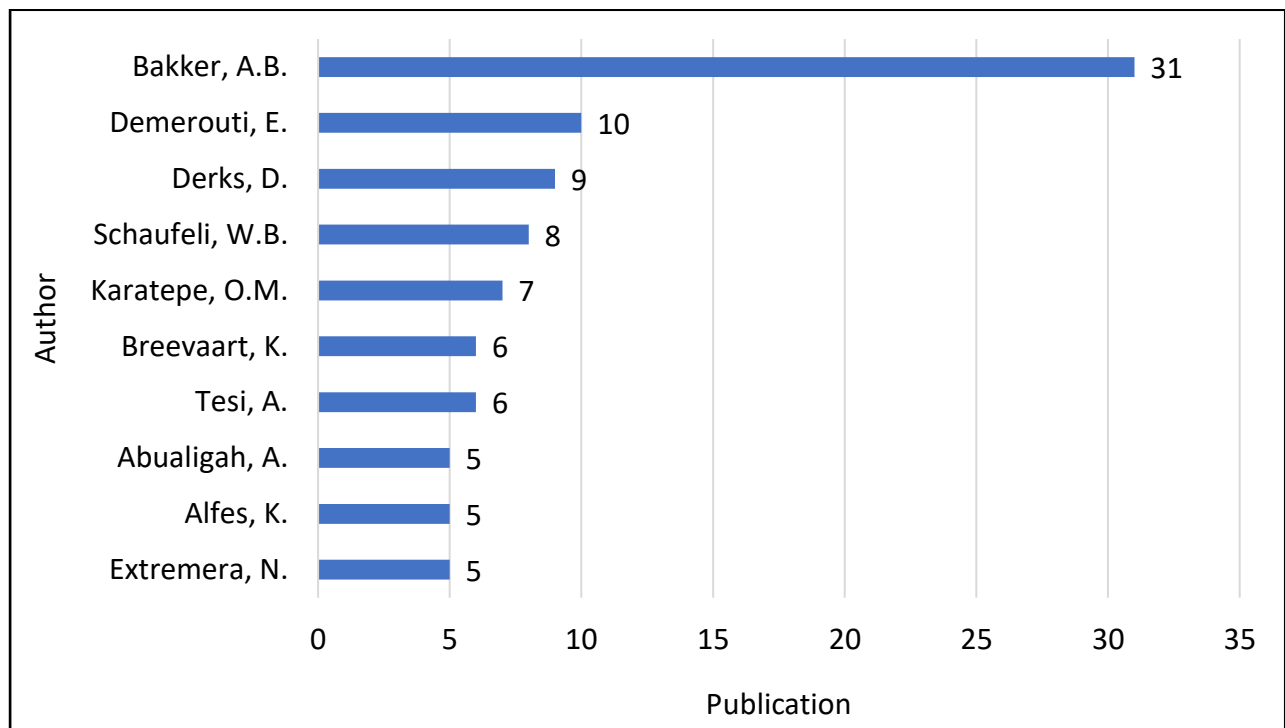


Figure 2: The Most Influential Author in Work Engagement Research within the JD-R Model

The most Influential Countries

The countries with the greatest influence were identified to answer research question 3. Research on work engagement within the JD-R model has been published in 87 countries. China leads with 111 publications, followed by the United States (107) and the Netherlands (81). Notable contributions also come from Australia (62), India (56), the United Kingdom (56), Germany (45), Italy (43), Malaysia (38), and South Korea (32). This highlights significant research activity, particularly from Western and Asian countries, underscoring the model's global relevance across diverse economic and cultural contexts. The involvement of both developed and developing nations, such as Malaysia, highlights the increasing influence of the JD-R model in work engagement studies.

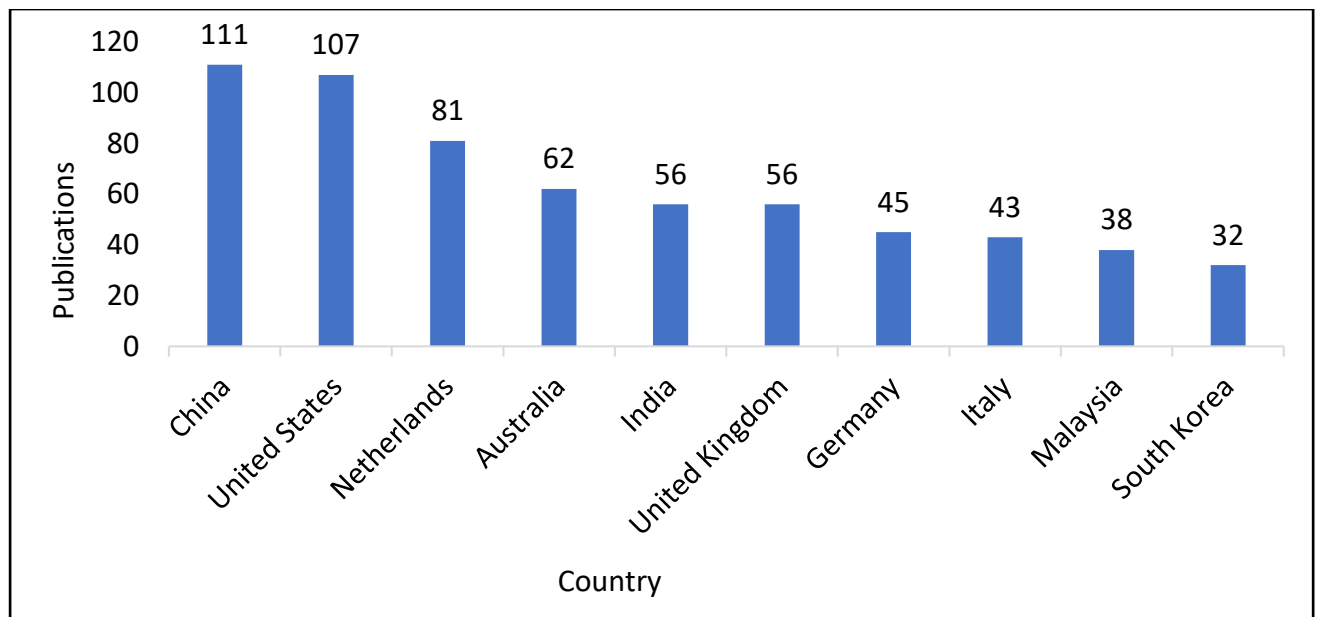


Figure 3: The Most Influential Country in Work Engagement Research within the JD-R Model

The Main Research Domains

The main research domains were determined to address research question 4. Figure 4 shows that most research on this topic is concentrated in the "Business, Management and Accounting" field, with 406 publications. This is followed by Psychology with 349 publications and Social Sciences with 278, highlighting significant interest in organizational and behavioral research. Medicine has a moderate presence with 72 publications, while areas such as Environmental Science, Nursing, Computer Science, Arts and Humanities, Decision Sciences, and Economics each contribute fewer publications, ranging from 21 to 42. Furthermore, 64 publications from various fields are classified as "Others," demonstrating interdisciplinary interests that extend beyond the main fields.

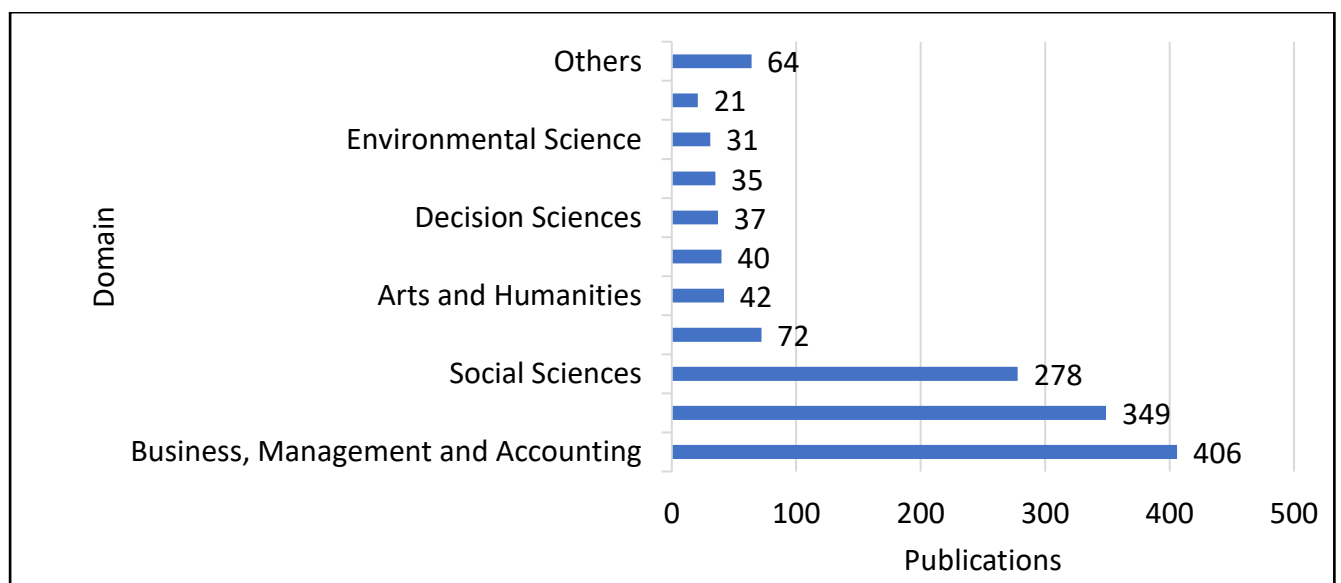


Figure 4: The Main Research Domains in Work Engagement within the JD-R Model

VOSviewer software was employed to perform a bibliometric analysis to identify and map, with a focus on research questions 5 and 6.

model, comprising keywords such as burnout, emotional stress, and occupational stress. Finally, the orange cluster consists of words such as job performance and productivity. Overall, the keyword co-occurrence network indicates that research on work engagement is closely tied to the JD-R model. It also emphasizes work engagement as a key concept linking positive organizational outcomes in the research context.

Table 1 presents the top 10 keywords, their occurrence, and total link strength. The dominance of “work engagement” alongside “burnout,” “job stress,” and “workload” confirms the field’s foundation in the JD-R dual-process model, which integrates motivational and health-impairment perspectives. The inclusion of “job performance” and “job satisfaction” highlights a focus on outcomes. The appearance of “job crafting” and “social support” indicates a shift towards proactive and relational aspects of work. Overall, the keywords suggest consolidation around JD-R while expanding into strategic and contextual applications.

Table 1

Top 10 Keywords in the Keyword Co-occurrence Analysis

Ranking	Keywords	Occurrences	Total Link Strength
1	Work engagement	518	2681
2	Burnout	83	837
3	Job satisfaction	65	801
4	Workload	29	496
5	Job stress	26	432
6	Job performance	43	332
7	Work environment	21	289
8	Job crafting	56	267
9	Engagement	49	261
10	Social support	23	256

Source: Author’s own compilation.

Co-citation Analysis

The co-citation analysis was performed to address research question 6: whether these citations create meaningful clusters. Co-citation refers to the frequency with which two documents, authors, or journals are cited together in subsequent research. A key aspect of co-citation analysis is that the more often two items are cited together, the stronger the indication that their content is related (Zupic, 2015). This study conducted a document co-citation analysis to identify articles that are frequently co-cited in the context of work engagement within the JD-R model. Document co-citation analysis is an essential method for mapping the theoretical structure and evolution of a field. The clusters of co-cited documents reveal research traditions, paradigms, and core theories. Figure 6 shows the co-citation map by document for the domain of work engagement within the JD-R model. The main idea is that a higher co-citation frequency increases the map's visibility (Trujillo, 2018). The threshold

was determined through multiple attempts to identify the optimal level for defining relevant clusters. Ultimately, a cut-off was established at documents co-cited more than 20 times, resulting in 28 co-cited documents out of 3664 total cited documents. The map shows 384 links and 4 clusters.

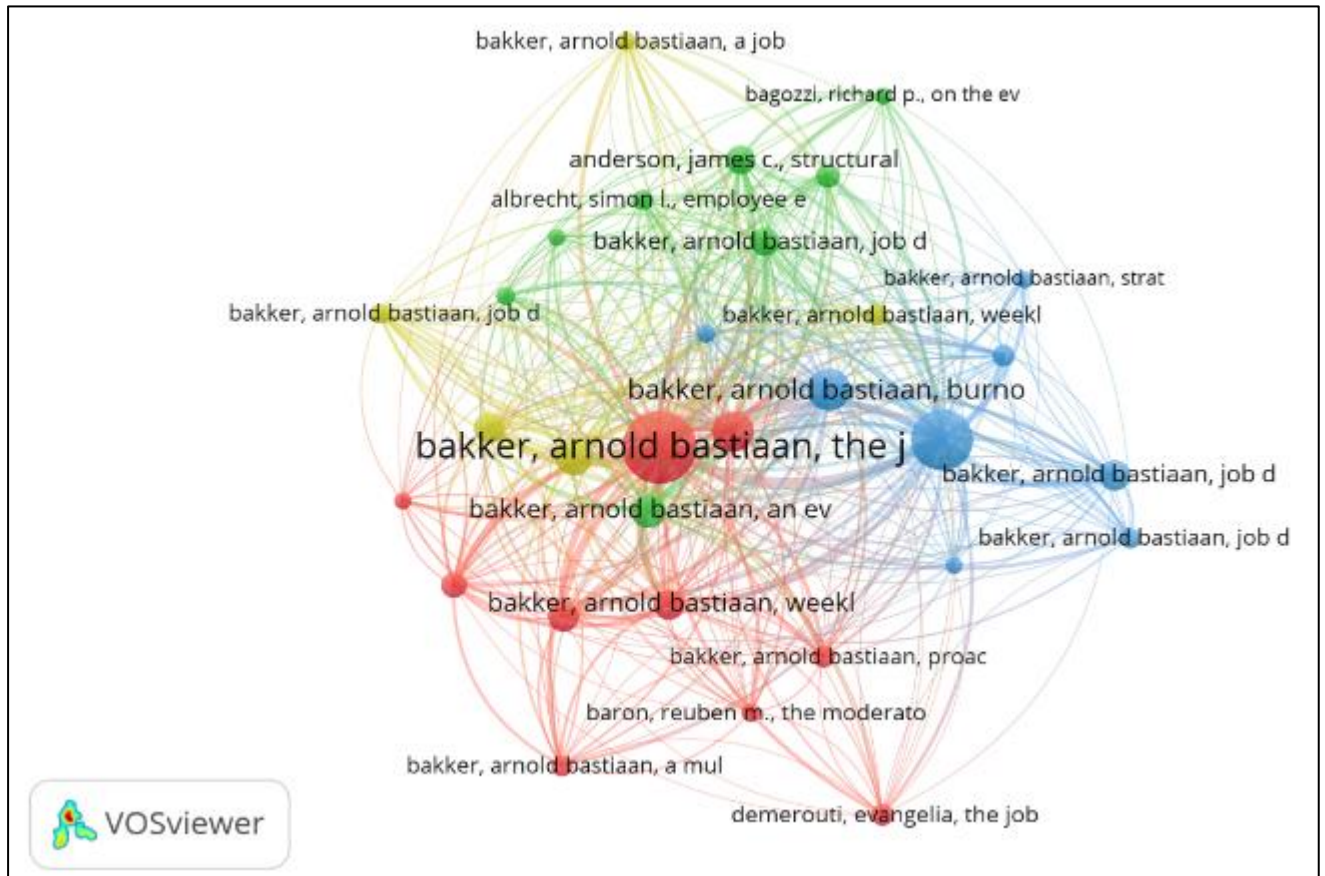


Figure 6: Co-citation of documents network visualization map

The research topics and details of publications within each cluster were thoroughly examined (through an analysis conducted by the authors) and are presented in Table 2. Co-citation analysis examines the references cited in documents indexed from 2015 to 2025. Consequently, works published before 2015 appear in the network because they are frequently cited together by articles published during this period.

Table 2

Summary of Clusters in the Co-citation Analysis

Cluster No. and Colour	Cluster label	No. of articles	Co-cited Studies
1 (Red)	Theoretical foundation and development of the JD-R model.	9	(Bakker, Demerouti, Taris, et al., 2003; Bakker et al., 2004, 2008, 2012; Bakker & Bal, 2010; Bakker & Demerouti, 2007, 2017; Bakker & Leiter, 2010; Demerouti et al., 2001)
2 (Green)	Work engagement, measurement and model validation	7	(Agarwal et al., 2012; Albrecht et al., 2015; Anderson et al., 1988; Bagozzi & Yi, 1988; Bailey et al., 2017; Bakker, 2011; Bakker et al., 2011)
3 (Blue)	Emerging and dynamic trends in JD-R research	7	(Alarcon, 2011; Bakker, 2017; Bakker et al., 2023; Bakker & Albrecht, 2018; Bakker & de Vries, 2021; Bakker & Demerouti, 2017; Balducci et al., 2010)
4 (Yellow)	Expansion of JD-R research	5	(Bakker, 2015; Bakker, Demerouti, de Boer, et al., 2003; Bakker et al., 2005, 2007; Bakker & Sanz-Vergel, 2013)

Source: Author's own compilation.

Cluster 1 (red) comprises 9 of the 28 reviewed articles, making it the most influential group. It highlights the foundational development of the Job Demands–Resources (JD-R) model, initially formulated to explain how job demands and resources predict burnout and work engagement (Demerouti et al., 2001; Bakker & Demerouti, 2007). This cluster presents key empirical validations of the health-impairment and motivational processes across diverse work contexts (Bakker et al., 2004; 2008; 2012) and subsequent refinements that position work engagement as a key outcome within the motivational pathway (Bakker & Leiter, 2010; Bakker & Bal, 2010; Bakker & Demerouti, 2017). Overall, it represents the theoretical foundation and evolution of the JD-R model.

Cluster 2 (green) emphasizes the evolution of work engagement research beyond the JD-R model. It views work engagement as an important organizational asset linked to innovation, discretionary effort, and enhanced performance (Agarwal et al., 2012; Bakker, 2011; Bakker et al., 2011; Albrecht et al., 2015; Bailey et al., 2017). This shift highlights its value-creating role within organizations. Additionally, the focus on methodological advances in structural equation modelling and construct validation (Anderson et al., 1988; Bagozzi & Yi, 1988) emphasizes a commitment to measurement rigour. Overall, this cluster showcases the transition from theoretical groundwork to strategic integration, supported by robust empirical methods.

Cluster 3 (blue) highlights recent advancements in the JD-R model, focusing on personal resources, job crafting, and the flexible nature of work engagement in evolving organizational environments (Bakker, 2017; Bakker & Albrecht, 2018; Bakker & de Vries, 2021; Bakker et al., 2023). Meta-analyses (Alarcon, 2011; Balducci et al., 2010) also strengthen the connection

between work engagement and performance results. This cluster highlights a shift towards more flexible and context-specific applications of the JD-R model.

Cluster 4 (yellow) is centred on the interpersonal and cross-domain aspects of the Job Demands-Resources (JD-R) model. It includes studies on resource crossover, transmission of emotional exhaustion, and work-home interactions (Bakker et al., 2003; 2005; 2007; Bakker & Sanz-Vergel, 2013). These studies demonstrate that job demands and resources affect not only individual outcomes but also extend across relational boundaries. This cluster highlights the growing JD-R research on recovery processes and the interaction between work and non-work domains (Bakker, 2015).

Together, these clusters show a shift from focusing on theoretical consolidation to emphasizing strategic integration, and finally expanding the scope of the JD-R model.

Discussion and Implications

This study offers a comprehensive bibliometric analysis of work engagement research within the JD-R model, covering the period from 2015 to 2025 based on data from the Scopus database. It investigates publication trends, highlights influential authors and countries, and examines various research domains through performance analysis. Moreover, it explores patterns of keyword co-occurrence and co-citation using bibliometric mapping.

The study's findings demonstrate that work engagement research within the JD-R model has increased significantly over the past decade, particularly after 2021. This trend has established work engagement as a key topic in academic discussions. Notably, Bakker and Demerouti are prominent contributors to the field, having played vital roles in developing the JD-R model and conceptualising work engagement. The findings indicate that research on work engagement within the JD-R model is mostly concentrated in China, the United States, and the Netherlands. The research also appears highly multidisciplinary, encompassing areas such as Business, Management and Accounting, Psychology, and the Social Sciences. This interdisciplinary approach highlights the broad applicability of the JD-R model in explaining employee well-being and performance across various organizational contexts.

The keyword co-occurrence analysis highlights the core themes in the field, emphasising terms such as work engagement, burnout, and job performance, which align with the JD-R model. Meanwhile, the co-citation analysis can be categorized into four clusters within the work engagement literature: i. Theoretical foundations and development of the JD-R model; ii. measurement and validation of the model; iii. emerging and dynamic trends in JD-R research; and iv. expansion of JD-R research. These clusters demonstrate that work engagement research has matured into a diverse and multifaceted field, drawing insights from multiple disciplines.

Theoretical implications of this study include providing a bibliometric overview of research on work engagement within the JD-R model from 2015 to 2025. While previous studies have examined work engagement both conceptually and empirically, there has been limited systematic mapping of the intellectual structure and development of this field through bibliometric methods. This study offers valuable insights for researchers and illustrates how

the JD-R model has evolved from a primarily theoretical framework into a broader, multidisciplinary research domain that addresses modern workplace challenges.

Practically, since the study highlights themes such as work engagement, burnout, and the work environment, practitioners should prioritise job redesign, meaningful work, and support for proactive behaviors such as job crafting rather than relying on one-time work engagement campaigns. Organizations can also use periodic work engagement assessments as early indicators for performance, innovation, and employee retention, especially in dynamic or high-demand environments.

Conclusion

This study conducts a bibliometric analysis of work engagement research based on the JD-R model from 2015 to 2025. It notes a significant increase in publications, emphasising the growing importance of work engagement in organizational studies. The analysis highlights influential authors and shows that research has grown across various disciplines and regions, emphasising the JD-R model's global relevance for employee well-being and performance. Keyword and co-citation analyses reveal both well-established and emerging themes, pointing towards a shift to more diverse research directions. The analysis reviewed 769 articles on work engagement within the JD-R model sourced from the Scopus database. Although Scopus includes many high-quality journals, this focus may restrict the range of publications. Future research should consider using additional databases for a more comprehensive overview of the research landscape. The study also concentrated on publications from 2015 to 2025, highlighting recent advances in work engagement research while excluding earlier foundational works. Future bibliometric studies could extend the timeframe to investigate the long-term development of the JD-R model and related literature. This study maps the intellectual landscape of work engagement, offering insights into key trends, major contributors, and future research directions, making it a valuable resource for researchers in the field.

References

- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behavior and turnover intentions: The mediating role of work engagement. *Career Development International*, 17(3), 208–230. <https://doi.org/10.1108/13620431211241063>
- Alarcon, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior*, 79(2), 549–562. <https://doi.org/10.1016/j.jvb.2011.03.007>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7–35. <https://doi.org/10.1108/JOEPP-08-2014-0042>
- Anderson, J. C., Kellogg, J. L., & Gerbing, D. W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. In *Psychological Bulletin* (Vol. 103, Number 3).
- Awasthi, A., Khan, F. S., Mazhar, S. S., Dipti, Singh, A., & Khan, H. (2025). Emerging Trends in Employee Engagement Research: A Bibliometric Analysis of Published Articles.

- International Research Journal of Multidisciplinary Scope*, 6(1), 8–21.
<https://doi.org/10.47857/irjms.2025.v06i01.02681>
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of Structural Equation Models. *Journal of Marketing Science*, 16(1).
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis. *International Journal of Management Reviews*, 19(1), 31–53. <https://doi.org/10.1111/ijmr.12077>
- Bakker, A. B. (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*, 20(4), 265–269. <https://doi.org/10.1177/09637214111414534>
- Bakker, A. B. (2015). A Job Demands-Resources Approach to Public Service Motivation. *Public Administration Review*, 75(5), 723–732. <https://doi.org/10.1111/puar.12388>
- Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. *Organizational Dynamics*, 46(2), 67–75. <https://doi.org/10.1016/j.orgdyn.2017.04.002>
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. In *Career Development International* (Vol. 23, Number 1, pp. 4–11). Emerald Group Holdings Ltd. <https://doi.org/10.1108/CDI-11-2017-0207>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 20(1), 4–28. <https://doi.org/10.1080/1359432X.2010.485352>
- Bakker, A. B., & Bal, P. M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189–206. <https://doi.org/10.1348/096317909X402596>
- Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress and Coping*, 34(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. In *Journal of Managerial Psychology* (Vol. 22, Number 3, pp. 309–328). <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., & Demerouti, E. (2024). Job demands–resources theory: Frequently asked questions. *Journal of Occupational Health Psychology*, 29(3), 188–200. <https://doi.org/10.1037/ocp0000376>
- Bakker, A. B., Demerouti, E., de Boer, E., & Schaufeli, W. B. (2003). Job demand and job resources as predictors of absence duration and frequency. In *Journal of Vocational Behavior* (Vol. 62, Number 2, pp. 341–356). Academic Press Inc. [https://doi.org/10.1016/S0001-8791\(02\)00030-1](https://doi.org/10.1016/S0001-8791(02)00030-1)
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170–180. <https://doi.org/10.1037/1076-8998.10.2.170>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job Demands–Resources Theory: Ten Years Later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- Bakker, A. B., Demerouti, E., Taris, T. W., Schaufeli, W. B., & Schreurs, P. J. G. (2003). A multigroup analysis of the job demands-resources model in four home care

- organizations. *International Journal of Stress Management*, 10(1), 16–38. <https://doi.org/10.1037/1072-5245.10.1.16>
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83–104. <https://doi.org/10.1002/hrm.20004>
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274–284. <https://doi.org/10.1037/0022-0663.99.2.274>
- Bakker, A. B., & Leiter, M. P. (2010). *Work Engagement: A Handbook of Essential Theory and Research* (A. B. Bakker & M. P. Leiter, Eds.; 1st edition). Psychology Press. <https://doi.org/10.4324/9780203853047>
- Bakker, A. B., & Sanz-Vergel, A. I. (2013). Weekly work engagement and flourishing: The role of hindrance and challenge job demands. *Journal of Vocational Behavior*, 83(3), 397–409. <https://doi.org/10.1016/j.jvb.2013.06.008>
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work and Stress*, 22(3), 187–200. <https://doi.org/10.1080/02678370802393649>
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>
- Borst, R. T., Krueger, P. M., & Lako, C. J. (2019). Exploring the Job Demands–Resources Model of Work Engagement in Government: Bringing in a Psychological Perspective. *Review of Public Personnel Administration*, 39(3), 372–397. <https://doi.org/10.1177/0734371X17729870>
- Balducci, C., Fraccaroli, F., & Schaufeli, W. B. (2010). Psychometric Properties of the Italian Version of the Utrecht Work Engagement Scale (UWES-9). *European Journal of Psychological Assessment*, 26(2), 143–149. <https://doi.org/10.1027/1015-5759/a000020>
- Chigori, D. T. (2024). Worker well-being in the digital economy: Lens through bibliometrics analysis. *SA Journal of Human Resource Management*, 22. <https://doi.org/10.4102/sajhrm.v22i0.2773>
- Demerouti, E., Nachreiner, F., Bakker, A. B., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Engidaw, A. E., Zou, W., Ning, J., Francesco, G., & Hanchen, J. (2025). Perusing the Contemporary Tendencies in Employees' Job Performance Studies: A Bibliometric Analysis of Research Trends, 2013–2023. In *SAGE Open* (Vol. 15, Number 1). SAGE Publications Inc. <https://doi.org/10.1177/21582440251321357>
- Galanakis, M. D., & Tsitouri, E. (2022). Positive psychology in the working environment. Job demands-resources theory, work engagement and burnout: A systematic literature review. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1022102>
- Han, Y., Yang, Y., & Mohamed, R. (2023). A bibliometric analysis of work engagement in the hospitality and tourism industry. *Journal of Hospitality and Tourism Insights*, 6(5), 1946–1966. <https://doi.org/10.1108/JHTI-06-2022-0235>
- Hoang, A.-D. (2025). Evaluating Bibliometrics Reviews: A Practical Guide for Peer Review and Critical Reading. *Evaluation Review*, 49(6), 1074–1102. <https://doi.org/10.1177/0193841X251336839>

- Kişi, N. (2023). Bibliometric Analysis and Visualization of Global Research on Employee Engagement. *Sustainability (Switzerland)*, 15(13). <https://doi.org/10.3390/su151310196>
- Kohnen, D., De Witte, H., Schaufeli, W. B., Dello, S., Bruyneel, L., Aiken, L. H., & Sermeus, W. (2026). Key drivers of nurse burnout and work engagement in Europe: A cross-sectional dominance analysis. *International Journal of Nursing Studies*, 173, 105251. <https://doi.org/10.1016/j.ijnurstu.2025.105251>
- Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands–resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124–144. <https://doi.org/10.1108/APJBA-09-2020-0326>
- Lee, Y., & Eissenstat, S. H. J. (2018). An application of work engagement in the job demands–resources model to career development: Assessing gender differences. *Human Resource Development Quarterly*, 29(2), 143–161. <https://doi.org/10.1002/hrdq.21310>
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands-resources model: A meta-analytic review of longitudinal studies. *Work & Stress*, 33(1), 76–103. <https://doi.org/10.1080/02678373.2018.1529065>
- Li, M., Liu, Y., Ma, E., & Zhang, X. (2025). Igniting doctoral students' work engagement: the roles of managing up atmosphere and work passion within their research groups from a job demands-resources perspective. *Higher Education*. <https://doi.org/10.1007/s10734-025-01479-z>
- Liang, Y., Wu, T., Zhang, Z., & Wang, Y. (2024). A Systematic Review of Thriving at Work: A Bibliometric Analysis and Organizational Research Agenda. *Asia Pacific Journal of Human Resources*, 62(4). <https://doi.org/10.1111/1744-7941.12419>
- Lozano, S., Calzada-Infante, L., Adenso-Díaz, B., & García, S. (2019). Complex network analysis of keywords co-occurrence in the recent efficiency analysis literature. *Scientometrics*, 120(2), 609–629. <https://doi.org/10.1007/s11192-019-03132-w>
- Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. B. (2023). Work Engagement: A meta-Analysis Using the Job Demands-Resources Model. *Psychological Reports*, 126(3), 1069–1107. <https://doi.org/10.1177/00332941211051988>
- Mer, A., Kumar, V., Verma, V. K., De, T., & Mathew, J. (2024). A review of predictors and outcomes of work engagement in nonprofit organizations. *Social Sciences and Humanities Open*, 10. <https://doi.org/10.1016/j.ssaho.2024.101083>
- Park, S., Johnson, K. R., & Chaudhuri, S. (2019). Promoting work engagement in the hotel sector: review and analysis. In *Management Research Review* (Vol. 42, Number 8, pp. 971–990). Emerald Group Holdings Ltd. <https://doi.org/10.1108/MRR-03-2018-0126>
- Priyono, H. A., Irawanto, D. W., & Suryadi, N. (2022). Job demands-resources, work engagement, and organizational commitment. *International Journal of Research in Business and Social Science (2147- 4478)*, 11(1), 117–129. <https://doi.org/10.20525/ijrbs.v11i1.1546>
- Rai, A., & Chawla, G. (2022). Exploring the interrelationship among job resources, job demands, work and organizational engagement. *International Journal of Productivity and Performance Management*, 71(5), 1916–1934. <https://doi.org/10.1108/IJPPM-05-2020-0246>
- Reintjes, C., Kaiser, T., Winter, I., & Bellenberg, G. (2025). Buffer or Boost? The Role of Job Resources in Predicting Teacher Work Engagement and Emotional Exhaustion in

- Different School Types. *Education Sciences*, 15(6), 708. <https://doi.org/10.3390/educsci15060708>
- Rojas-Lamorena, Á. J., Del Barrio-García, S., & Alcántara-Pilar, J. M. (2022). A review of three decades of academic research on brand equity: A bibliometric approach using co-word analysis and bibliographic coupling. *Journal of Business Research*, 139, 1067–1083. <https://doi.org/10.1016/j.jbusres.2021.10.025>
- Santosa, I. S., Purwanto, E. A., Sumaryono, S., & Utomo, P. P. (2025). Understanding work engagement in public administration: A comprehensive bibliometric and systematic review of the past decade. In *Social Sciences and Humanities Open* (Vol. 11). Elsevier Ltd. <https://doi.org/10.1016/j.ssaho.2025.101479>
- Sengullendi, M. F., & Kurt, E. (2025). A bibliometric overview of job demands-resources theory literature. *E+M Ekonomie a Management*, 1–19. <https://doi.org/10.15240/tul/001/2025-5-024>
- Van Heerden, J., Du Plessis, M., & Becker, J. R. (2022). Walking the Tightrope of Job Demands and Resources: Leveraging Work Engagement to Counter Turnover Intentions of Information Technology Professionals. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.660308>
- Wang, Q., Khan, S. N., Sajjad, M., Sarki, I. H., & Yaseen, M. N. (2023). Mediating Role of Entrepreneurial Work-Related Strains and Work Engagement among Job Demand–Resource Model and Success. *Sustainability (Switzerland)*, 15(5). <https://doi.org/10.3390/su15054454>
- Wilson, L., Sheridan, L., Alonzo, D., & Middleton, R. (2025). The Personal and Collective Resources of Nurses and the Relationship to Job Commitment and Work Engagement. *Journal of Advanced Nursing*, 81(10), 6893–6906. <https://doi.org/10.1111/jan.16804>
- Yoo, S., Jang, S., Byun, S. W., & Park, S. (2019). Exploring human resource development research themes: A keyword network analysis. *Human Resource Development Quarterly*, 30(2), 155–174. <https://doi.org/10.1002/hrdq.21336>