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Mapping Research Trends on Gender Diversity, Work Stress, and Job Satisfaction in Higher Education: A Bibliometric Analysis

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Abstract Background: Over the past three and a half decades, significant scholarly attention has been directed toward understanding gender diversity, work-related stress, and job satisfaction across various organizational contexts. Methods: The present study investigates global research trends on these themes within higher education institutions by conducting a bibliometric analysis of 2195 articles published between 1984 and 2024, retrieved from the Scopus database. Key performance

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indicators, including citations, h-index, author productivity, and co-citation analysis, were employed. Biblioshiny facilitated the bibliometric analysis and the visualization of the scientific landscape. Graphical representations included annual scientific production, most locally cited sources, Three-Field Plots, Lotka's Law analysis, most relevant affiliations, corresponding authors' country metrics (SCP/MCP), most prolific countries, and cumulative occurrences of authors' keywords. Findings: The results reveal a notable upward trajectory in research output, characterized by an annual growth rate of 6.58%. The Journal of Applied Psychology emerged as the leading source in terms of publication volume within the studied domain. Among individual contributors, Cooper C.L. was identified as the most influential author, with a total of 328 citations. Additionally, several emerging research themes related to gender diversity and work-related stress were identified. This study offers valuable insights into the evolution and current state of research on gender diversity, work stress, and job satisfaction, thereby serving as a critical resource for scholars and practitioners interested in these intersecting fields. Recommendations: Promote inclusive policies, reduce academic stress, enhance job satisfaction, and foster global research collaboration in higher education institutions.

Keywords: Gender diversity; Job stress; Job satisfaction; Co-citation analysis; Biblioshiny; Inclusive Education

1. Introduction

In the past three and a half decades, research focus has extensively grown in the interrelated fields of gender diversity, work stress, and job satisfaction, with special reference to the higher education institution (HEI) environment. The three aspects together form the working environment and professional welfare of teaching personnel, impacting institutional performance, staff retention, and general faculty performance (Gardner, 2012; Graça et al., 2021). The shifting demographics of academic workforces, particularly the growing involvement of women, have created gender diversity as an overarching concern for academic governance and policy-making.

Gender diversity is the representation and inclusion of people from all aspects of the gender spectrum in institutional environments. Although gender equity efforts have made considerable progress over the last few decades, imbalances exist, mainly in leadership positions, research visibility, and workload allocation (Knoppers et al., 2021). Researchers have commented that an unmanaged amount of diversity can result in organizational dissonance, miscommunication, or conflicts, which can have a negative impact on performance and job satisfaction (Berscheid & Reis, 1998)(Byrne, 1971). On the other hand, a managed and inclusive workplace can contribute to innovation, creativity, and organizational trust (Herring, 2009; Wrench, 2005).

Inextricably tied to diversity management is the problem of work-related stress, which has been a pervasive theme in higher education studies. Academic staff are increasingly being asked to publish, obtain funding, and undertake

administrative responsibilities—while continuing to deliver top-class teaching. This has resulted in higher levels of stress, burnout, and emotional exhaustion, especially since the COVID-19 pandemic (Amri et al., 2020; Collie, 2021a; Kumar et al., 2024; Sushma et al., 2025a). Private institutions, more so than others, have also indicated increased levels of faculty stress as expectations to produce research and engage students increase (Budshra et al., 2024; Pankaj et al., 2023; Shim et al., 2022).

Job satisfaction, as a psychological concept for an employee's satisfaction with work and organizational setting, is crucial in motivating and keeping academic staff. It is determined by various determinants including institutional support, balance in workload, recognition, and career advancement opportunities (Lambrou et al., 2010; Sushma et al., 2025a). Researchers propose that job satisfaction is a result as well as an antecedent of stress levels, and it has a cyclical relationship with employee performance and turnover intentions (Kumar et al., 2024; M. Yadav et al., 2024a).

Given the many individual studies in these fields, there is a void in integrative, data-based estimates that chart intellectual development, regional agglomeration, and changing patterns in this triadic field of scholarship. The study of bibliometrics gives a rich methodology to bridge this void. It enables researchers to analyze a significant number of publications using quantitative metrics like citation frequency, h-index, co-citation networks, and keyword analysis (Ellegaard & Wallin, 2015; Kumar, 2020; Kumar et al., 2023; Yadav et al., 2024b).

The present research performs a bibliometric study of 2,195 research papers published between 1984 and 2024 on gender diversity, job stress, and job satisfaction in the context of higher education. The analysis obtains data from the Scopus database and uses Biblioshiny, an R web-based interface, to come up with detailed insights into research productivity, thematic development, collaborative authors, and geographic distribution. It also comes up with the most cited papers, high-productivity journals, and rising keywords, giving a complete image of the research landscape.

1.1 Research Questions

To systematically analyze the evolution of research in this field, the following research questions are posed:

RQ1: What are the major publication trends and citation patterns in research on gender diversity, work stress, and job satisfaction in higher education from 1984 to 2024?

RQ2: Who are the most influential authors, institutions, and countries contributing to this research domain, and what is the extent of their academic collaboration?

RQ3: What are the most prominent themes and emerging trends identified through keyword co-occurrence, thematic mapping, and trend topic analysis?

RQ4: Which journals have been the most prolific and impactful in disseminating research on these topics?

RQ5: What insights can be drawn from the bibliometric patterns to inform future research and policy in higher education?

By addressing these questions, this study offers a structured understanding of how the academic community has engaged with these critical themes over time. The findings are expected to inform future research directions, enhance faculty management strategies, and contribute to the development of inclusive and stress-reducing academic environments.

2. Theoretical framework

Dramatic changes are seen in women's workforce participation, especially in the last fifty years in most countries, which motivates researchers to evaluate the impact of gender diversity and gender competition, which ultimately affect the employees' performance and satisfaction at a broader level (Gómez, 2020). A high degree of diversity in a work team will lead to a lack of cohesion, miscommunication, employee conflict, dissatisfaction, and disorganization, which will lead to weaker performance (Berscheid & Reis, 1998; Byrne, 1971). So, the management of diversity should be done effectively. In the 1960s, in the USA, the concept of diversity management emerged with the aim to ensure greater representation for disabled and minority employees in the labor market (Wrench, 2005; Mohit Yadav & Vihari, 2021; Ylöstalo, 2016).

A culturally diverse workplace where individual differences add value and enable employees to work by using their full potential in a more productive and creative environment (Lorbiecki & Jack, 2000; Wrench, 2005). The social contract perspective, based on the contributions of (Collins, 1979; Kanter, 1984), reveals how membership in the majority/minority group –affects the behavior and attitude of individuals. From the organizational perspective, workplace diversity may give rise to the incorporation of different experiences and perspectives, and it will lead to creativity, trigger innovation, and enhance profitability for the business organization (Dwyer et al., 2003; Herring, 2009; Richard et al., 2006). Diversity management supports majority-minority balance by securing workplace trust and fairness along with justice and increasing production capacity (Knoppers et al., 2021; Muhr et al., 2012).

Different researchers have different opinions regarding gender diversity. The optimism regarding gender diversity's ameliorating inequalities and promotion of innovation is challenged revealed by the results of research on organizational demography, which highlights that diversity in organizations generally diminishes cohesiveness and even leads to conflicts among employees from different categories (Rose, 1968). Lack of cohesiveness and increasing conflicts ultimately affect the employees' performance, which is a significant cause of job stress among employees.

Higher education institutions have been experiencing high rates of faculty turnover, and acquiring and retaining influential faculty members is still a significant challenge encountered by educational institutions (Finch et al., 2010; Liu et al., 2023). Both job stress and job satisfaction are stable predictors that

psychologically determine faculty persistence in their institutions (Gardner, 2012; Klassen & Tze, 2014; Ryan et al., 2012). Academicians and researchers in higher education are continuously suffering from work stress due to the increasing demand for productivity and the complexity of work, especially after COVID-19 (Graça et al., 2021). Now, it has become a prolonged plague across the universe (Collie, 2021a). During this pandemic, faculty members of higher education institutions felt exhausted due to the heavy workload resulting from teaching remotely and heightened work-family conflicts (i.e., taking care of children while teaching courses online during home quarantine) (Amri et al., 2020).

This situation is becoming more critical in the case of private universities because of rising expectations for teaching and higher research competitiveness, which leads to more work stress, emotional exhaustion, depressive symptoms, and higher faculties turnover (Choudhary et al., 2021; Han et al., 2020; Shim et al., 2022; Thapa et al., 2025; Yin et al., 2020; Yu et al., 2022).

The findings of Highton et al. (2017) reveal that job load can be a more salient antecedent of job satisfaction and/or job exhaustion than job stress in understanding their unique relationship with faculty's job exhaustion over time. A higher level of job exhaustion leads to lower job satisfaction and greater turnover intention among faculty members in higher educational institutions (Delali et al., 2020; Lee et al., 2019; Mudau, 2016). Any profit or non-profit organization needs to achieve its objectives and its employees must be motivated.

However, employees' motivation level is influenced by their subjective and objective sense of job satisfaction (Sowunmi, 2022). Job satisfaction is a prolonged, pleasurable, and positive state of mind based on the individual employee's job and workplace experiences (Lambrou et al., 2010; Sushma et al., 2025b). The productivity level of any institution is directly proportional to employees' job satisfaction level and, in contrast inversely proportional to the feeling of stress. Therefore, institutions must pay close attention not only to the physical and social disposition of faculty members but also to the psychological aspects of faculty members working in higher educational institutions (Kumar et al., 2023, 2024; Mohit Yadav et al., 2024).

3. Bibliometric Methodology

We use the bibliometric analysis method to explore the topics of gender diversity, job stress, and job satisfaction. The bibliometric method is defined as the application of quantitative tools to bibliographic data (Broadus, 1987; Kumar et al., 2024; Sushma et al., 2025b). It has developed as a justifiable field of study with relevance in an extensive diversity of scientific fields (Ellegaard & Wallin, 2015), including management (Zupic & Čater, 2014). The acquired data from the Scopus database was subjected to three-field keyword analysis, trend topic analysis, top-most cited articles, and leading journals of the domains.

To find the methodology, the author reviewed every each article in terms of data analysis methods (descriptive, regression, and other) and research designs used (qualitative, quantitative, and mixed). Each study was characterized according to

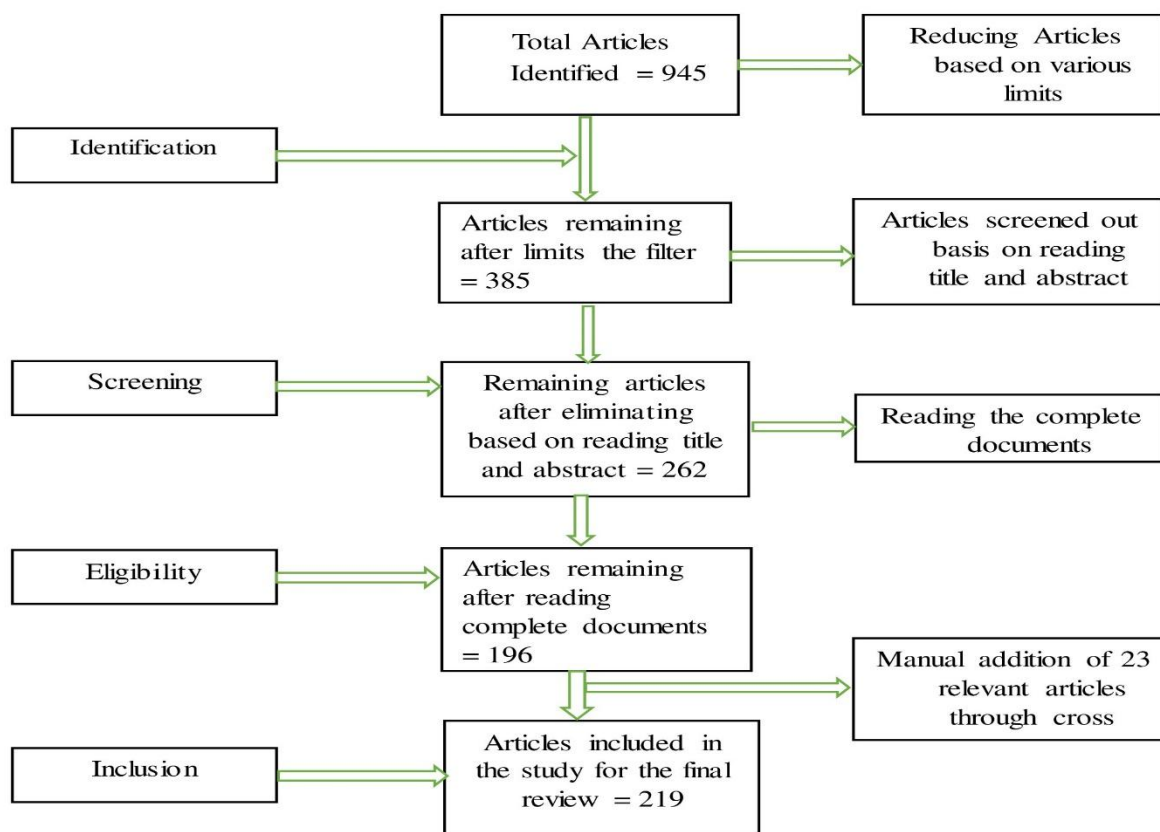
its research purpose as well as its focus on the geographical area to determine its research focus.

4. Research Design

4.1 Extraction of information from literature

As we went through a large number of research articles, a systematic review of the literature was conducted to reduce the chances of bias (Dixon-Woods et al., 2006; Tranfield et al., 2003). The present bibliometric study performed a broad search of various repositories and multiple publishers for literature on gender diversity, job stress, and job satisfaction. As mentioned in Figure 1, information is collected by a four-steps model i.e., identification, screening, eligibility, and inclusion (Kumar et al., 2023, 2024).

Information is collected from several English language electronic databases such as Elsevier, Web of Science, SAGE, Springer, Wiley Online, Taylor and Francis Online, with some other publishers. Search queries as ((“Gender diversity” OR “Job stress”) AND (“Job satisfaction”)) are used. This study has a specific time limit from 1984 to 2024, and peer-reviewed research articles that are indexed in Scopus-reputed academic journals are included in the present study.



Source: Authors' development using the Scopus database

Figure 1: Flow chart for the incorporation of the articles in the study

Initially, the total numbers of articles were 945, to reduce the sample size of articles; we restricted the search to “All open access, Subject area as “Business, management and accounting, Psychology, Social science, Economics, Econometric, and Finance”, document type “Article”, source type “Journal only”, language “English”. After restriction, we finally got 385 articles. Although by applying many filters, some unrelated articles were there to be searched. Therefore, the title and abstract of the articles were carefully read by the authors to decide whether to retain or discard the article from the present study. The main selection criteria applied for the scrutiny of articles are that the document must be focused on gender diversity, job stress, and job satisfaction.

After a thorough screening of articles, 123 research articles were discarded, and 262 research articles were retained. These remaining articles were thoroughly read by the authors, and based on these, 66 articles were extracted from the study. At this stage, only 196 articles were left. Twenty-three articles relevant to gender diversity, job stress, and job satisfaction were added manually by the researchers. A total of 219 articles were carried out for further analysis of the study. For this study, the Systematic Literature Network and Bibliometric Analysis (SLNBA) are used. It is also known as an extended version of systematic literature network analysis (Colicchia & Strozzi, 2012).

5. Findings

5.1 Performance analysis

The bibliometric analysis covers 219 documents published between 1984 and 2024 across 179 sources, exhibiting an annual growth rate of 6.58%. The documents have an average age of 11 years and received 39.73 citations per article, referencing a total of 17,452 sources. The thematic richness is evidenced by 690 Keywords Plus and 796 Author's Keywords. A total of 787 authors contributed, with 45 single-authored documents. The average number of co-authors per document is 2.84, reflecting moderate collaboration. Notably, 23.3% of publications involve international co-authorship, indicating strong global research connections in the studied domain, as shown in Table 1.

Table 1: Overview of Final Dataset

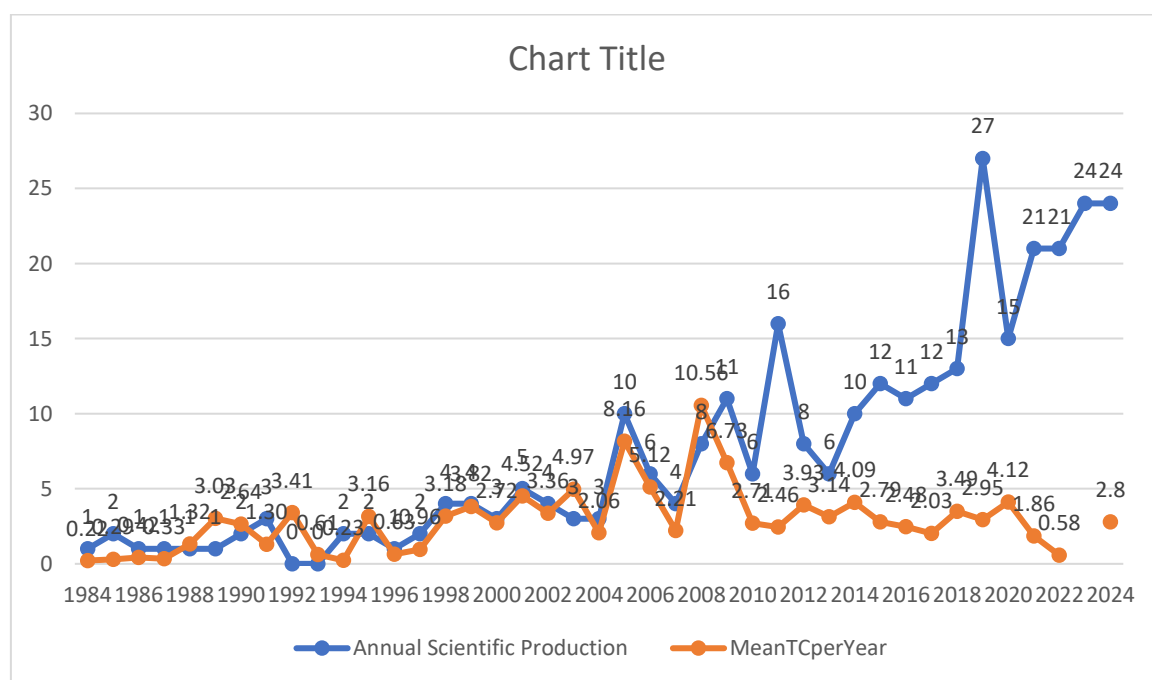
Description	Results
Main Information about Data	
Timespan	1984:2024
Sources (Journals, Books, etc)	179
Documents	219
Annual Growth Rate %	6.58
Document Average Age	11
Average citations per doc	39.73
References	17452
Document Contents	
Keywords Plus (ID)	690
Author's Keywords (DE)	796
Authors	

Authors	787
Authors of single-authored docs	41
Authors Collaboration	
Single-authored docs	45
Co-Authors per Doc	2.84
International co-authorships %	23.3

Source: Authors' Development

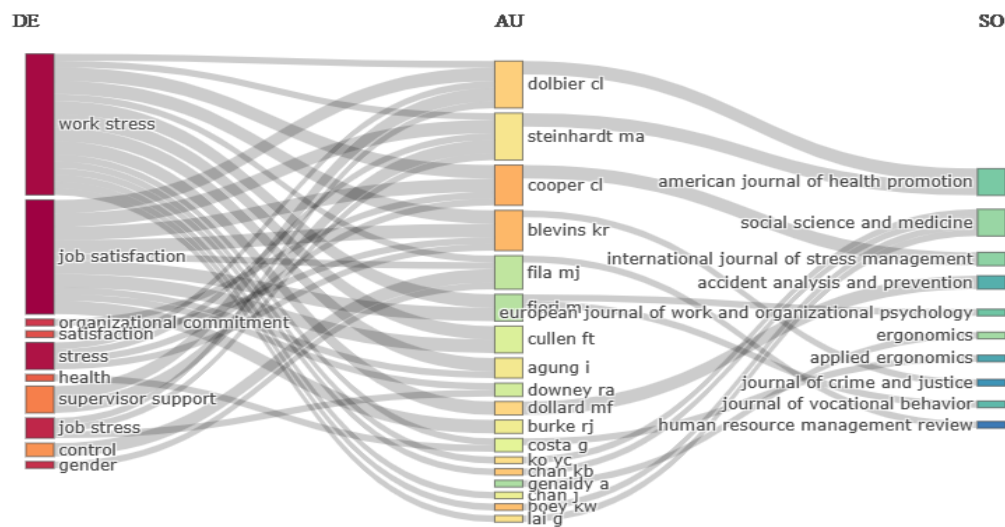
5.2 Annual scientific production

We analyzed yearly trends in publications on gender diversity, work stress, and job satisfaction in higher education from 1984 to 2024 using Scopus data. Scientific production remained low until 2000, rising slightly between 2005 and 2008, peaking at 10 publications in 2007. A significant surge occurred in 2010 (16 articles) and 2019 (27 articles). Although the number of publications increased steadily, the MeanTCperYear declined after 2010, reaching 0.58 in 2022, suggesting a dilution of citation impact. Despite this, scholarly engagement remained strong, with notable publication volumes in 2021, 2022, and 2023. Figure 2 also shows the evolution over time of the article publications per year.



Source: Authors' development using Biblioshiny (R-Studio). TC= Total Citations

Figure 2: Annual scientific production



Source: Authors' development using Biblioshiny (R-Studio)

Figure 3: Three field plots based on authors' keywords, authors, and sources

5.3 Three-field plot

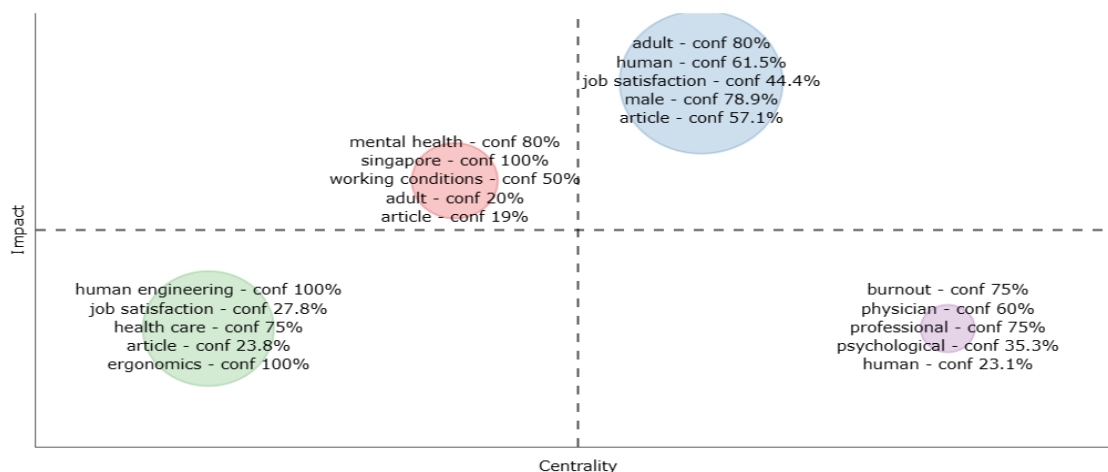
Figure 2 is based on the most famous Sankey diagrams (Riehmman et al., 2005), which show the three-field plot for the country, keywords, and journal. Here, the size of the boxes is also proportional to the frequency of occurrences of the items. This base enables us to interpret those sources, such as "The American Journal of Health Promotion", "Social Science and Medicine", and "The International Journal of Stress Management" which have published the maximum number of articles in the domain that is selected for the study.

Researchers who have a main research interest in work stress are Steinhardt MA, Cooper CL, Blevins KR, and Cullen FT, while authors who have a research interest in job satisfaction are Dolbier CL, Agung I, and Steinhardt MA. Journal-wise analysis of keywords shows that "Work stress" is very well accepted by the American Journal of Health Promotion and the International Journal of Stress Management. Accident Analysis and Prevention has accepted the articles having keywords such as "job satisfaction". The keywords "job satisfaction" and "Job stress" were published in the European Journal of Work and Organizational Psychology.

5.4 Trend topic analysis

In the present study, Figure 5 shows that the trend topics analysis was performed based on the authors' keywords of the articles to determine the topmost running topics in the incorporated domain. The minimum word frequency was set to three words, and the number of words per year was set as 5. The results of trend analysis show that life satisfaction, job performance, and social support are trending topics in the year 2022, while job stress, turnover intention, and workload are in 2020. It is observed that job satisfaction in 2016 and job stress in 2014 were the most trending topics with maximum repetition of these words. By

analyzing these trend topics, we can conclude that the trend topics are continuously changing every year; this reflects the dynamic nature of the incorporated domain.

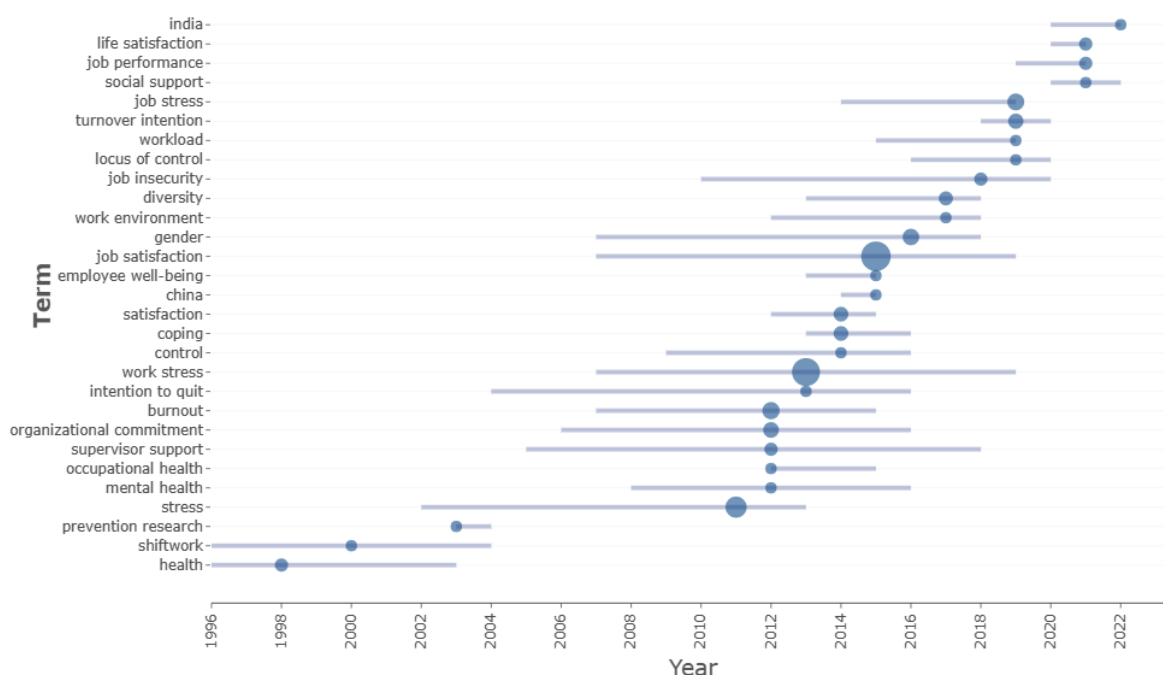


Source: Authors' development using Biblioshiny (R-Studio)

Figure 4: Thematic map analysis using clustering by coupling

5.5 Thematic map analysis

To get the proper themes related to the area of gender diversity, job stress, and job satisfaction, a thematic map analysis was conducted using Biblioshiny. A total of 250 authors' keywords are used to run the analysis, with a minimum frequency of 10 clusters per thousand documents, which provided 7 clusters. The size of the circle is directly proportional to the authors' keywords occurring in the particular cluster (Cobo et al., 2011). For example, under the adult, human, job satisfaction, male, and articles, five different keywords appeared 64 times collectively and make the largest cluster followed by the human engineering, job satisfaction, healthcare, article and Ergonomics collectively make the second largest cluster which is appeared 36 times as represented in figure 4.



Source: Authors' development using Biblioshiny (R-Studio)

Figure 5: Trend topic analysis by using authors' keywords

5.6 Topmost globally cited articles

Table 2 represents the top 10 most globally cited documents of the incorporated domain in the present bibliometric study. The research article titled "The Relationship of organizational politics and Support to work behaviors, attitude, and Stress" published by (Cropanzano et al., 1997) in journal "The Journal of Organizational Behavior" has been the most cited -(582) in the domain followed by the article titled "Job stressor, personality, and Burnout in primary school teachers" which is published by (Kokkinos, 2007) in the journal of "British Journal of Educational Psychology" has been globally cited by 481 times.

"Low-status control, high effort at work and ischemic heart disease: Prospective evidence from blue-collar men" published by (Siegrist et al., 1990) in the journal "Social Science and Medicine" received 366 citations while the article titled "Work Stress and Well-being in the hotel industry" which is published by (Siegrist et al., 1990) in journal "International Journal of Hospitality Management" has been received 183 citations globally. Research article, which is at the top tenth number for the incorporated domain, is titled "Exploring the path through which career adaptability increases job satisfaction and lowers job stress."

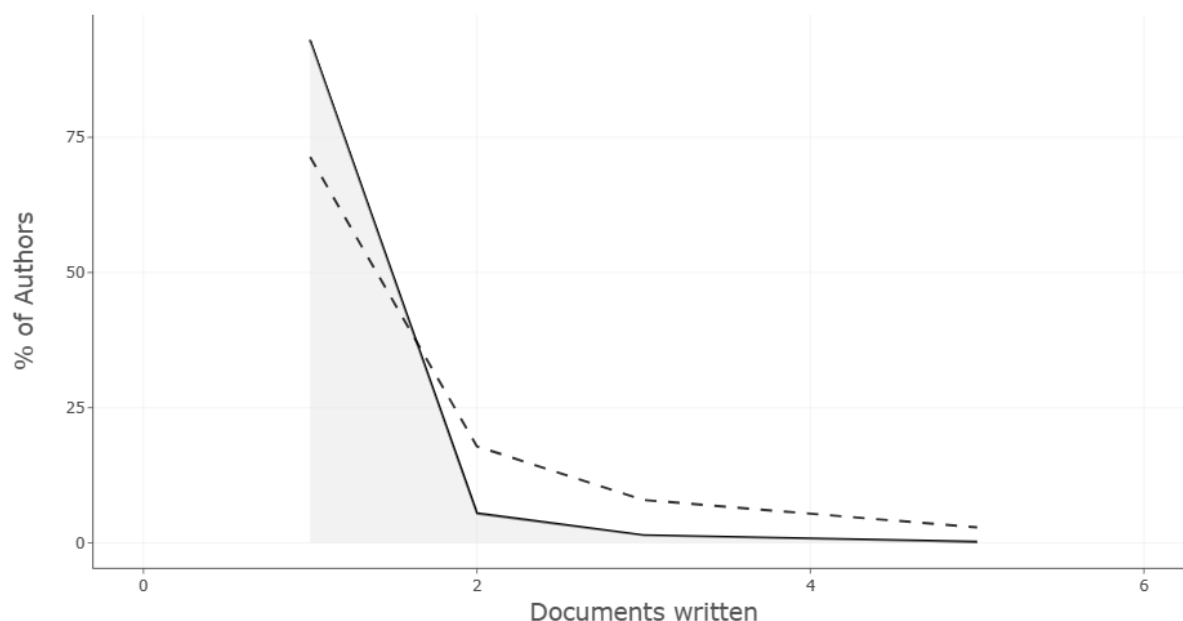
Table 2: Top 10 most global cited articles (Source: Authors' development using Biblioshiny)

	DOI	Titles	Journal	Year	TC	TC per Year
(Cropanzano et al., 1997)	<a href="https://doi.org/10.1002/(SICI)1099-1379(199703)18:2<159::AID-JOB795>3.0.CO;2-D">https://doi.org/10.1002/(SICI)1099-1379(199703)18:2<159::AID-JOB795>3.0.CO;2-D	The relationship of organizational politics and support to work behaviors, attitudes, and stress	Journal of Organizational Behavior	1999	582	21.56
(Kokkinos, 2007)	https://doi.org/10.1348/000709905X90344	Job Stressors, personality, and Burnout in primary school teachers	British Journal of Educational Psychology	2011	481	28.29
(Siegrist et al., 1990)	https://doi.org/10.1016/0277-9536(90)90234-J	Low-status control, high effort at work, and ischemic heart disease: Prospective evidence from blue-collar men	Social Science and Medicine	1990	366	10.76
(O'Neill & Davis, 2011)	https://doi.org/10.1016/j.ijhm.2010.07.007	Work Stress and Well-being in the hotel industry	International Journal of Hospitality Management	2011	183	14.08
(Evans & Steptoe, 2002)	https://doi.org/10.1016/S0277-9536(01)00044-2	The contribution of gender-role orientation, work factors, and home stressors to psychological well-being and sickness absence in male- and female-dominated occupational groups	Social Science and Medicine	2002	142	6.45
(Hang-yue et al., 2005)	https://doi.org/10.1080/09585190500315141	Work role stressors and turnover intentions: a study of professional clergy in Hong Kong	The International Journal of Human Resource Management	2007	123	6.47
(Siu et al., 2005)	https://doi.org/10.1037/1072-5245.12.3.274	Work stress, self-efficacy, Chinese work values, and work well-being in Hong Kong and Beijing.	International Journal of Stress Management	2005	116	6.11
(Wang et al., 2011)	https://doi.org/10.1111/j.1744-6570.2010.01205.x	Understanding Newcomers' Adaptability and Work-Related Outcomes: Testing the Mediating Roles of Perceived P-E Fit Variables	Personnel Psychology	2011	115	8.85
(Chan et al., 2000)	https://doi.org/10.1016/S0277-9536(99)00397-4	Work stress among six professional groups: the Singapore experience	Social Science and Medicine	2000	107	4.46
(Fiori et al., 2015)	https://doi.org/10.1016/j.jvb.2015.08.010	Exploring the path through which career adaptability increases job satisfaction and lowers job stress: The role of affect	Journal of Vocational Behavior	2015	106	11.78

The role of affect”, published by (Fiori et al., 2015) in “The Journal of Vocational Behavior”, has been cited 106 times.

5.7 Lotka law

In the incorporated domain of gender diversity, job stress, and job satisfaction, there are 532 authors from different countries who have contributed a single article. There are 31 authors who contribute two articles and eight authors who contributed 3 articles each in the domain. It is found that there is only a single author who contributes a total of five research articles in the incorporated domain, revealed in Figure 6 and Table 3.



Source: Authors' development using Biblioshiny (R-Studio)

Figure 6: Collaboration of authors using Lotka Law.

Table 3: Authors' collaboration using Lotka Law

Documents written	Number of Authors	Proportion of Authors
1	532	0.93
2	31	0.054
3	8	0.014
5	1	0.002

Source: Authors' development using Biblioshiny (R-Studio)

5.8 Topmost prolific authors

Table 4 represents the most prolific authors in the incorporated domain. The findings of the study reveal that Cary L. Cooper produced the maximum number of articles (5), followed by Christyn L. Dolbier, Mary A. Steinhardt, Maureen F. Dollard, Kamweng Boey, and Kwok Bun Chan, who have published 3 articles each in the relevant domain. Some other authors, such as Remus Ilies, Marina Fiori, Marcus J. Fila, and Giovanni Costa, have also published 2 articles each.

5.9 Most local cited sources

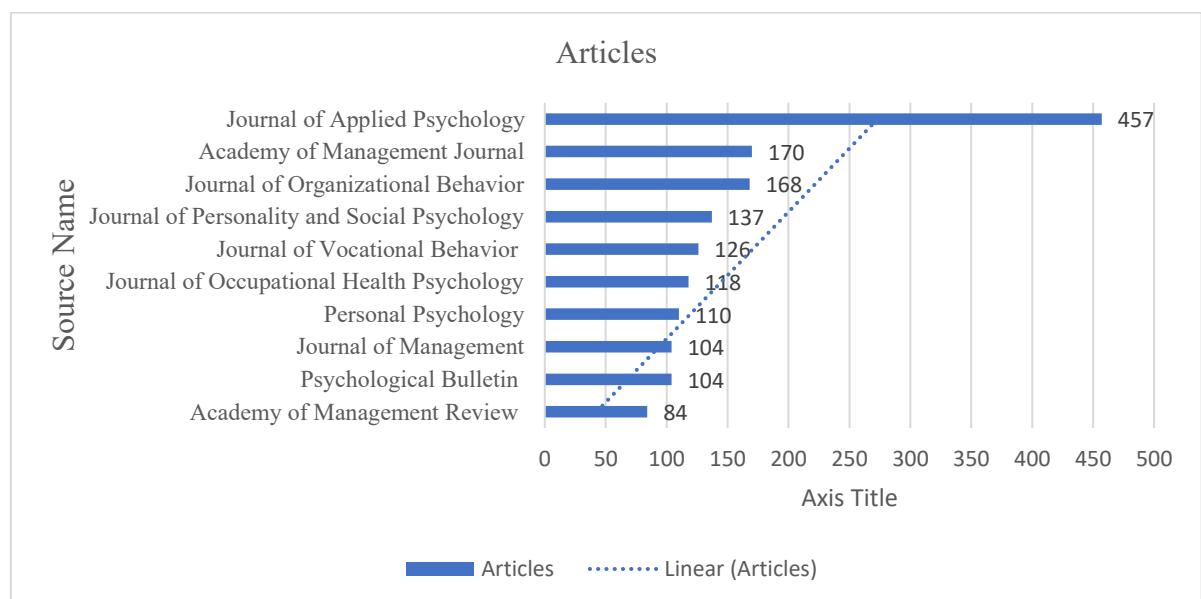
Figure 7 represents the most cited sources locally in the area of gender diversity, job stress, and job satisfaction. The “Journal of Applied Psychology” is gaining the maximum citations (457), followed by the “Academy of Management Journal”, which received a total of 170 citations. In third place, the “Journal of Organizational Behavior”.

Table 4: Most prolific authors in the field of gender diversity, job stress, and job satisfaction

Authors	Scopus Author's ID	TC	NP	h-Index
Cary L. Cooper	35548399100	328	5	4
Christyn L. Dolbier	6602740697	197	3	3
Mary A. Steinhardt	7103297539	197	3	3
Maureen F. Dollard	6603918309	130	3	3
Kamweng Boey	7003996547	114	3	2
Kwok Bun Chan	7406034912	114	3	2
Remus Ilies	6602888748	145	2	2
Marina Fiori	36861133400	121	2	2
Marcus J. Fila	56183315900	103	2	2
Giovanni Costa,	36771797000	86	2	2

Source: Authors’ development using Biblioshiny (R-Studio)

Received a total of 168 citations and the “Journal of Personality and Social Psychology”, “Journal of Vocational Behavior”, “Journal of Occupational Health Psychology”, and “Personal Psychology” is at fourth, fifth, sixth, and seventh places in receiving 137, 126, 118, and 110 citations. By receiving 104 citations each, the “Journal of Management” and “Psychological Bulletin” are in eighth and ninth places. The “Academy of Management Review” journal is in the top tenth place by receiving 84 citations in the incorporated domain.



Source: Authors’ development using Biblioshiny (R-Studio)

Figure 7: Most locally cited sources

5.10 Top most prolific journals

There are significant diversions –seen in the top 10 most contributing journals represented in Table 5. “Ergonomics” (CiteScore 4.9) is revealed as a most prolific journal by contributing 8 research articles in the incorporated domain, and it has been published in this domain since 1989. The publisher of this journal is “Taylor & Francis”. “Social Science and Medicine” (CiteScore 6.9) is identified as the second most prolific journal by publishing 7 articles. The publisher of this journal is “Elsevier”, which has been publishing since 1990. The “International Journal of Stress Management” (CiteScore 5.7) is in third place by publishing 6 articles from 2005 with the publisher “APA”. The “American Journal of Health Promotion” (CiteScore 4.8), “The European Journal of Work and Organizational Psychology” (CiteScore 6.1), the “Journal of Vocational Behavior” (CiteScore 10), and the “International Journal of Human Resource Management” (CiteScore 7.8) are at fourth, fifth, and sixth, and seventh places by published 4 articles each.

Applied Ergonomics (CiteScore 6.8), publishing since 1992 with Elsevier, and the journal “Employee Relation” (CiteScore 3.6), publishing from 2019 with publisher Emerald Publishing are in the eighth and ninth positions by publishing 3 articles each. “Human Resource Management Review” with maximum CiteScore (14) is in the top tenth position by publishing 2 articles in relevant domains with the publisher Elsevier.

Table 5: Most prolific journals in the field of gender diversity, job stress, and job satisfaction.

Journal	No. of publications	CiteScore	h_index	Total citations	PY_Start	Publisher
Ergonomics	8	4.9	7	235	1989	Taylor & Francis
Social Science and Medicine	7	6.9	7	734	1990	Elsevier
International Journal of Stress Management	6	5.7	6	352	2005	APA
American Journal of Health Promotion	4	4.8	4	165	2003	SAGE
European Journal of Work and Organizational Psychology	4	6.1	4	144	2011	Taylor & Francis
Journal of Vocational Behavior	4	10	4	239	1993	Elsevier
Applied Ergonomics	3	6.8	3	186	1992	Elsevier
Employee Relations	3	3.6	3	48	2019	Emerald Publishing
International Journal of Human Resource Management	4	7.8	3	161	2001	Taylor & Francis
Human Resource Management Review	2	14	2	75	2017	Elsevier

Source: Authors’ development using Biblioshiny (R-Studio)

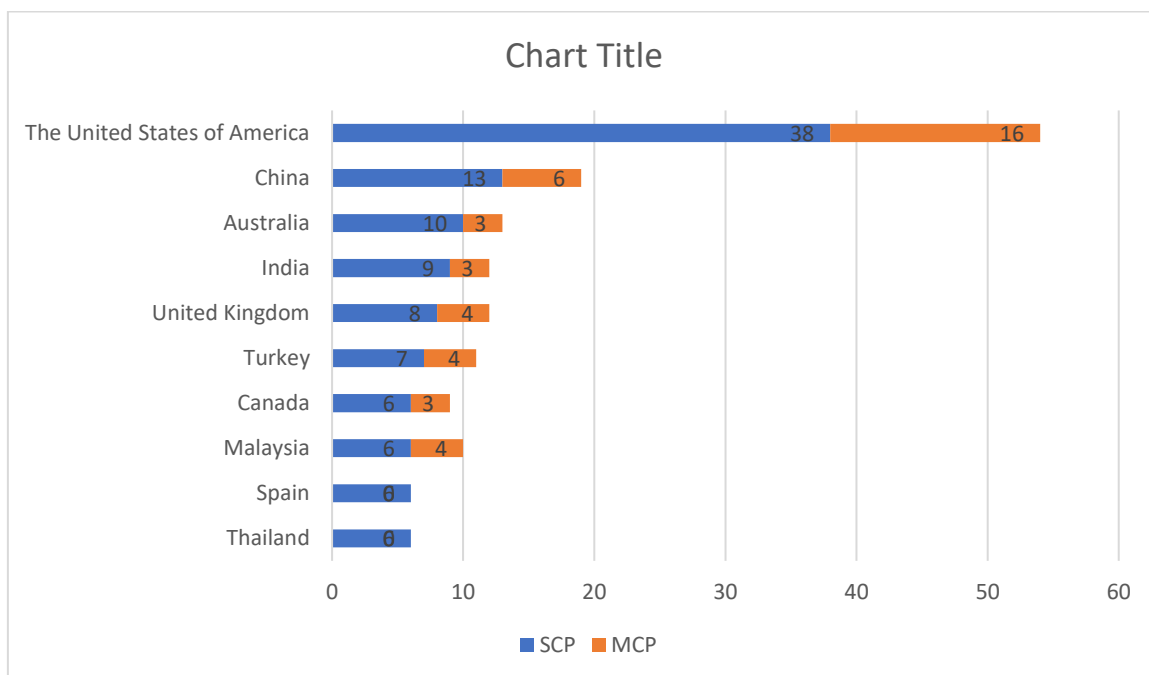
5.11 Corresponding authors' country (SCP/MCP)

It is revealed in figure 8 that the United States of America is the most prolific country, publishing the maximum number of articles (54) in the incorporated domain, of which 16 articles were produced through Multi-Country collaborations (MCP) and 38 articles were Single-Country Productions (SCP), as shown in Figure. China is the second most productive country, contributing a total of 19 articles, including 6 articles through international collaboration. Australia follows with 13 articles, 3 of which involve multi-country efforts. India (12 articles) and the United Kingdom (12 articles) also demonstrate significant research output, with 3 and 4 articles respectively, produced through collaboration with foreign counterparts. Countries such as Turkey, Canada, and Malaysia reveal notable international engagement, each publishing between 9 to 10 articles, with a portion resulting from multi-country collaboration. In contrast, Spain and Thailand contributed exclusively through single-country production, each publishing 6 articles without international collaboration.

The findings highlight the critical role that international collaboration plays in enhancing research visibility, diversifying perspectives, and strengthening the quality of scientific output. Countries with a higher proportion of multi-country publications demonstrate a stronger integration into the global scientific community, fostering the exchange of knowledge, methodologies, and cultural insights. Encouraging greater foreign collaboration can thus serve as a strategic lever for advancing research excellence, increasing citation impact, and addressing complex, cross-border issues within the fields of gender diversity, work stress, and job satisfaction.

5.12 Most prolific country

Figure 9 represents the top 15 most productive countries contributing the maximum in the area of gender diversity, job stress, and job satisfaction in various organizational perspectives, especially higher education institutions. By the bibliometric analysis using Biblioshiny, it is found that the United State of America is the most prolific country by producing a total of 150 articles in the incorporated area. By contributing 31 research articles United Kingdom is in second place, followed by Australia and China, contributing 25 and 22 articles. Canada and Indonesia are at fifth and sixth places by publishing 21 articles each. By contributing 16 articles, Germany is in eighth place, whereas 15 articles are contributed by India and Switzerland each. Netherlands and Pakistan are in fourteenth and fifteenth places by publishing 6 articles each in the incorporated domain.

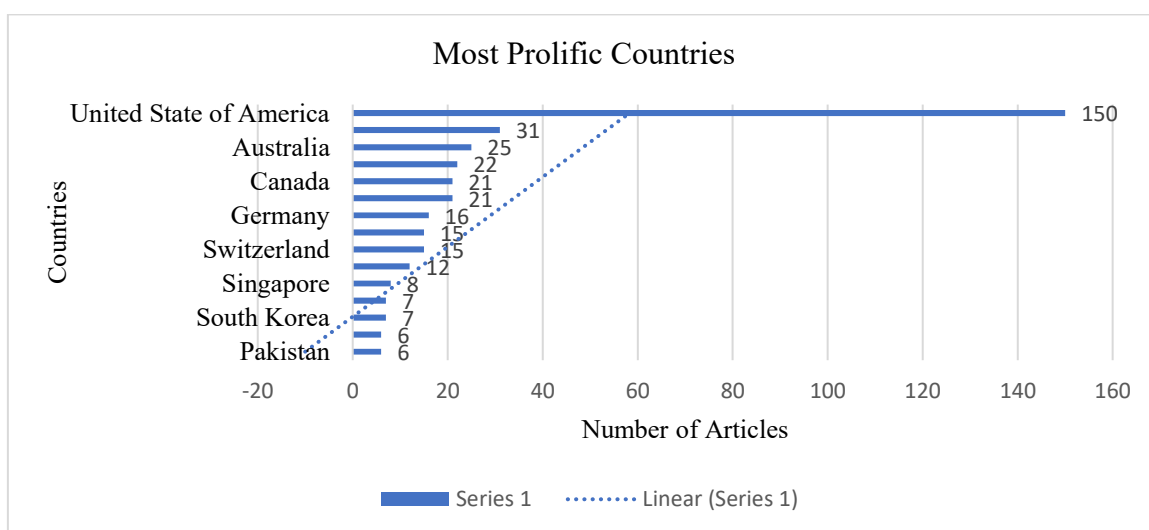


Source: Authors' development using Biblioshiny (R-Studio)

Figure 8: Single-country production/multi-country production of corresponding authors

5.13 Analysis of dynamic words

To identify the cumulative occurrence of authors' keywords, word dynamic analysis was performed using Biblioshiny. It is found that the term "Job Satisfaction" has occurred 880 times in the total articles that were taken in the present study for further analysis after filtration followed by "Work Stress", which occurred 767 times cumulatively. The author's keyword "Stress" alone occurred a total of 441 times whereas "Burnout" and "Job Stress" occurred 163 and 80 times cumulatively in the domain.



Source: Authors' development using Biblioshiny (R-Studio)

Figure 9: Most prolific countries in the gender diversity, job stress, and job satisfaction domain

word in the summary by the size of the text. The larger the size of the text in Word Cloud Mart, the greater the frequency of the used words in the summary. As shown in Figure 11, the most repeated words as identified as Stress, Burnout, Gender, Job stress, Satisfaction, diversity, and Organizational Commitment among other words as shown in figure 11.

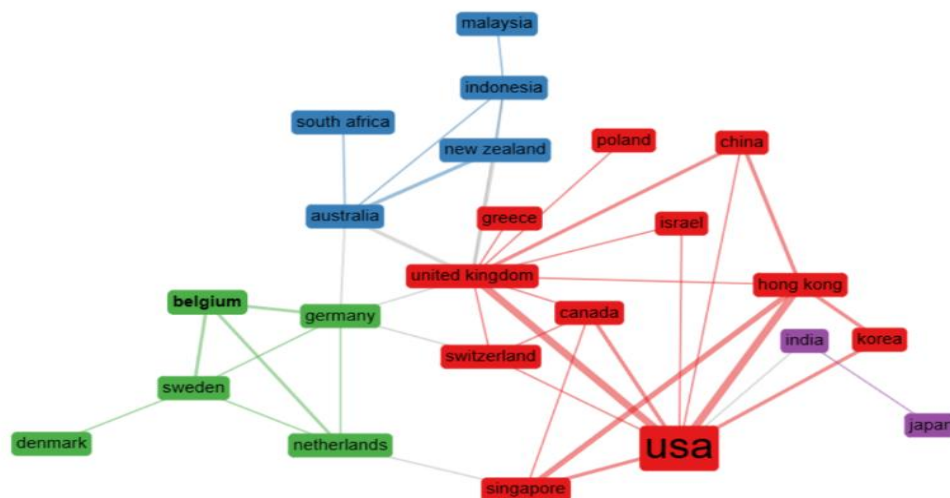
5.15 Countries' collaboration in the production of articles relevant to gender diversity, job stress, and job satisfaction

In case of collaboration with other countries for article-publication, the USA creates the largest group. As shown in Figure 12, the USA majorly collaborated with the United Kingdom, Hong Kong, Canada, Singapore, and Korea. Here, the breadth of the connecting line shows the intensity of country collaboration frequency. In the same way, Germany collaborated with Belgium, Sweden, the Netherlands, and Denmark with approximately the same intensity. Australia majorly collaborated with New Zealand, South Africa, Indonesia, and Malaysia. A very small group of country collaborations is seen between India and Japan in the area of gender diversity, job stress, and job satisfaction.

6. Research contributions

The primary objective of the current study is to conduct a systematic literature review and bibliometric analysis to formulate an intellectual pattern of knowledge related to the domain. According to the annual scientific production scale, the growth rate of articles produced in this area is 7.19 percent. Three-field plat analysis revealed that "The American Journal of Health Promotion", "Social Science and Medicine", and "International Journal of Stress Management" have published the maximum number of articles in the domain, which is selected for the study.

Researchers who have a main research interest in work stress are Steinhardt MA, Cooper CL, Blevins KR, and Cullen FT, while authors who have a research interest in job satisfaction are Dolbier CL, Agung I, and Steinhardt MA. The results of the trend analysis show that life satisfaction, job performance, and social support are trending topics in the year 2022, while job stress, turnover intention, and workload were from 2020. A total of 250 authors' keywords are used to run the analysis, with a minimum frequency of 10 clusters per thousand documents, which provided 7 clusters.



Source: Authors' development using Biblioshiny (R-Studio)

Figure 12: Countries' collaboration in the publication of articles

It found that the research article titled "The Relationship of organizational politics and Support to work behaviors, attitude, and Stress" published by (Cropanzano et al., 1997) in the journal "The Journal of Organizational Behavior" has been the most cited article (582) in the domain followed by the article titled "Job stressor, personality, and Burnout in primary school teachers" which is published by (Kokkinos, 2007) in the journal of "British Journal of Educational Psychology" has been globally cited by 481 times. Using Lotka Law, it is revealed that 31 authors contributes two articles and eight authors who contributed 3 articles each in the domain. It is found that there is only a single author who contributes a total of five research articles in the incorporated domain.

Cary L. Cooper produced the maximum number of articles (5), followed by Christyn L. Dolbier, Mary A. Steinhardt, Maureen F. Dollard, Kamweng Boey, and Kwok Bun Chan, who have published 3 articles each in the relevant domain. The most cited journal identified as the "Journal of Applied Psychology" is gaining the maximum citation (457), followed by the "Academy of Management Journal", which received a total of 170 citations. "Ergonomics" (CiteScore 4.9) is revealed as a most prolific journal by contributing 8 research articles in the incorporated domain, and it has been published in this domain since 1989.

It is also revealed that Hong Kong has published the maximum number of articles to a percentage (66.66 percent) of publications in multi-country authorship as a corresponding author, followed by Switzerland, publishing 50 percent of articles in incorporated domain in-collaboration with foreign authors. By the bibliometric analysis using biblioshiny, it is found that the United State of America is the most prolific country by producing a total of 150 articles in the incorporated area. The USA majorly collaborated with the United Kingdom, Hong Kong, Canada, Singapore, and Korea.

6.1 Practical Contribution

The research into gender diversity, work stress, and job satisfaction among university and college teachers has seen an overwhelming growth in scholarly interest over the past few years. This research adds to a sophisticated understanding of the drivers and barriers to psychological and professional well-being among faculty members. It is of extreme value in informing policy and administrative procedures in diverse higher education environments. Focusing on the increasing importance of gender diversity management, stress reduction, and job satisfaction, this knowledge has the potential to enhance institutional effectiveness, faculty retention, and organizational health. It should be noted that the topic and its further explanation may require a strong collaboration among scholars, university administrators, and policymakers.

Participating in these activities has the ability to increase our understanding of the forces shaping work stress and job satisfaction among academics. Moreover, working together as stakeholders will increase the chances of developing actionable approaches that are both scientifically robust and context-specific. This may therefore also increase the chances of applying solutions that support a favorable and fair academic climate. Finding leading researchers and notable research papers in the field of gender diversity, work stress, and job satisfaction could be useful sources for both researchers and practitioners to identify reliable and relevant sources of information.

Sharing research results via peer-reviewed academic journals can improve the visibility and impact of scholarly research quite substantially. The findings of this research highlight the leading role of nations such as the United States and the United Kingdom in research productivity on such issues, providing tremendous scope for researchers across other nations to collaborate with these renowned institutions, thus promoting cross-cultural knowledge sharing and collaborative research. The application of bibliometric analysis techniques demonstrated herein also highlights their relevance in comprehending the intellectual landscape and future trends in the area.

Researchers and practitioners can utilize these methods to develop a comprehensive understanding of the development and direction of scholarship on gender diversity, work stress, and job satisfaction. This can assist in devising evidence-based policies and strategies that promote the well-being of faculty members as well as the productivity of institutions. Finally, improving the common good of academic communities by gaining a better understanding of motivational factors and psychological issues has the ability to enhance innovation, social progress, and the solution of intricate problems in the field of higher education.

7. Discussions

The importance of building mutually beneficial relationships with others (both inside and outside one's business) has increased as the focus on adaptability (van Dam, 2009) and the pursuit of boundary-less professions has risen (Arthur & Rousseau, 1996; S. Sullivan & Arthur, 2006; S. E. Sullivan & Baruch, 2009). Nowadays, employees are becoming less physically, administratively, and temporarily affiliated with the organization (Cascio & Montealegre, 2016; Pfeffer,

1998). To overcome these hindrances, managers must provide employees with opportunities to achieve individual and organizational benefits. The managerial relevance and achievement depend on the ability to enlighten the pattern of performance quality with the help of the development of evaluative skills and new approaches and techniques that handle the human capital. Employees who are happy in their jobs are more likely to engage in corporate citizenship activities and attain high individual performance goals that ultimately lead to job satisfaction. The system of social relations shifts the perspective on management process performance in the direction of free, open, and dynamic systems.

The gender diversity in the organization improves the chances of equality among employees. When employees support each other in solving work-related problems, managers concentrate their minds on contributory and productive tasks, such as strategic forecasting, business process development, and ensuring effective and efficient utilization of valuable resources helps in reducing job stress among employees to a great extent. Similarly, employees who participate in self-development activities those are enhance their capacity to accomplish their jobs, which can lessen supervision, as is their ultimate practice for reducing the stress level.

This behavior has the unintended consequence of encouraging and preserving industrial peace, which builds team spirit, morale, and togetherness (Rosario-Hernández et al., 2015). Employee satisfaction leads to enhance the performance of energetic resources are more than enough to meet task demands, and when they work in an environment where they have easy and smooth access to resources, useful information for decision making, and co-worker support, both the formal and informal power helps in the development of positive attitude, and get extra energy to perform extra-role behavior or display organizational citizenship behavior (van Dam, 2009).

The present bibliometric analysis highlights the growing scholarly interest in the interrelated domains of gender diversity, work stress, and job satisfaction within higher education over the last four decades. The steady annual growth rate of 6.58% and the emergence of new research themes post-2010 reflect how these issues have evolved into critical areas of inquiry in organizational and educational research (van Dam, 2009)(Zupic & Čater, 2014). The dominance of publications in journals such as *The Journal of Applied Psychology* and *Social Science & Medicine*, along with the influence of authors like Cooper C.L. and Dolbier C.L., suggests that research on psychological well-being and diversity in academic settings has gained considerable intellectual momentum (Cropanzano et al., 1997).

The findings reveal that diversity, when mismanaged, can lead to disorganization and higher stress levels due to interpersonal conflict and lack of cohesion (Cropanzano et al., 1997)(Rose, 1968). However, scholars have also emphasized that well-implemented diversity policies contribute to increased creativity, innovation, and job satisfaction (Rose, 1968)(Dwyer et al., 2003). This duality is especially evident in academic institutions, where the pressure to publish, teach, and manage administrative tasks often exacerbates stress and reduces job

satisfaction (Amri et al., 2020)(Collie, 2021b). Trend analyses from this study indicate that recent research has increasingly focused on keywords like “life satisfaction,” “turnover intention,” and “workload,” signalling a shift toward understanding the emotional and psychological dimensions of academic life. Moreover, the international co-authorship data highlights growing global collaboration, with countries like the USA, UK, and China leading in scholarly output—pointing to a broader, cross-cultural relevance of these themes.

The findings underscore the need for higher education institutions to adopt inclusive leadership strategies, enhance faculty support systems, and institutionalize wellness and diversity initiatives to build sustainable and supportive academic environments.

8. Conclusion

This research mapped the landscape of research in gender diversity, work-related stress, and job satisfaction within higher education systematically across four decades. Utilizing bibliometric methods and resources like Biblioshiny, the research identified not just the quantity and increasing output of research within this field but also the intellectual structure and developing research topics that have developed over the years.

The analysis points to a remarkable upward trend in research interest, especially post-2010, reflecting a worldwide awareness of the psychological and organizational issues that confront academic professionals. The leading contributors, journals, and nations were determined, as well as the most dominant research clusters and popular topics. The saliency of terms like “life satisfaction,” “turnover intention,” and “workload” reflects a growing emphasis on the occupational and emotional wellness of faculty members.

The results confirm that work stress and gender diversity are not discrete topics but are inextricably linked with institutional viability, job satisfaction, and faculty performance.

The patterns of international collaboration observed highlight the international nature of these issues and the increasing demand for cross-cultural and interdisciplinary solutions to understanding them. This study, in effect, provides an integrated basis for future scholarly research and policy formation. It is a must-have resource for educational administrators, researchers, and practitioners interested in improving faculty well-being, teaching inclusively, and creating a resilient academic climate in higher education institutions.

9. Key Contributions and Findings

This bibliometric analysis of 2,195 scholarly publications from 1984 to 2024 provides a comprehensive overview of global research trends concerning gender diversity, work-related stress, and job satisfaction within higher education institutions. The study delivers critical insights into the intellectual structure, thematic evolution, and geographical distribution of research in this interdisciplinary field. Among the leading contributors, Cary L. Cooper emerged as the most prolific and influential author, with five publications and 328 citations.

Other notable authors include Christyn L. Dolbier, Mary A. Steinhardt, and Maureen F. Dollard, each contributing three publications. The United States led in research output with 150 articles, followed by the United Kingdom, Australia, China, and India. Countries such as Hong Kong and Switzerland demonstrated the highest proportion of international collaborations relative to their total research contributions. In terms of publication sources, the *Journal of Applied Psychology* garnered the most local citations (457), while other key journals such as *Social Science & Medicine*, the *International Journal of Stress Management*, and the *Journal of Vocational Behavior* also played significant roles.

Ergonomics was identified as the most prolific journal, with eight articles published in this domain since 1989. Trend topic analysis revealed that recent research has increasingly focused on themes such as life satisfaction, turnover intention, and job performance, while earlier research centered around burnout, workload, and occupational stress. Thematic mapping identified seven major keyword clusters, consistently highlighting job satisfaction and work stress as central themes.

The findings of this study carry important practical and policy implications. There is a pressing need for academic institutions to develop inclusive policies that support gender equity and workplace fairness. Furthermore, strategies to reduce faculty burnout—such as improved mental health services, balanced workloads, and transparent promotion criteria—are critical to improving job satisfaction and retention. Promoting international collaborations can further enhance the diversity, visibility, and impact of research. Ultimately, by integrating the themes of diversity, stress, and satisfaction, this study offers evidence-based insights that can inform institutional reforms and foster healthier, more productive academic environments.

10. Recommendations

This bibliometric research yields numerous critical recommendations to improve institutional effectiveness and faculty well-being in higher education. Universities should establish systematic diversity management practices that foster gender inclusion and mitigate workplace inequalities. Secondly, academic institutions must prioritize mental health support systems to mitigate work-related stress, encompassing counseling services, workload management, and flexible work arrangements. Improving job satisfaction via recognition, career advancement possibilities, and transparent evaluation systems can substantially enhance faculty motivation and retention.

Moreover, cultivating international research alliances might enhance academic output and introduce varied views to the examination of workplace difficulties. Institutions must implement internal methods to monitor faculty experiences, facilitating data-driven interventions and ongoing enhancement of organizational processes. These measures will foster a more inclusive, resilient, and supportive academic environment for both educators and researchers.

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