

A Systematic Literature Review of Employees' Work-Life Balance

JAYVEE D. GONZALES

jayveegonzales9@gmail.com

Bulacan State University

Abstract

Employees' work-life balance is typically characterized as the equilibrium between professional obligations and personal life aspects, including family, leisure, and health. It indicates the degree to which individuals can allocate time, energy, and enjoyment between the two areas without experiencing significant conflict or stress. The objective of this study is to analyze employees' work-life balance by determining how it may be measured, identifying key organizational, individual, and work-family-related aspects that influence it, and examining the reported impacts of work-life balance on both employees and organizations. This paper systematically reviewed thirty-two (32) empirical studies published in a reputable journal from 2015 to 2025. The author discusses employees' work-life balance by considering data sources, geographical setting, sample sizes, the researcher's data-gathering method, its determinant dimensions, and outcome domains. This paper develops a thematic synthesis framework that consistently demonstrates that work-life balance is associated with multiple outcome domains. This paper recommends that organizations should adopt flexible work arrangements, strengthen mental health support, foster a culture of balance, and implement family-friendly policies to reduce stress, burnout, and work-family conflict while enhancing satisfaction, engagement, and innovation. By making these practices into a strategy, companies can transform work-life balance from a mere perk into a vital driver of resilience, performance, retention, and long-term organizational success.

Keywords: Employees' Work-Life Balance, Work-Life Balance, Work-Family Life Balance

Introduction

Employees' work-life balance has become a prominent topic in organizational and human resource research as modern workplaces are increasingly shaped by intensified job demands, technological connectivity, and evolving family and social roles. Work-life balance is commonly defined as an individual's perceived ability to manage work and non-work roles in ways that support personal growth and well-being (Greenhaus et al., 2003; Kalliath & Brough, 2008). Empirical research consistently shows that employees who achieve a satisfactory level of work-life balance report higher job satisfaction, better physical and psychological well-being, and improved work performance, while also experiencing lower levels of stress and burnout (Haar et al., 2014; Hariri et al., 2024). As a result, work-life balance is increasingly recognized as a critical factor for sustaining employee well-being and organizational effectiveness.

According to Oluchukwu (2024), work-life balance is a crucial element in enhancing employees' skills, talent, and satisfaction in their careers, as well as the organization's effective functioning in daily operations. Work-life balance also affects parenthood and family practices, particularly for parents of lower socioeconomic status, as explained by Gatrell et al. (2013). Dayrit and Lacap (2020) define work-life balance as follows: if the conflict between family and work is low, the employee's involvement in the company is high. Waworuntu et al. (2022) say that work-life balance and job satisfaction influence the performance of millennial and Gen Z employees. The distinctions

between these generational cohorts include Gen Z employees being more visionary, whereas millennials exhibit greater motivation regarding compensation and benefits. Nonetheless, both groups require moral support, familial connections, and effective leadership from top management to achieve optimal work-life balance and job satisfaction. A systematic review by Setiyorini et al. (2025) emphasizes that WLB is categorically influenced by three main factors: personal, organizational, and social. Personal factors such as trust, respect, motivation, cognitive control, and burnout. Organizational factors such as task allocation, work environment, career growth, organizational type, and workload. Lastly, in social factors, family life, partnerships, social support, technological advancements, and territorial behaviors. These factors affect a person's overall well-being and work-life balance.

Wong et al. (2020) analyzed extensive scholarly literature to investigate the impact of work-life balance on business effectiveness. Only four of the six perspectives—career motivation, employee attendance, employee recruitment, and employee retention—showed a strong connection to the work-life balance arrangement. Evangelista (2021) states that people over 41 who work on cruise ships usually reflect on their sentiments and wants regarding work-life balance. Older crew members want to stay with their families more than younger crew members do, who are physically strong and emotionally stable, and committed to their jobs, so they can stay overseas a little longer. Lit Bagnes (2021) found that flexible work arrangements significantly impact work-life balance, potentially influencing workers' social and physical activities as well. Gragano et al. (2020) discovered that employees acknowledge personal health as a fundamental non-work life domain necessitating an equivalent degree of attention and equilibrium as familial obligations to attain overall well-being and job satisfaction.

Despite the growing interest in employees' work-life balance, several gaps remain in the existing literature. First, there is no agreed definition or measurement of work-life balance, with studies conceptualizing it variously in terms of role satisfaction, role conflict, perceived control, or work-life interference (Greenhaus & Beutell, 1985; Kalliath & Brough, 2008). Second, empirical findings are often inconsistent, particularly regarding the impact of flexible and remote work arrangements on employees' work-life balance, with some studies reporting positive effects and others indicating increased work-life conflict (Bellmann & Hübler, 2020). Third, much of the literature examines isolated factors or outcomes, yielding fragmented insights that limit a comprehensive understanding of how determinants and consequences of work-life balance interact across organizational contexts (Mišíková & Joniaková, 2025). These limitations highlight the need for a systematic synthesis of existing research to consolidate current knowledge and clarify dominant themes in this field.

In response to these gaps, the objective of this study is to systematically review and synthesize existing scholarly literature on employees' work-life balance. Specifically, this study aims to examine how employees' work-life balance is conceptualized and measured, identify key work-related, organizational, individual, and familial factors influencing work-life balance, and analyze the reported outcomes of work-life balance for employees and organizations. By integrating findings from prior studies, this review seeks to provide a comprehensive overview of the current state of knowledge on employees' work-life balance and to inform future research and organizational practice.

Method of the Study

A systematic literature review (SLR) was conducted to systematically collect, evaluate, and synthesize existing scholarly evidence, thereby providing a comprehensive and transparent overview of the current state of knowledge on the topic. An SLR is a rigorous secondary research method that follows predefined protocols to ensure reproducibility and minimize bias in the selection and analysis of studies (Kitchenham & Charters, 2007; Kitchenham et al., 2009). Through the structured identification, screening, and synthesis of prior research, the SLR enables the integration of findings across multiple studies and supports the identification and analysis of dominant and recurring themes within the literature (Grant & Booth, 2009; Xiao & Watson, 2019). To enhance transparency

and reporting quality, systematic reviews are commonly documented in accordance with established guidelines such as PRISMA, which promote clarity and methodological rigor in evidence synthesis (Page et al., 2021). This systematic literature review rigorously examined thirty-two (32) academic journals published in esteemed publications and considered their journal impact factor, sampled articles, sources of data, geographical settings, method of gathering data, and dimensions influencing employees’ work-life balance.

Results and Discussions

This section presents and interprets the results from the reviewed academic journal articles, with particular emphasis on the journal impact factor, sampled articles, data sources, geographical setting, methodological approaches, and dimensions influencing employees’ work-life balance. This approach enabled the study to clearly conceptualize and measure employees’ work–life balance from 2015 to 2025, while identifying key influencing factors and reported outcomes across the reviewed studies.

Table 1

Journal Impact Factor of Source Journals

Journal Title	Journal Impact Factor
Journal of Hospitality and Tourism Management	7.800
Nursing Open	2.300
Journal of Advances in Management Research	2.600
Cogent Psychology	1.700
International Journal of Leadership in Education	2.500
Frontiers in Psychology	2.900
International Journal of Progressive Research in Engineering Management and Science	7.001
Human Resource Development International	3.900
Academy of Strategic Management Journal	7.270
Journal of Organizational Change Management	2.700
Technology Analysis & Strategic Management	2.800
International Journal of Operations & Production Management	7.400
Informatics in Medicine Unlocked	8.700
The TQM Journal	4.400
International Journal of Business, Economics and Law	7.594
Journal of Korean Neurosurgical Society	1.700
Sarcouncil Journal of Economics and Business Management	3.100
International Journal of Entrepreneurial Behavior & Research	4.700
Journal of Occupational Health	2.000
Journal of Management & Organization	2.800
British Journal of Management	5.700
Journal of Family Research	2.100
Work	1.500
Renewable and Sustainable Energy Reviews	16.300

Note: The sourced journals are based on the journal impact factor of the 2024 Journal Citation Reports (JCR) of Clarivate Analytics. Garfield (2006) explains that the Journal Impact Factor was developed to support systematic journal evaluation by normalizing citation counts and enabling comparison across journals within disciplines.

Table 1 presents the selected article that are published in a reputable journal with a high impact factor, namely: *Journal of Hospitality and Tourism Management*, *Nursing Open*, *Journal of Advances in Management Research*, *Cogent Psychology*, *International Journal of Leadership in Education*, *Frontiers in Psychology*, *International Journal of Progressive Research in Engineering Management and Science*, *Human Resource Development International*, *Academy of Strategic Management Journal*, *Journal of Organizational Change Management*, *Technology Analysis & Strategic Management*, *International Journal of Operations & Production Management*, *Informatics in Medicine Unlocked*, *The TQM Journal*, *International Journal of Business, Economics and Law*, *Journal of Korean Neurosurgical Society*, *Sarcouncil Journal of Economics and Business Management*, *International Journal of Entrepreneurial Behavior & Research*, *Journal of Occupational Health*, *Journal of Management & Organization*, *British Journal of Management*, *Journal of Family Research*, *WORK: A Journal of Prevention, Assessment & Rehabilitation*, and *Renewable and Sustainable Energy Reviews*. These journals are reliable for the results of employee work-life balance studies. The author considered the sample articles by using the following keywords: “work-life balance” and “employees’ work-life balance”.

Table 2

Sampled Articles

Journal Title	2015-2018	2019-2022	2023-2025	Total
Journal of Hospitality and Tourism Management			1	1
Nursing Open		1		1
Journal of Advances in Management Research		1		1
Cogent Psychology	1			1
International Journal of Leadership in Education		1		1
Frontiers in Psychology		5	4	9
International Journal of Progressive Research in Engineering Management and Science			1	1
Human Resource Development International		1		1
Academy of Strategic Management Journal	1			1
Journal of Organizational Change Management		1		1
Technology Analysis & Strategic Management		1		1
International Journal of Operations & Production Management			1	1
Informatics in Medicine Unlocked			1	1
The TQM Journal		1		1
International Journal of Business, Economics and Law	1			1
Journal of Korean Neurosurgical Society		1		1
Sarcouncil Journal of Economics and Business Management			1	1
International Journal of Entrepreneurial Behavior & Research			1	1
Journal of Occupational Health		1		1
Journal of Management & Organization		1		1
British Journal of Management		1		1
Journal of Family Research		1		1
Work	1			1
Renewable and Sustainable Energy Reviews	1			1

Total	5	17	10	32
-------	---	----	----	----

Table 2 illustrates the distribution of publications sampled for this systematic literature study on employees' work-life balance, spanning 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, and 2025. The dataset shows a total of 32 articles sampled across 2015–2025, with a clear increase in publications between 2019–2022 (17 articles) compared to 2015–2018 (5 articles). This suggests rising scholarly interest in work-life balance and related organizational outcomes during that period, followed by a slight decline in 2023–2025 (10 articles). This indicates a growing academic focus on employees' work-life balance in recent years, and it demonstrates that research on work-life balance has evolved from niche explorations into a cross-disciplinary, globally relevant field.

Table 3

Sources of Data

Title	Year	Author	Type of Data	Source of Data	Sample Sizes
Beyond gender: reconceptualizing understandings of work–life balance and the extreme work model for 21st-century high-potential top earners	2020	Kimberly DeSimone	Primary Data	Women occupying mid- to high-level management positions in a Fortune 500 company	13
Where is the limit for overtime? Impacts of overtime on employees’ mental health and potential solutions: A qualitative study in China	2022	Jiaoyang Yu, Stavroula Leka	Primary Data	Overtime employees in China’s IT industry	21
Sustainable human resources: Examining the status of organizational work–life balance practices in the United Arab Emirates	2016	Mohammed Parakandi, Mohamed Behery	Primary Data	14 companies	38
Remote Work and work-life balance: Lessons learned from the COVID-19 pandemic and suggestions for HRD Practitioners	2022	Melika Shirmohammadi, Wee Chan Au, Mina Beigi	Secondary Data	Empirical studies published	40
Exploring the Impact of COVID-19 on Employees’ Boundary	2022	Toyin Ajibade Adisa Elena, Antonacopoulou, T. Alexandra	Primary Data	University Lecturers in High Education sector	45

Management and Work–Life Balance		Beauregard, Michael Dickmann, Olatunji David Adekoya			
Impact of Work-Life Balance and Work Engagement on Innovative Work Behavior	2024	Pandapotan Sitompul, Djoko Soelistya, Peran Simanihuruk, Titik Purwati, Efendi Efendi	Primary Data	PT Astra Agro Lestari Tbk	98
Work engagement and individual work performance in the UAE: the mediating role of work-life balance	2025	Mohamed A. Alnagbi, Hazem Aldabbas, Liza Gernal, Abdallah M. Elamin, Ahmed Z. E. Ahmed	Primary Data	Employees working in government, private companies, and non-profit organizations in UAE	98
Workload, Role Conflict, and Work-Life Balance Among Employees of an Enforcement Agency in Malaysia	2015	Muhamad Khalil Omar, Idaya Husna Mohd, Muhammad Shafiq Ariffin	Primary Data	One of government enforcement agency in Malaysia	100
Influence of Workload and Level of Stress on Work Life Balance, Organizational Commitment and Performance among the Employees in Higher Education Context of Maldives	2024	Zubair Hassan, Ajeerath Ali, Mohamed Imran	Primary Data	Employees working in universities of Maldives.	100
Work-family life balance in a Nigerian banking sector setting	2017	Fabian O. Ugwu, Lawrence O. Amazue, Nneoma G. Onyedire	Primary Data	Commercial bank employees	121
Service Innovation through Transformational Leadership, Work-Life Balance, and Organisational Learning Capability	2020	Giancarlo Gomes, Laio Oriel Seman, Linda Jessica De Montreuil Carmona	Primary Data	Used managers as key informants	159
Quality of nursing work life and related factors among emergency nurses in Jordan	2019	Khaled Suleiman, Zaineh Hijazi, Mahmoud Al Kalaldeh, Loai Abu Sharour	Primary Data	Emergency room nurses in Jordan	186
Enhancing managerial intrapreneurship: investigating the influence of psychological	2025	Gentrit Berisha, Rrezon Lajçi, Andrea Caputo Besnik A. Krasniqi	Primary Data	Business Managers in Kosovo	211

capital, well-being
and work–life
balance

Use of flexible work practices and employee outcomes: the role of work–life balance and employee age	2021	Tahrima Ferdous, Muhammad Ali, Erica French	Primary Data	Employees of an Australian for-profit organization	293
Work Environment, Work-Life Balance, Job Attitudes and Productivity of Telecommuting Employees in the Philippines	2023	Eliand Rey C. Soliman	Primary Data	Employees of the telecommuting company	300
Work-Life Balance Initiative as a Predictor of Employees' Behavioural Outcomes	2018	Oludayo OA, Falola HO, Ahaka Obianuj, Fatogun Demilade	Primary Data	Commercial banks with branches	339
Work-life balance and employee commitment: mediating effect of job satisfaction	2024	Henry Egbezien Inegbedion	Primary Data	Employees in 4 Universities and 4 multinational companies	344
Employee Engagement and Innovative Work Behavior Among Chinese Millennials: Mediating and Moderating Role of Work-Life Balance and Psychological Empowerment	2022	Hazem Ali, Min Li, Xunmin Qiu	Primary Data	Chinese senior employees working in the IT, trade, real estate, financial, and telecommunication industries	372
Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors	2022	Perengki Susanto, Mohammad Enamul Hoque, Taslima Jannat, Bamy Emely, Mega Asri Zona, Md Asadul Islam	Primary Data	Employees who work in SMEs	400
Work–life balance: Does age matter?	2016	Anita Richert-Kazmierska, Katarzyna Stankiewicz	Primary Data	Employees of the SME sector Lighthouse Organizations	440

The relationship between quality of work life and work life balance mediating role of job stress, job satisfaction and job commitment: evidence from India	2020	Alex Aruldoss, Kellyann Berube Kowalski, Satyanarayana Parayitam	Primary Data	Employees of a transport corporation in the southern part of India	445
A Study on Work Intensity, Work-Life Balance, and Burnout among Korean Neurosurgeons after the Enactment of the Special Act on Korean Medical Residents	2021	Tae Gon Kim	Primary Data	Neurosurgeons working at training hospitals throughout the Republic of Korea	451
Influence of transformational leadership on role ambiguity and work–life balance of Filipino University employees during COVID-19: Does employee involvement matter?	2021	Peerayuth Charoensukmongkol, Jenette Villegas Puyod	Primary Data	Employees at Three Public Universities in the Philippines	522
Women’s Work-Life Balance in Hospitality: Examining Its Impact on Organizational Commitment	2021	Ting Liu; Jie Gao, Mingfang Zhu, Shenglang Jin	Primary Data	Women employees of hotels in the Mainland China	525
Organizational support for work-family life balance as an antecedent to the well-being of tourism employees in Spain	2023	José Aurelio Medina-Garrido, José María Biedma-Ferrer, Maria Bogren	Primary Data	Workers in the Tourism Sector in Spain	530
The association between work-life imbalance, employees’ unhappiness, work’s impact on family, and family impacts on work	2023	Moustaq Karim Khan Rony, Sharker Md. Numan, Hasnat M. Alamgir	Primary Data	Nurses employed in various healthcare settings in Dhaka, Bangladesh	656

among nurses: A
Cross-sectional
Study

Work–Life Balance of the Employed Population During the Emergency Situation of COVID-19 in Latvia	2021	Jelena Lonska, Iveta Mietule, Lienite Litavniece, Iluta Arbidane, Ivars Vanadzins, Linda Matisane, Linda Paegle	Primary Data	Latvian employed population, which was conducted within the framework of the Latvian National Research Programme Project “CoLife”	1,006
Work-life balance of expatriate nurses working in acute care settings	2021	Nashi M. Alreshidi, Abdalkarem F. Alsharari	Primary Data	Expatriate nurses working in acute care settings of large public hospitals in KSA	1,704
Beware of side effects on quality! Investigating the implications of home working on work-life balance in educational services	2020	Rocco Palumbo, Rosalba Manna, Mauro Cavallone	Secondary data	People who were employed in the education sector using the Sixth European Working Condition Survey (EWCS)	2,046
Associations of working from home with job satisfaction, work-life balance, and working-model preferences	2023	Tin Orešković, Milan Milošević, Bruna Kostelac Košir, Darko Horvat, Tomislav Glavaš, Antonio Sadarić, Carin-Isabel Knoop, Stjepan Orešković	Primary Data	Employees of MPlus Group	4,554
Fatigue and lack of vigor’s as a frequent work stress among financial workers in Indonesia	2025	Rofikoh Rokhim, Bagus Takwin, Ray Wagiu Basrowi, Dewi Soemaryani Soemarko, Andre Rahadian, Maria Ekowati, Kristin Samah, Nila Djuwita F. Moeloek	Primary Data	Employees in the Indonesian financial services sector	5,546
Temporary employment and work-life balance in Australia	2020	Inga Laß, Mark Wooden	Secondary Data	The Household, Income and Labour Dynamics in Australia Survey	8,820

Type of Data

Choosing the appropriate form of data—primary or secondary—is vital in research, as it ensures that the data used are pertinent and tailored to the study's scope and objectives. As shown in Table 3, most of the data used in this literature review came from primary data, with 29 (91%), and secondary data, with 3 (9%). In this study,

primary data are commonly used to capture employees' firsthand experiences, perceptions, and attitudes regarding the balance between work and non-work responsibilities. On the other hand, the secondary data in this study are published journal articles and third-party survey firms commissioned by the researchers to obtain a large sample size quickly, and have limited time to conduct data quality checks to better understand the condition of employees' work-life balance. Primary data consist of original, firsthand information collected directly by the researcher, allowing data collection to be tailored to the study's specific scope and objectives (George, 2024; Hassan, 2024). Secondary data refers to information that has already been collected and published by other researchers or organizations and is reused for new research objectives. It is often drawn from government reports, organizational records, or published studies, making it cost-effective and time-efficient compared to primary data collection. As Johnston (2014) explains, secondary data analysis has become increasingly valuable because it allows researchers to explore existing datasets to generate new insights without the burden of collecting original data.

Source of Data

Primary data are a direct source of research data, collected firsthand from respondents through methods such as surveys and interviews, ensuring relevance and alignment with the study's objectives (Hassan, 2024). The study by DeSimone (2020) used data from women holding mid- to high-level management positions at a Fortune 500 company. Yu & Leka (2022) focused on employees working overtime in China's IT industry; on the other hand, Parakandi & Behery (2016) used data from 38 senior managers across 14 companies in the United Arab Emirates. Meanwhile, Charoensukmongkol & Puyod (2021), Hassan et al. (2024), and Adisa et al. (2022) used employees from the higher education sector in their research; on the other hand, Sitompul et al. (2024) investigated the work-life balance of employees from PT Astra Agro Lestari Tbk. Alnagbi et al. (2025) focused on the employees working in government, private companies, and non-profit organizations in the UAE, while Omar et al. (2015) used primary data from employees of a government enforcement agency in Malaysia. Ugwu et al. (2017) explored the work-family life balance of commercial bank employees in a Nigerian bank, whereas Gomes et al. (2020) used managers as key informants. Meanwhile, Alreshidi & Alsharari (2021), Rony et al. (2023), and Suleiman et al. (2019) used nurses as their primary data source.

Berisha et al. (2025) investigate the well-being and work-life balance of business managers in Kosovo, whereas Ferdous et al. (2021) utilized data from employees of an Australian for-profit organization. Soliman (2023) used telecommuting employees in the Philippines as the primary data for his study, while Oludayo et al. (2018) examined the work-life balance of employees of the top five (5) commercial banks with branches in Nigeria. On the other hand, Inegbedion (2024) used the data from employees in four (4) Universities and four (4) multinational companies of South-South and South-West geopolitical regions in Nigeria, whereas Ali et al. (2022) focused on the Chinese senior employees working in the IT, trade, real estate, financial, and telecommunication industries. Susanto et al. (2022) collected data from employees working in SMEs in Indonesia, while Richert-Kaźmierska & Stankiewicz (2016) focused on data covering all employees of the Lighthouse Organizations in several European countries. Aruldoss et al. (2020) investigated the relationship between work-life quality and work-life balance among employees of a transport corporation in the southern part of India; meanwhile, Kim (2021) used neurosurgeons working at training hospitals throughout the Republic of Korea as the primary data. Liu et al. (2021) collected data from female hotel employees in Mainland China to examine the relationship between women's work-life balance and their organizational commitment, whereas Medina-Garrido et al. (2023) conducted a study of work-life balance among workers in the tourism sector in Spain. Lonska et al. (2021) investigated work-life balance from the Latvian employed population, which was conducted within the framework of the Latvian National Research Programme Project "CoLife", while Orešković et al. (2023) used the data from employees of MPlus Group, and finally Rokhim et al. (2025) used the data from the employees in the Indonesian financial services sector.

As for the secondary data, Shirmohammadi et al. (2022) gathered the data from empirical studies published in reputable journals to examine work-life balance while working from home during the pandemic, while Palumbo et al. (2020) investigated work-life balance of people who were employed in the education sector using the data from the Sixth European Working Condition Survey (EWCS) of several countries from Europe, and lastly Laß & Wooden (2020) used the data from The Household, Income and Labour Dynamics in Australia (HILDA) Survey to know the association between temporary employment and work-life balance in Australia.

Sample Sizes

In research, sample size refers to the number of participants or observations included in a study and is a critical determinant of a study's statistical validity. According to Cohen (1992), sample size is fundamentally linked to statistical power, which is the probability of detecting a true effect when it exists. Cohen emphasizes that an adequate sample size is necessary to ensure sufficient power to identify meaningful effects, thereby reducing the risk of Type II errors and strengthening the reliability of research conclusions.

As shown in Table 3, the thirty-two (32) articles have an average sample mean size of nine hundred fifty-four (954) and a standard deviation of one thousand eight hundred sixty-two (1,862) from a sample range between thirteen (13) and eight thousand eight hundred twenty (8,820). In this systematic literature review, Table 3 shows that the largest sample size comes from the study by Laß & Wooden (2020), which is a secondary data source. Secondary data analysis involves reusing existing datasets to answer new research questions and is recognized as an efficient and credible research method when data quality and relevance are ensured (Kelly et al., 2024).

Table 4

Distribution of Geographical Settings of Selected Studies

Settings	Number of Studies	Percentage
Asia	17	53%
Several Countries	4	13%
Europe	3	9%
Africa	3	9%
South America	2	6%
Australia	2	6%
North America	1	3%
Total	32	100%

Table 4 illustrates the geographical settings of selected studies. Asia was the most common location, accounting for 53% of the studies. This was followed by Several Countries, with 13%; Europe and Africa, with 9% each; South America and Australia, with 6% each; and North America, with only 3%. The geographical setting is significant as contextual elements, including culture, socioeconomic conditions, infrastructure, and policy contexts, vary by region, hence affecting research outcomes. Johnston et al. (2019) claim that examining data without explicitly considering geographical context may yield erroneous findings, as regional variation influences patterns in health, well-being, education, and organizational behavior.

Table 5

Methods of Gathering Data from Selected Studies

Method of Gathering Data	No. of Studies	Percentage
Survey and Questionnaire	27	84%
Interview and Focus Group Discussion	4	13%

Academic Journals	1	3%
Total	32	100%

Table 5 presents the Methods of data collection used by the researchers in the selected studies. Surveys and questionnaires were the most used methods by researchers to assess employees’ work-life balance, at 84%. Surveys and questionnaires are important research tools because they provide a standardized and efficient way to measure attitudes and behaviors and support the generalization of findings to larger populations (Creswell & Creswell, 2017).

Also, interviews and focus group discussions were the means used by researchers in the selected studies, accounting for 13%. Interviews enable in-depth exploration of individual experiences, while focus group discussions leverage group interaction to reveal shared meanings and social norms (Demirci, 2024; Kitzinger, 1995).

Lastly, academic journals, as a medium for conducting a literature review, are used by researchers to synthesize studies on remote work and work-life balance, with only 3%. Academic journals are a credible source of data in research because they provide peer-reviewed empirical evidence that can be systematically analyzed to synthesize findings and build reliable knowledge (Grant & Booth, 2009).

Table 6
Dimensions Influencing Employees' Work-Life Balance

Categories	No. of Studies	Percentage
Organizational Factors	17	53%
Individual Factors	13	41%
Family Factors	2	6%
Total	32	100%

Note: Table 6 shows three (3) dimensions from sampled articles that influence employees’ work-life balance, including organizational, individual, and family factors.

Organizational Factors

First, for the majority of the reviewed journals that influenced employees’ work-life balance are organizational factors which includes workload, flexible work, remote work, policies and practices, with 53% (Medina-Garrido et al., 2023; Alreshidi & Alsharari, 2021; Charoensukmongkol & Puyod, 2021; Susanto et al., 2022; Soliman, 2023; Shirmohammadi et al., 2022; Oludayo et al., 2018; Gomes et al., 2020; Orešković et al., 2023; Lonska et al., 2021; Palumbo et al., 2020; Omar et al., 2015; Hassan et al., 2024; Suleiman et al., 2019; Ferdous et al., 2021; Laß & Wooden, 2020; and Parakandi and Behery, 2016). A study related to this factor by Bjärntoft et al. (2020) explains that organizations offering flexible work arrangements, influence at work, social support from colleagues, and good leadership behavior are associated with good work-life balance; however, over-commitment and high job demand—high pressures, long hours, or heavy workloads— can decrease employees’ work-life balance.

Individual Factors

Secondly, the next reviewed journal articles that influenced employees’ work-life balance are individual factors that comprise of stress levels, coping strategies, gender expectation, and employee commitment, with 41% (Aruldoss et al., 2020; DeSimone, 2020; Sitompul et al., 2024; Ali et al., 2022; Alnagbi et al., 2025; Rokhim et al., 2025; Yu & Leka, 2022; Inegbedion, 2024; Liu et al., 2021; Kim, 2021; Berisha et al., 2025; Adisa et al., 2022; and Richert-Kazmierska & Stankiewicz, 2016). Linking this factor to a study by Amiruddin (2019) found that time

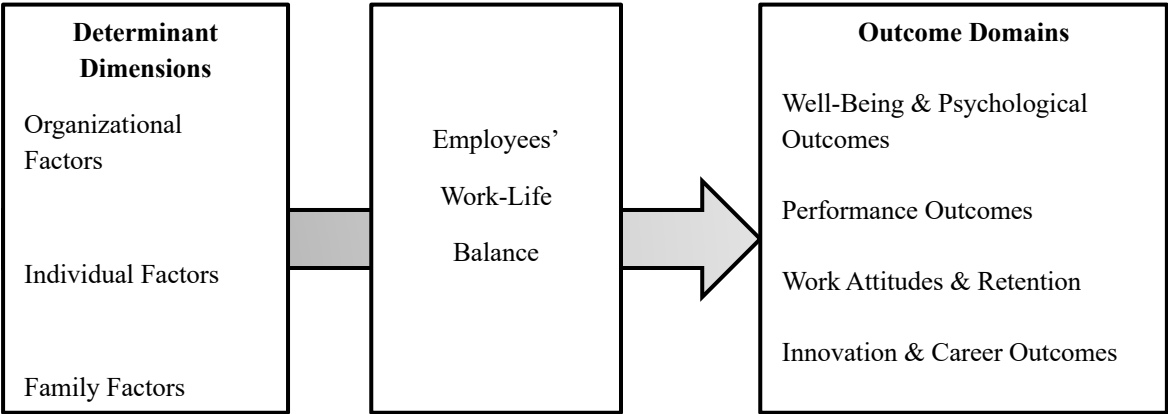
pressure, Workplace-family conflict and role ambiguity had significant effects on work stress in all auditors working in KAP (Public Accounting Firms) in Indonesia.

Family Factors

Lastly, the least-reviewed journal articles that influenced employees’ work-life balance are those on family factors, which cover childcare demands, spousal support, family expectations, and household roles, accounting for 6% (Ugwu et al., 2017; Rony et al., 2023). A similar study by Pátkai Bende (2026) found that this factor was associated with the observation that private organizations have a greater capacity to provide a wider range of family benefits and programs to promote health and well-being than the public sector. On the contrary, the public sector relies on traditional family-friendly measures, focusing more on childcare services and the creation of child-friendly work environments, which are important for supporting employees with young children.

Figure 1

Thematic Synthesis of Employees’ Work-Life Balance



Note: Panel 1 indicates the determinant dimensions. Panel 2 illustrates the focal phenomenon. Panel 3 shows the outcome domain affected by the focal phenomenon.

Figure 1 presents the synthesized framework derived from 32 reviewed studies. The literature indicates that organizational, individual, and family determinants influence employees’ work-life balance, which, in turn, is associated with multiple outcome domains, including well-being, performance, work attitudes, innovation, and work–family interface outcomes.

Outcome Domains

Well-Being & Psychological Outcomes

Well-being and psychological outcomes encompass employees' mental, emotional, and overall health, shaped by the interplay between work and non-work responsibilities, including stress, burnout, and life satisfaction. The literature examined repeatedly indicates that work-life balance is significantly correlated with enhanced psychological well-being. Healthcare research (Alreshidi & Alsharari, 2021; Suleiman et al., 2019; and Kim, 2021), tourism (Medina-Garrido et al., 2023), and corporate sectors (Yu & Leka, 2022; Rokhim et al., 2025; and Ferdous et al., 2021) indicate that balanced work-life situations mitigate stress and burnout while improving emotional well-being. On the other hand, an imbalance between work and life can lead to tiredness, mental pressure, and a lack of energy.

Performance Outcomes

Performance outcomes are the effects of work-life balance on how well employees execute their jobs, how productive they are, and how well the organization does. This aligns with Campbell's (1990) performance paradigm, which described job performance as behaviors that facilitate the achievement of organizational objectives. In corporate (Alnagbi et al., 2025; Parakandi & Behery, 2016), SME (Susanto et al., 2022), and telecommuting contexts (Soliman, 2023; Shirmohammadi et al., 2022), work-life balance was recognized as a factor that enhances job performance and productivity, suggesting that individuals with good work-life balance employ cognitive and emotional resources more effectively in task execution.

Work Attitudes & Retention

Work attitudes are how employees feel about their job and company, including how satisfied, committed, and engaged they are, and whether they plan to stay. A significant number of the examined research indicated that work-life balance positively affects job satisfaction and organizational commitment while reducing turnover intention. Workers who feel more balanced are more emotionally connected to their companies and are more engaged. Across transport (Aruldoss et al., 2020), banking and corporate (Oludayo et al., 2018; Orešković et al., 2023; Ferdous et al., 2021), hospitality (Liu et al., 2021), and education sectors (Inegbedion, 2024; Hassan et al., 2024), work-life balance significantly influenced job satisfaction and organizational commitment, which are strong predictors of employee retention.

Innovation & Career Outcomes

Innovation and career outcomes pertain to employees' ability to engage in creative behaviors, advance their careers, and demonstrate entrepreneurial initiative within organizations. Recent findings indicate that maintaining a work-life balance encourages innovative work behavior and enhances intrapreneurial intention. Employees who have a strong work-life balance seem to be more cognitively and emotionally present, allowing them to engage effectively in creative processes. Research from managerial (Gomes et al., 2020; Berisha et al., 2025; DeSimone, 2020), agribusiness (Sitompul et al., 2024), and multi-industry (Ali et al., 2022) contexts indicates that employees who achieve work-life balance exhibit higher levels of innovative behavior and intrapreneurial intention, probably because of decreased cognitive strain and improved psychological resources.

Work–Family Interface Outcomes

The outcomes of the work–family interface pertain to the reciprocal relationship between work and family spheres, encompassing both conflict and enrichment. Numerous studies have directly investigated work-family conflict, considering it either as an outcome or as a closely related concept to work-life balance. Across healthcare (Rony et al., 2023), banking (Ugwu et al., 2017), public sector (Omar et al., 2015), SME (Richert-Kazmierska & Stankiewicz, 2016), human resource and employee relations (Laß & Wooden, 2020; Lonska et al., 2021), and education (Palumbo et al., 2020; Adisa et al., 2022) contexts, work-life imbalance was closely linked to work–family conflict, suggesting that sectoral demands significantly shape inter-role interference.

Discussion

Employees' work-life balance is influenced by organizational, individual, and family dimensions, which collectively shape critical outcomes for both employees and organizations. Organizational factors such as flexible work arrangements, supportive leadership, and family-friendly policies have been shown to reduce work–family conflict

and enhance organizational commitment (Çivilidağ & Durmaz, 2024). Individual factors, including coping strategies, resilience, and boundary management, determine how effectively employees navigate competing demands, with balanced individuals reporting higher job satisfaction and psychological well-being (Hariri et al., 2024). Family-related responsibilities and support systems play a pivotal role in shaping employees' work-life balance. Strong family networks and family-supportive workplace practices mitigate stress and foster harmony between work and personal life. Recent research shows that family-supportive supervisor behaviors significantly moderate the relationship between work-life balance and job satisfaction, enhancing both employee well-being and performance (Susanto et al., 2022). Similarly, umbrella reviews of family-friendly workplace initiatives — such as parental leave, childcare support, and flexible arrangements—confirm that these policies positively impact employees and their families, strengthening organizational outcomes (Jack et al., 2025).

These dimensions directly influence outcome domains: Well-Being and Psychological, Performance, Work Attitudes and Retention, Innovation and Career, and Work-Family Interface. Employees with stronger work-life balance experience improved psychological health, reduced stress, and greater life satisfaction. Recent evidence confirms that balanced employees report reduced burnout, improved job satisfaction, and stronger mental health outcomes (Tiwari et al., 2025). Earlier studies, such as Kossek and Ozeki (1998), emphasized the negative consequences of work–family conflict, including stress and dissatisfaction. In Performance Outcomes, employees with good work-life balance also show higher productivity, creativity, and reduced absenteeism. This aligns with Çivilidağ and Durmaz (2026), who found that flexible work arrangements and supportive leadership enhance performance outcomes. Earlier research often focused on how imbalance led to performance decline, but contemporary evidence suggests that balance is a driver of innovation and efficiency. For Work Attitudes and Retention, work-life balance significantly affects employee engagement, loyalty, and the likelihood of leaving their jobs. The results demonstrate that supportive organizational cultures enhance retention, aligning with recent data indicating flexible hours, wellness programs, and hybrid work models substantially increase retention intentions (Montaño, 2025). Data-driven assessments indicate that efforts such as childcare support and paid leave reduce turnover rates and enhance long-term employee commitment (Chabbra & Bohara, 2025). Earlier research mostly linked imbalance to unhappiness, but these new ideas stress that balance actively fosters positive attitudes, making it a key part of long-lasting HR practices. In Innovation and Career Outcomes, employees who achieve a strong work-life balance are more likely to pursue skill development, innovative initiatives, and continuous career progression. Recent systematic reviews demonstrate that work-life balance enhances career advancement and organizational sustainability by fostering continuous learning and innovation among individuals (Rashmi & Kataria, 2021). Previous research rarely linked work-life balance to professional outcomes, focusing primarily on immediate well-being. The findings contribute to the existing knowledge by demonstrating that balance is not only protective but also fosters creativity, facilitating career advancement and enhancing organizational strength. Lastly, in Work–Family Interface Outcomes, the results indicate that achieving a balance between professional and family duties reduces conflict between the two sectors, resulting in enhanced harmony and an improved overall quality of life. A recent study suggests that family-supportive supervisory behaviors and organizational flexibility significantly improve work–family interaction, helping employees manage conflicting demands (Susanto et al., 2022). This perspective is anchored in Greenhaus and Powell's (2006) fundamental concept of work–family enrichment, which posits that positive experiences in both domains enhance overall satisfaction.

Conclusion and Recommendation

In conclusion, this research constitutes a systematic literature evaluation of employees' work-life balance from the thirty-two (32) existing studies. This study assessed three distinct dimensions: organizational, individual, and familial issues that affect employees' work-life balance. This literature review also identified the outcomes related to employees' work-life balance, specifically: Well-Being and Psychological, Performance, Work Attitudes &

Retention, Innovation & Career, and Work–Family Interface. When work-life balance is achieved, it leads to positive mental health outcomes such as reduced stress, reduced burnout, and improved well-being. This, in turn, makes employees more resilient and improves their quality of life at work. On the other hand, work-life imbalance often shows itself as mental health problems and a lack of energy. This mental state directly affects how successfully someone performs their job. Employees with a strong work-life balance are more focused, more productive, and better able to maintain high levels of job performance. On the other hand, work-life imbalance makes it harder to focus and work efficiently, which hurts both individual and group production.

Employee retention and job satisfaction are also impacted by work-life balance. Workers who have a healthy work-life balance report being happier, more engaged, and more dedicated to the organization, all of which reduce their likelihood of quitting. But an imbalance can lead to disengagement and unhappiness, which raises the risk of attrition. Personnel with strong work-life balance help with more than just short-term performance and retention; it also helps with innovation and career success. Employees with better limits are more likely to come up with creative solutions to problems, start their own businesses, and advance in their careers. Imbalance, by depleting cognitive and emotional resources, obstructs innovation and constrains professional development. Finally, the work–family interface is closely related to work-life balance, meaning that when companies help people balance their work and family lives, there is less conflict and interference at work.

This study has a few recommendations to promote work-life balance in organizational practice. First, in Flexible Work Arrangements, encourage remote work, flexible schedules, or compressed workweeks to help employees manage personal and professional responsibilities more effectively. Second, for employees' mental health, provide access to counseling, stress management programs, and wellness initiatives to reduce burnout and enhance psychological well-being. Third, for the Culture Balance, train leaders to model healthy boundaries, discourage overwork, and recognize the importance of rest and recovery as drivers of sustainable performance. Fourth, in Enhancing Employee Engagement, align recognition systems, career development opportunities, and participatory decision-making with employees' needs to reinforce satisfaction and commitment. Fifth, for the Innovation part, create space for creativity by reducing excessive workloads and supporting intrapreneurship initiatives, ensuring employees have the mental capacity to innovate. Sixth, in the Work–Family Integration, private companies or even in the public sector can offer family-friendly policies such as parental leave, childcare support, and family-inclusive events to reduce work–family conflict and strengthen reconciliation. The seventh and last recommendation is to monitor and Evaluate Continuously, use surveys and feedback mechanisms to track employees' perceptions of work-life balance, and adjust policies accordingly to ensure responsiveness to evolving needs.

Organizations can stop treating work-life balance as a "perk" and start seeing it as an essential benefit by incorporating these recommendations into their strategies. Building long-term organizational resilience by doing so not only protects employee welfare but also improves performance, retention, creativity, and harmony across the work-family interface.

References

- Adisa, T. A., Antonacopoulou, E., Beauregard, T. A., Dickmann, M., & Adekoya, O. D. (2022). Exploring the Impact of COVID-19 on Employees' Boundary Management and Work–Life Balance. *British Journal of Management*, 33(4), 1694–1709. <https://doi.org/10.1111/1467-8551.12643>
- Ali, H., Li, M., & Qiu, X. (2022). Employee Engagement and Innovative Work Behavior Among Chinese Millennials: Mediating and Moderating Role of Work-Life Balance and Psychological Empowerment. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.942580>
- Alnagbi, M. A., Aldabbas, H., Gernal, L., Elamin, A. M., & Ahmed, A. Z. E. (2025). Work engagement and individual work performance in the UAE: the mediating role of work-life balance. *Frontiers in Sociology*, 10.

<https://doi.org/10.3389/fsoc.2025.1567207>

- Alreshidi, N. M., & Alsharari, A. F. (2021). Work-life balance of expatriate nurses working in acute care settings. *Nursing Open*, 8(6), 3201–3211. <https://doi.org/10.1002/nop2.1033>
- Amiruddin, A. (2019). Mediating effect of work stress on the influence of time pressure, work–family conflict and role ambiguity on audit quality reduction behavior. *International Journal of Law and Management*, 61(2), 434–454. <https://doi.org/10.1108/ijlma-09-2017-0223>
- Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2020). The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, 18(1), 36–62. <https://doi.org/10.1108/jamr-05-2020-0082>
- Bellmann, L., & Hübler, O. (2020). Working from home, job satisfaction and work–life balance – robust or heterogeneous links? *International Journal of Manpower*, 42(3), 424–441. <https://doi.org/10.1108/ijm-10-2019-0458>
- Berisha, G., Lajçi, R., Caputo, A., & Krasniqi, B. A. (2025). Enhancing managerial intrapreneurship: investigating the influence of psychological capital, well-being and work–life balance. *International Journal of Entrepreneurial Behavior & Research*, 31(11), 336–358. <https://doi.org/10.1108/ijebr-02-2024-0095>
- Bjärntoft, S., Hallman, D. M., Mathiassen, S. E., Larsson, J., & Jahncke, H. (2020). Occupational and Individual Determinants of Work-life Balance among Office Workers with Flexible Work Arrangements. *International Journal of Environmental Research and Public Health*, 17(4), 1418. <https://doi.org/10.3390/ijerph17041418>
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., pp. 687–732). Consulting Psychologists Press.
- Chabbra, A., & Bohara, S. (2025). The Impact of Work-Life Balance Initiatives on Employee Retention: A Data-Driven Analysis of Workforce Sustainability. *International Journal of Research Publication and Reviews*, 6(3), 3666–3674. <https://doi.org/10.55248/gengpi.6.0325.11147>
- Charoensukmongkol, P., & Puyod, J. V. (2021). Influence of transformational leadership on role ambiguity and work–life balance of Filipino University employees during COVID-19: does employee involvement matter? *International Journal of Leadership in Education*, 27(2), 429–448. <https://doi.org/10.1080/13603124.2021.1882701>
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Dayrit, J. S., & Lacap, J. P. (2020). The Influence of Work life balance on Employee engagement among workers in Pampanga. Philippines: A Structural Equation Modelling Approach. *International Journal of Psychosocial Rehabilitation*, 24(4), 3095-3112.
- Gatrell, C. J., Burnett, S. B., Cooper, C. L., & Sparrow, P. (2013). Work–life balance and parenthood: A comparative review of definitions, equity and enrichment. *International Journal of management reviews*, 15(3), 300-316.
- Hassan, Z., Ali, A., & Imran, M. (2024). Influence of Workload and Level of Stress on Work Life Balance, Organizational Commitment and Performance among the Employees in Higher Education Context of Maldives. *Journal Of Economics And Business Management*, 3(12), 15-30.
- Oludayo, O. A., Falola, H. O., Obianuju, A., & Demilade, F. (2018). Work-life balance initiative as a predictor of employees' behavioural outcomes. *Academy of Strategic Management Journal*, 17(1), 1-17.
- Omar, M. K., Mohd, I. H., & Ariffin, M. S. (2015). Workload, role conflict and work-life balance among employees of an enforcement agency in Malaysia. *International journal of business, economics and law*, 8(2), 52-57.
- Sitompul, P., Soelistya, D., Simanihuruk, P., Purwati, T., & Efendi, E. (2024). Impact of work-Life balance and work engagement on innovative work behavior. *International Journal of Supply and Operations Management*, 11(4), 448-461.

- Çivilidağ, A., & Durmaz, Ş. (2024). Examining the relationship between flexible working arrangements and employee performance: A mini review. *Frontiers in Psychology*, 15(15). <https://doi.org/10.3389/fpsyg.2024.1398309>
- Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155–159. <https://doi.org/10.1037/0033-2909.112.1.155>
- Demirci, J. (2023). About Research: Conducting Better Qualitative Interviews. *Journal of Human Lactation*, 40(1), 21–24. <https://doi.org/10.1177/08903344231213651>
- DeSimone, K. (2020). Beyond gender: reconceptualizing understandings of work–life balance and the extreme work model for 21st-century high-potential top earners. *Journal of Organizational Change Management*, 33(6), 1071–1084. <https://doi.org/10.1108/jocm-02-2020-0042>
- Ernst Kossek, E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139–149. <https://doi.org/10.1037/0021-9010.83.2.139>
- Evangelista, S. (2021). Significant Difference on the Degree of Work life Balance in the Case of Cruise Ships Employees in the Philippines. *Asia Pacific Journal of Management and Sustainable Development*, 9(1), 2782–8557.
- Ferdous, T., Ali, M., & French, E. (2021). Use of flexible work practices and employee outcomes: the role of work–life balance and employee age. *Journal of Management & Organization*, 29(5), 833–853. <https://doi.org/10.1017/jmo.2020.44>
- Garfield, E. (2006). The History and Meaning of the Journal Impact Factor. *JAMA*, 295(1), 90. <https://doi.org/10.1001/jama.295.1.90>
- George, T. (2024, January 12). *Primary Research | Definition, Types, & Examples*. Scribbr. <https://www.scribbr.com/methodology/primary-research/>
- Gomes, G., Seman, L. O., & De Montreuil Carmona, L. J. (2020). Service innovation through transformational leadership, work-life balance, and organisational learning capability. *Technology Analysis & Strategic Management*, 33(4), 365–378. <https://doi.org/10.1080/09537325.2020.1814953>
- Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work–Life Balance: Weighing the Importance of Work–Family and Work–Health Balance. *International Journal of Environmental Research and Public Health*, 17(3), 907. <https://doi.org/10.3390/ijerph17030907>
- Grant, M. J., & Booth, A. (2009). A typology of reviews: an analysis of 14 review types and associated methodologies. *Health Information & Libraries Journal*, 26(2), 91–108. <https://doi.org/10.1111/j.1471-1842.2009.00848.x>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, 10(1), 76–88. <https://doi.org/10.2307/258214>
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531. [https://doi.org/10.1016/s0001-8791\(02\)00042-8](https://doi.org/10.1016/s0001-8791(02)00042-8)
- Greenhaus, J. H., & Powell, G. N. (2006). When Work And Family Are Allies: A Theory Of Work-Family Enrichment. *Academy of Management Review*, 31(1), 72–92. <https://doi.org/10.5465/amr.2006.19379625>
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373. <https://doi.org/10.1016/j.jvb.2014.08.010>
- Hariri, N. I. M., Othman, W. N. W., Anuar, S. B. A., Lin, T. Y., & Zainudin, Z. N. (2024). Effect of Work-Life Balance on Employees’ Well-Being. *Open Journal of Social Sciences*, 12(12), 705–718. <https://doi.org/10.4236/jss.2024.1212044>
- Hassan, M. (2024, March 26). *Primary Data - Types and Methods*. Research Method. <https://researchmethod.net/primary-data/>
- Inegbedion, H. E. (2024). Work-life balance and employee commitment: mediating effect of job satisfaction.

Frontiers in Psychology, 15. <https://doi.org/10.3389/fpsyg.2024.1349555>

- Jack, M. M., Baird, M., & Hill, E. (2025). The impact of firm-level work and family initiatives on organizational outcomes, employees and their families: an umbrella review. *Community, Work & Family*, 1–60. <https://doi.org/10.1080/13668803.2025.2563055>
- Johnston, M. P. (2014). Secondary data analysis: A method of which the time has come. *Qualitative and quantitative methods in libraries*, 3(3), 619-626.
- Johnston, R., Jones, K., & Manley, D. (2019). Why geography matters. *Significance*, 16(1), 32–37. <https://doi.org/10.1111/j.1740-9713.2019.01234.x>
- Kalliath, T., & Brough, P. (2008). Work-Life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323–327. <https://doi.org/10.5172/jmo.837.14.3.323>
- Kelly, M. M., Peters, T. M., & Farber, J. S. (2024). Secondary data analysis: Using existing data to answer new questions. *Journal of Pediatric Health Care*, 38(4), 615–618. ScienceDirect. <https://doi.org/10.1016/j.pedhc.2024.03.005>
- Kim, T. G. (2021). A Study on Work Intensity, Work-Life Balance, and Burnout among Korean Neurosurgeons after the Enactment of the Special Act on Korean Medical Residents. *Journal of Korean Neurosurgical Society*, 64(4), 644–664. <https://doi.org/10.3340/jkns.2020.0233>
- Kitchenham, B., & Charters, S. (2007). Source: “Guidelines for performing Systematic Literature Reviews in SE”, Kitchenham et al., 2007 *Guidelines for performing Systematic Literature Reviews in Software Engineering*.
- Kitchenham, B., Pearl Brereton, O., Budgen, D., Turner, M., Bailey, J., & Linkman, S. (2009). Systematic literature reviews in software engineering – A systematic literature review. *Information and Software Technology*, 51(1), 7–15. <https://doi.org/10.1016/j.infsof.2008.09.009>
- Kitzinger, J. (1995). Qualitative Research: Introducing Focus Groups. *BMJ*, 311(7000), 299–302. <https://doi.org/10.1136/bmj.311.7000.299>
- Laß, I., & Wooden, M. (2020). Temporary employment and work-life balance in Australia. *Journal of Family Research*, 32(2), 214–248. <https://doi.org/10.20377/jfr-357>
- Lit Bagnes, B. (2021). Flexible Work Arrangement, Work-Life Balance, and Social Engagement of Filipino Virtual Home-Based Workers: A Basis for Organizational Improvement. *Asia Pacific Journal of Academic Research in Business Administration*, 7(1), 87–94.
- Liu, T., Gao, J., Zhu, M., & Jin, S. (2021). Women’s Work-Life Balance in Hospitality: Examining Its Impact on Organizational Commitment. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.625550>
- Lonska, J., Mietule, I., Litavniece, L., Arbidane, I., Vanadzins, I., Matisane, L., & Paegle, L. (2021). Work-Life Balance of the Employed Population During the Emergency Situation of COVID-19 in Latvia. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.682459>
- Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Bogren, M. (2023). Organizational support for work-family life balance as an antecedent to the well-being of tourism employees in Spain. *Journal of Hospitality and Tourism Management*, 57, 117–129. <https://doi.org/10.1016/j.jhtm.2023.08.018>
- Mišíková, N., & Joniaková, Z. (2025). A Systematic Review of Theory on the Work-Life Balance of Employees in Enterprises. *Lecture Notes on Data Engineering and Communications Technologies*, 289–301. https://doi.org/10.1007/978-3-031-89718-4_23
- Montaño, W. J. N. (2025). Examining the Influence of Work-life Balance Initiatives on Employee Retention: A Comprehensive Literature Review. *Journal of Economics, Management and Trade*, 31(4), 51–62. <https://doi.org/10.9734/jemt/2025/v31i41283>
- Oluchukwu, M. J. (2024). *Work-Life Balance: A Critical Analysis of Its Impact on Employee Performance and Job Satisfaction*. www.ijhssm.org ; International Journal of Humanities Social Science and Management (IJHSSM).
- Orešković, T., Milošević, M., Košir, B. K., Horvat, D., Glavaš, T., Sadarić, A., Knoop, C.-I., & Orešković, S. (2023). Associations of working from home with job satisfaction, work-life balance, and working-model

- preferences. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1258750>
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., & McGuinness, L. A. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *BMJ*, n71. <https://doi.org/10.1136/bmj.n71>
- Palumbo, R., Manna, R., & Cavallone, M. (2020). Beware of side effects on quality! Investigating the implications of home working on work-life balance in educational services. *The TQM Journal*, 33(4), 915–929. <https://doi.org/10.1108/tqm-05-2020-0120>
- Parakandi, M., & Behery, M. (2016). Sustainable human resources: Examining the status of organizational work–life balance practices in the United Arab Emirates. *Renewable and Sustainable Energy Reviews*, 55, 1370–1379. <https://doi.org/10.1016/j.rser.2015.07.095>
- Pátkai Bende, A. (2026). Family-friendly workplaces in the public and private sectors. *International Journal of Organizational Analysis*, 34(12), 33–52. <https://doi.org/10.1108/ijoa-07-2025-5721>
- Rashmi, K., & Kataria, A. (2021). Work–life balance: a systematic literature review and bibliometric analysis. *International Journal of Sociology and Social Policy*. <https://doi.org/10.1108/ijssp-06-2021-0145>
- Richert-Kaźmierska, A., & Stankiewicz, K. (2016). Work–life balance: Does age matter? *Work*, 55(3), 679–688. <https://doi.org/10.3233/wor-162435>
- Rokhim, R., Takwin, B., Basrowi, R. W., Soemarko, D. S., Rahadian, A., Ekowati, M., Samah, K., & Moeloek, N. D. F. (2025). Fatigue and lack of vigor’s as a frequent work stress among financial workers in Indonesia. *Frontiers in Public Health*, 13. <https://doi.org/10.3389/fpubh.2025.1563563>
- Rony, M. K. K., Md. Numan, S., & Alamgir, H. M. (2023). The association between work-life imbalance, employees’ unhappiness, work’s impact on family, and family impacts on work among nurses: A Cross-sectional Study. *Informatics in Medicine Unlocked*, 38, 101226. <https://doi.org/10.1016/j.imu.2023.101226>
- Setiyorini, M., Ahman, E., & Anggraini, A. Y. (2025). Systematic Literature Review of Work-life Balance. *Advances in Economics, Business and Management Research*, 786–792. https://doi.org/10.2991/978-94-6463-817-2_92
- Shirmohammadi, M., Au, W. C., & Beigi, M. (2022). Remote work and work-life balance: Lessons learned from the covid-19 pandemic and suggestions for HRD practitioners. *Human Resource Development International*, 25(2), 163–181. <https://doi.org/10.1080/13678868.2022.2047380>
- Soliman, E. R. (2023). Work Environment, Work-Life Balance, Job Attitudes And Productivity of Telecommuting Employees in the Philippines. *International Journal of Progressive Research in Engineering Management and Science*. <https://doi.org/10.58257/ijprems30806>
- Suleiman, K., Hijazi, Z., Al Kalaldehy, M., & Abu Sharour, L. (2019). Quality of nursing work life and related factors among emergency nurses in Jordan. *Journal of Occupational Health*, 61(5), 398–406. <https://doi.org/10.1002/1348-9585.12068>
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.906876>
- Tiwari, N., Gohain, K., Kedia, R., & Jain, D. (2025). Balancing Work and Life: A Key to Employee Performance and Well-Being. *International Journal for Multidisciplinary Research*, 7(4). <https://doi.org/10.36948/ijfmr.2025.v07i04.54804>
- Ugwu, F. O., Amazue, L. O., & Onyedire, N. G. (2017). Work-family life balance in a Nigerian banking sector setting. *Cogent Psychology*, 4(1), 1290402. <https://doi.org/10.1080/23311908.2017.1290402>
- Waworuntu, E. C., Kainde, S. J., & Mandagi, D. W. (2022). Work-life balance, job satisfaction and performance among millennial and Gen Z employees: a systematic review. *Society*, 10(2), 384-398.
- Wong, K., Chan, A. H. S., & Teh, P.-L. (2020). How Is Work–Life Balance Arrangement Associated with Organisational Performance? A Meta-Analysis. *International Journal of Environmental Research and Public*

Health, 17(12), 4446. <https://doi.org/10.3390/ijerph17124446>

Xiao, Y., & Watson, M. (2019). Guidance on Conducting a Systematic Literature Review. *Journal of Planning Education and Research*, 39(1), 93–112. Sagepub. <https://doi.org/10.1177/0739456X17723971>

Yu, J., & Leka, S. (2022). Where is the limit for overtime? Impacts of overtime on employees' mental health and potential solutions: A qualitative study in China. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.976723>