

Mapping Work–Life Integration and Employee Performance Research

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ABSTRACT

Purpose: Work–life integration (WLI) is increasingly critical for enhancing employee performance, job satisfaction, engagement, and organizational commitment. However, research on WLI is fragmented across disciplines, limiting a holistic understanding of trends, key contributors, and thematic focus.

Methodology: This study conducted a bibliometric and factorial analysis of research on WLI and employee performance from 2006 to 2026. Data were collected from major HRM and organizational behavior publications.

Results & Analysis: Findings indicate steady growth in publications, with early studies highly cited despite low output. The International Journal of Human Resource Management emerged as the core journal, while authors like Croon M, De Menezes, and Van Veldhoven M significantly shaped the field. Leading institutions included Florida International University and Tilburg University, with the UK, Netherlands, and US dominating citations. Keyword and thematic analyses revealed clusters on WLI outcomes, employee performance, HR practices, and supportive resources. Factorial analysis showed performance arises from interactions among leadership, engagement, structural, and technological factors, highlighting a systemic perspective.

Originality / Value: This study reveals how leadership, engagement, structural flexibility, and technology interact to drive employee performance, while mapping global contributors and identifying critical gaps in moderating mechanisms, long-term outcomes, and integrated HRM strategies for future research.

Type of Paper: Review Paper.

Keywords: Employee, Integration, Organization, Performance, Work–Life

1. INTRODUCTION :

Work–life integration is a contemporary concept that emphasizes the seamless blending of work and personal life responsibilities, rather than maintaining a strict separation between the two (Mahat & Aithal, (2022). [1]; Nor Sham et al. (2024). [2]). It recognizes that in today’s dynamic and technology-driven environment, employees often move back and forth between their professional and personal roles throughout the day. Instead of viewing work and life as competing priorities, work–life integration treats them as interconnected domains that can be aligned with individual needs, values, and life stages (Domagalska-Grędyś & Sroka, (2025). [3]). This approach allows individuals to allocate their time and energy more fluidly, responding to both work demands and personal commitments in a manner that feels manageable and meaningful.

This concept has gained prominence owing to rapid advancements in information and communication technologies, the growth of remote and hybrid work models, and changing employee expectations (Prajuli et al. (2022). [4]). Digital tools enable employees to work from various locations and at flexible times, making it possible to attend to personal responsibilities, such as family care, education, or health needs, while still fulfilling professional obligations (Knoll et al. (2022).[5]). Consequently, work is no longer confined to a fixed workplace or schedule. Thus, work–life integration reflects the reality of

modern work arrangements, where boundaries are more permeable and individuals have greater autonomy over how they organize their daily activities.

From an employee perspective, effective work–life integration is associated with higher job satisfaction, motivation, and overall well-being (Mahat & Aithal, (2022). [6]). Greater flexibility in integrating work with personal life reduces role conflict and enhances individuals’ perceived control over their schedules, which can lower stress levels, improve mental health, and increase work engagement. However, successful integration requires strong self-management skills, clear prioritization, and the ability to establish boundaries to prevent work from encroaching excessively on personal life (Weiss & Ortlieb, (2025). [7]).

For organizations, work–life integration represents a strategic human resource practice that supports employee retention, productivity, and performance. Organizations can promote integration through flexible work policies, supportive leadership, results-oriented performance management, and cultures that emphasize trust and accountability (Avrillia et al. (2025). [8]). At the same time, employers must remain alert to potential risks, such as constant connectivity and employee burnout. As such, effective work–life integration depends on shared responsibility, with both organizations and employees contributing to a sustainable balance between flexibility and well-being (Dumitriu et al. (2025). [9]).

Employee performance refers to the extent to which employees effectively fulfill their job responsibilities and contribute to organizational goals through the quality, quantity, and timeliness of their work (Vuong & Nguyen, (2022). [10]). It includes task performance such as meeting targets, completing assignments, and maintaining accuracy as well as contextual performance, which involves teamwork, adaptability, initiative, and commitment to organizational values (Ali & Siddiqui, 2023 [11]). High levels of employee performance reflect the efficient application of skills, knowledge, and motivation and are shaped by factors including ability, work environment, leadership, rewards, and psychological well-being (Mamun & Khan, (2020). [12]).

Work–life integration is closely linked to employee performance because it directly influences employees’ energy, focus, and motivation at work. When employees are able to integrate work and personal roles effectively, they experience lower stress, reduced work–family conflict, and greater emotional stability (Obrenovic et al. (2020). [13]). These positive psychological conditions enhance concentration, creativity, and decision-making, resulting in higher quality output and improved productivity. Flexible work arrangements also allow employees to perform tasks during their most productive periods, further supporting performance outcomes (Lee et al. (2024). [14]; Crooney et al. (2025). [15]).

Furthermore, work–life integration fosters favorable work attitudes, including job satisfaction, organizational commitment, and employee engagement, which are key drivers of performance. Employees who perceive organizational support in managing professional and personal responsibilities are more likely to reciprocate through increased effort, loyalty, and discretionary behaviors (Jing & Yan, 2022 [16]). This relationship aligns with social exchange theory, which posits that supportive organizational practices encourage employees to respond with enhanced performance as part of a positive reciprocal exchange (Rajâa & Mekkaoui, (2025). [17]).

Nevertheless, the impact of work–life integration on employee performance depends on how effectively it is managed. While flexibility and autonomy can enhance performance, excessive integration without clear boundaries may result in overwork, fatigue, and burnout, ultimately diminishing employee outcomes (Kim & Chon, (2022). [18]; Kossek et al. (2023). [19]). Therefore, organizations must design policies and cultivate cultures that promote healthy integration supporting flexibility while respecting personal time to ensure that work–life integration remains a sustainable driver of employee performance (Bello et al. (2024). [20]).

Research on work–life integration and employee performance using bibliometric analysis is particularly significant because it provides a systematic and quantitative overview of the evolution, structure, and intellectual foundations of this growing field. With flexible work arrangements, digitalization, and changing employee expectations, research on work–life integration has expanded across multiple disciplines, resulting in a fragmented literature that is difficult to synthesize through traditional review methods. Bibliometric analysis addresses this challenge by identifying publication trends, influential authors, leading journals, dominant theories, and emerging themes related to the effects of work–life integration on employee performance. It also highlights research gaps and future directions, enabling scholars to undertake more focused and theoretically grounded studies.

2. RESEARCH OBJECTIVES :

- (1) To identify the years and publications that have had the most significant scholarly impact on work–life integration and employee performance, as measured by citations, and to understand the associated research trends.
- (2) To determine the primary journals that serve as outlets for research in this field and assess their influence on the scholarly discourse in HRM.
- (3) To identify the most influential authors and examine how their contributions have shaped the development of research on work–life integration and employee performance.
- (4) To evaluate the contributions of academic and research institutions to this field.
- (5) To analyze the leading countries in research output and citation impact on work–life integration and employee performance.
- (6) To trace key foundational studies over time and explore how older works have influenced contemporary HRM and organizational behavior research.
- (7) To identify the most frequently occurring terms in the literature and understand the main focus areas of research on work–life integration and employee performance.
- (8) To reveal thematic clusters and research gaps, particularly linking personal, organizational, psychological, and structural aspects of work–life integration.
- (9) To classify research themes as motor, niche, basic, or emerging, and evaluate how they inform future research priorities.
- (10) To examine the evolution of research themes from foundational concepts (2006–2017) to emerging topics (2023–2026) in HRM and organizational studies.
- (11) To assess clusters of organizational variables that provide the strongest explanatory power for employee performance outcomes.

3. RESEARCH METHODOLOGY :

This study employs a bibliometric analysis to examine the research trends and intellectual structure of studies on work–life integration and employee performance. Bibliometric analysis is a quantitative method that systematically evaluates large volumes of academic literature to identify publication patterns, influential authors, journals, and research hotspots.

3.1 Data Collection:

The dataset was collected on 2026, from the Web of Science (WoS) Core Collection, a leading bibliographic database that indexes high-quality scholarly literature. The initial search using keywords “work–life integration” and “employee performance” yielded 248 records. The dataset was refined by applying the following criteria: publication years from 2006 to 2025, resulting in 238 records; document types restricted to articles and proceedings, resulting in 222 records; WoS category limited to Management, resulting in 100 records; and language restricted to English only, leading to a final sample of 99 publications suitable for analysis.

3.2 Main Data Characteristics:

The dataset spans 2006–2026, covering 59 sources including journals and conference proceedings. The annual growth rate of publications is 3.53%, with an average document age of 7.4 years and an average citation per document of 53.76, reflecting the relevance and impact of the research. The 99 documents collectively cite 6,108 references. The study includes 312 authors, with 8 single-authored documents. On average, there are 3.22 co-authors per document, and 37.37% of publications involve international collaborations. Regarding document types, 86 are articles, 6 articles with early access, and 7 proceedings papers. The dataset includes 392 Keywords Plus and 407 author-specified keywords, providing insights into the main research themes.

3.3 Data Analysis:

The bibliometric data were analyzed to identify annual publication trends, leading authors, influential journals, most cited papers, keyword co-occurrence, and collaboration networks among authors, institutions, and countries. Visualization and mapping techniques were employed to detect research hotspots and emerging themes in the field. Tools such as VOSviewer and Biblioshiny (R-package) were

used to perform network analysis, cluster detection, and graphical representation of relationships among publications.

3.4 Ethical Considerations:

This research is based solely on secondary data collected from existing publications. It does not involve human participants, and all analyses were conducted in accordance with established ethical guidelines for bibliometric studies.

4. RESULT :

This section presents the detailed results corresponding to the nine research objectives, providing a comprehensive overview of trends, patterns, and thematic developments in work–life integration and employee performance.

4.1 Annual Scientific Production and Citation Analysis:

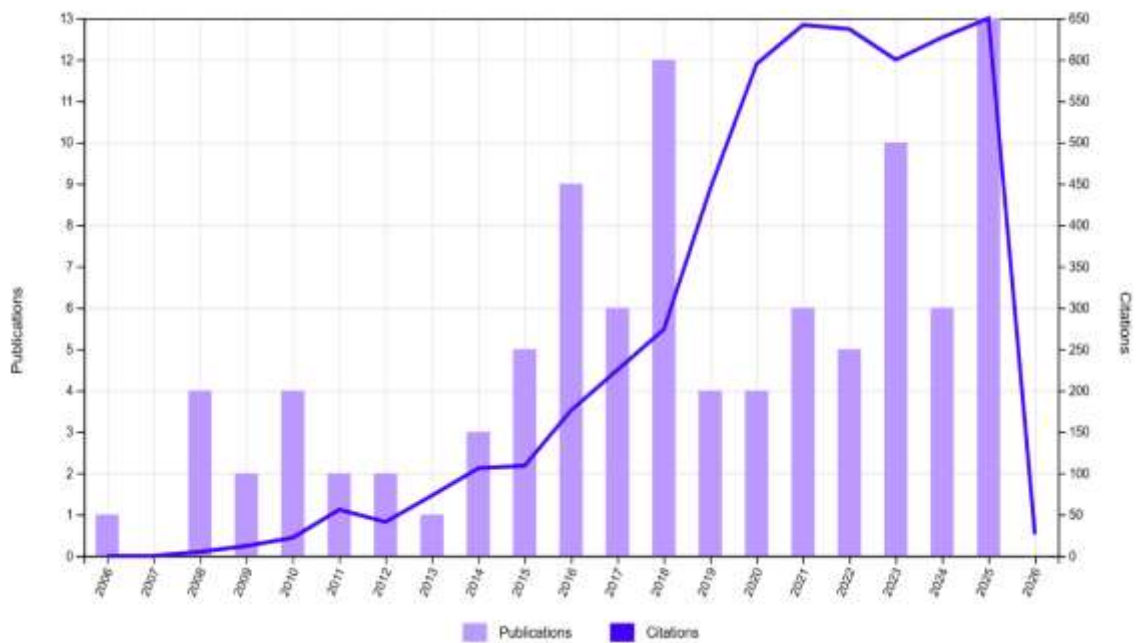
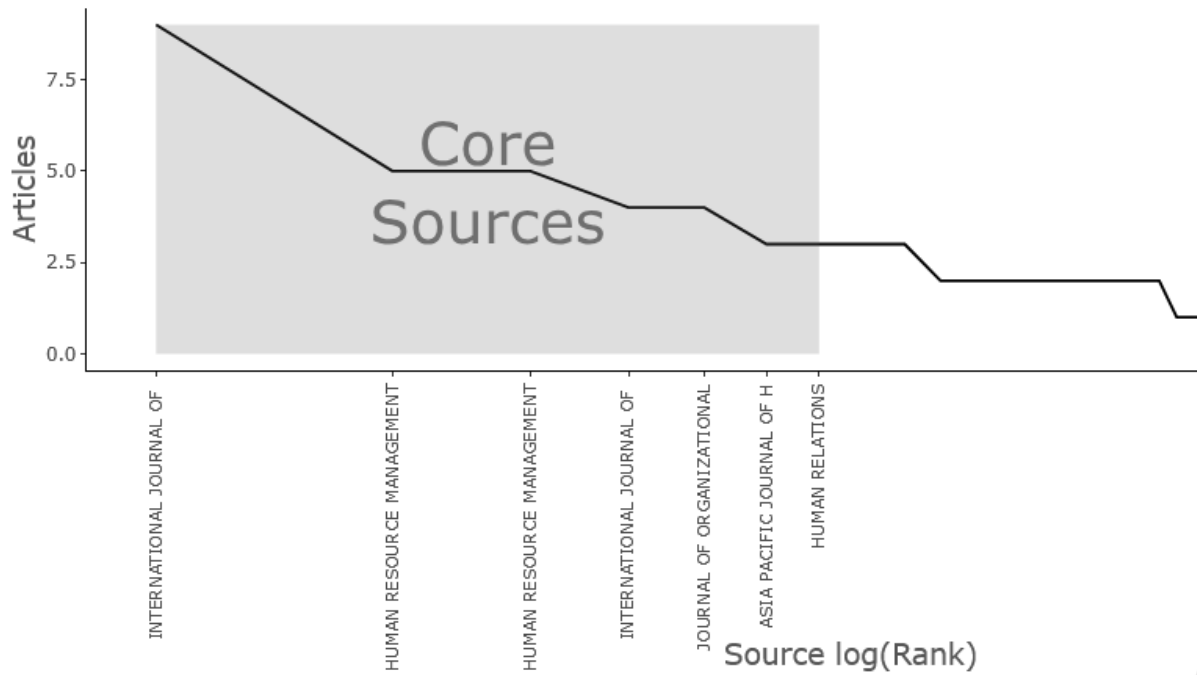


Fig. 1: Annual Scientific Production and Citation Analysis

The analysis of annual scientific production shows a gradual increase in research on work–life integration and employee performance over the period from 2006 to 2016. The earliest publication appeared in 2006 with 1 article, followed by fluctuating but generally increasing output, peaking in 2016 with 9 articles. Some years, such as 2007, recorded no publications, indicating an initial low research activity in this area. Despite the modest number of publications in the early years, citation analysis reveals that these articles had a substantial impact. For example, the single 2006 article received 20 total citations, averaging 0.95 citations per year, while articles published in 2008 (4 articles) achieved a total of 542 citations, with an average of 7.13 citations per year. Similarly, 2009 (2 articles) had a remarkable average of 13 citations per year per article, reflecting the high relevance of research during that period. Overall, the average citations per year across publications indicate that even with relatively low annual outputs in some years, the field has produced highly influential work, highlighting both the growing interest and the scholarly impact of studies on work–life integration and employee performance.

4.2 Core Sources by Bradford's Law:



Fig, 2: Bradford's Law

The analysis of core sources using Bradford’s Law identifies the most influential journals contributing to research on work–life integration and employee performance. The International Journal of Human Resource Management emerges as the leading source with 9 publications, followed by Human Resource Management and Human Resource Management Journal, each contributing 5 articles. Other notable journals include the International Journal of Organizational Analysis and the Journal of Organizational Behavior, with 4 publications each, and several journals such as the Asia Pacific Journal of Human Resources, Human Relations, Human Resource Development International, and the Journal of Management & Organization, each contributing 3 articles. The Baltic Journal of Management accounts for 2 publications. These findings indicate a concentration of research in a few core journals, reflecting their central role in disseminating knowledge in human resource management and organizational behavior, particularly in the areas of employee performance and work–life integration. Identifying these core sources is valuable for researchers as it highlights high-impact outlets for future studies and provides a reliable foundation for literature reviews and citation analysis.

4.3 Most Local Cited Authors:

Table 1: Most Local Cited Authors

Author	Local Citations	Author	Local Citations
CROON M	4	WINGERDEN P	3
DE MENEZES	4	DUNDON T	2
LILIAN M. LM	4	HEFFERNAN M	2
VAN VELDHOVEN M	4	ADEKOYA OD	1
WOOD S	4	ADISA TA	1
BAKKER AB	3	ALEXANDRA A	1
DE LANGE AH	3	ALFES K	1
DERKS D	3	ANTONACOPOULOU E	1
DIKKERS JSE	3	AREVSHATIAN L	1

JANSEN PGW	3	BAILEY	1
KOOIJ DTAM	3	BAL PM	1
PETERS P	3	BEAUREGARD T	1
VAN	3		

The analysis of local citations identifies the authors whose work has been most frequently cited within the selected dataset on work–life integration and employee performance, reflecting their influence on the development of the field. Among the top contributors, Croon M, De Menezes, Lilian M. LM, Van Veldhoven M, and Wood S each received 4 local citations, indicating a high level of impact within the selected publications. Several authors, including Bakker AB, De Lange AH, Derks D, Dijkers JSE, Jansen PGW, Kooij DTAM, Peters P, Van, and Wingerden P, received 3 local citations, demonstrating notable influence in shaping research themes. Additional contributors such as Dundon T and Heffernan M received 2 citations, while other authors, including Adekoya OD, Adisa TA, Alfes K, and others received 1 citation each. This distribution highlights that while a core group of authors significantly shapes the scholarly conversation, the field also draws on diverse perspectives. Recognizing these locally cited authors is important for understanding the foundational research driving current studies and for identifying key scholars whose work can guide future research in work–life integration and employee performance.

4.4 Most Relevant Affiliations:

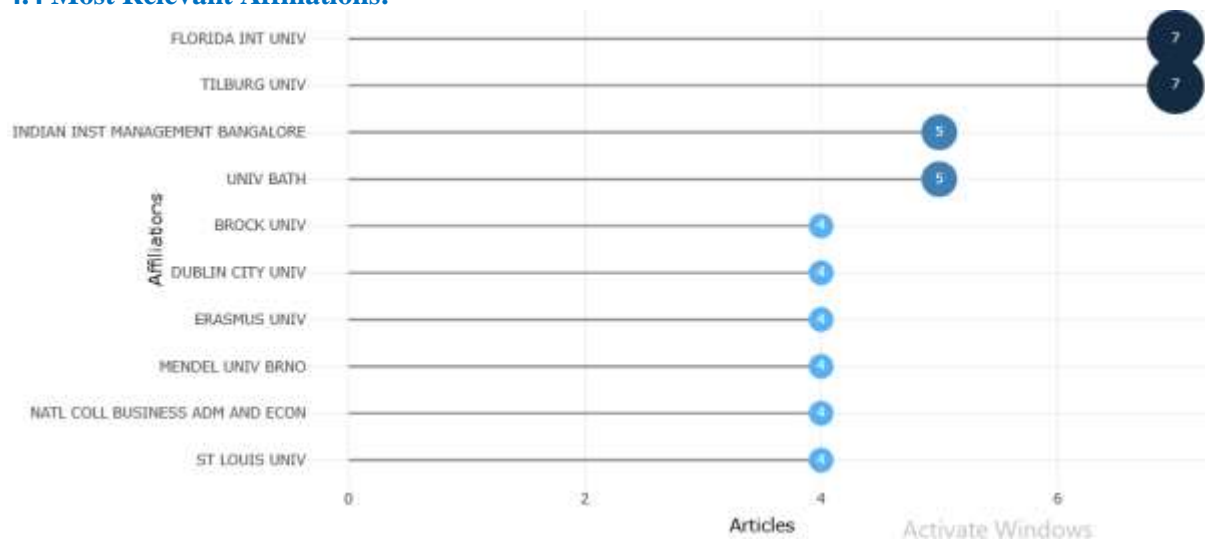


Fig. 3: Most Relevant Affiliations

The analysis of institutional affiliations reveals the universities and research centers that have made the most significant contributions to the field of work–life integration and employee performance. Florida International University and Tilburg University lead the dataset, each contributing 7 publications, indicating their prominent role in advancing research in this area. Other highly productive institutions include the Indian Institute of Management Bangalore and University of Bath, each with 5 articles, followed by Brock University, Dublin City University, Erasmus University, Mendel University Brno, National College of Business Administration and Economics, and St. Louis University, each contributing 4 publications. These results highlight a concentration of research activity within a select group of institutions, suggesting that these universities are influential hubs for scholarly work on employee performance and work–life integration. Recognizing the most relevant affiliations provides insight into where expertise is concentrated and identifies potential sources of collaboration and high-quality research outputs for future studies.

4.5 Most Cited Countries:

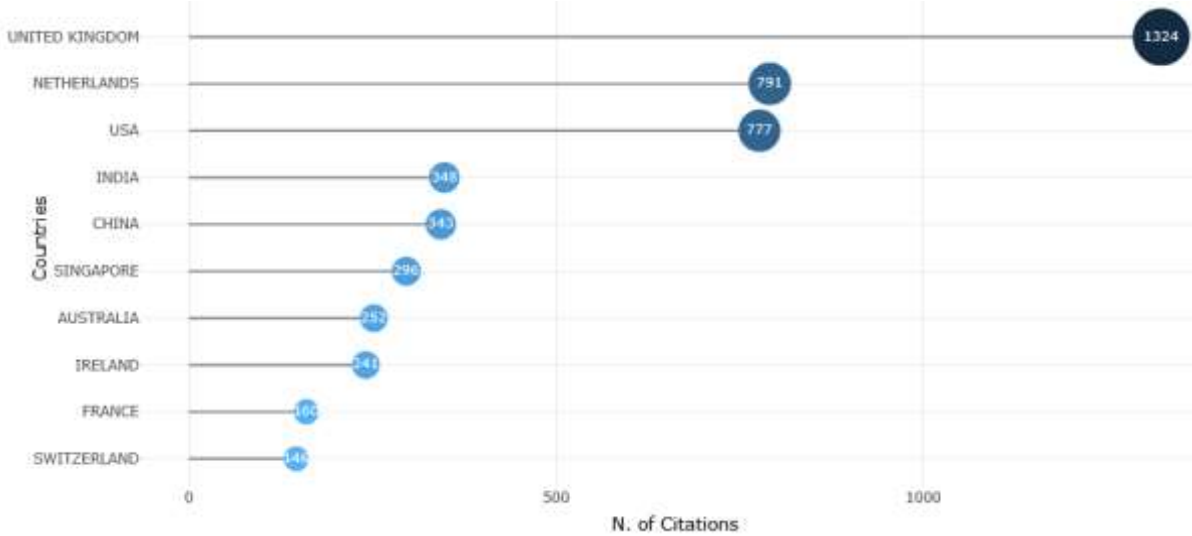


Fig. 4: Most Cited Countries

The bibliometric analysis of country contributions highlights the geographic distribution and impact of research on work–life integration and employee performance. The United Kingdom emerges as the most influential country, with a total of 1,324 citations and an average of 165.5 citations per article, reflecting high-quality and impactful research. The Netherlands follows with 791 total citations and the highest average article citation of 197.8, indicating that even with fewer publications, the work is highly influential. The United States contributed 777 citations with an average of 64.8 citations per article, while India and China produced 348 and 343 citations respectively, showing growing interest and research activity in Asia. Other notable contributors include Singapore (296 citations; 148 per article), Ireland (241; 120.5), France (160; 53.3), Switzerland (146; 73.0), and Australia (252; 25.2). This distribution demonstrates that research on work–life integration and employee performance is concentrated in a few leading countries, but also increasingly global, reflecting international collaboration and knowledge exchange across regions. Understanding country-level contributions helps identify research hubs and guide future international partnerships.

4.6 Reference Spectroscopy:

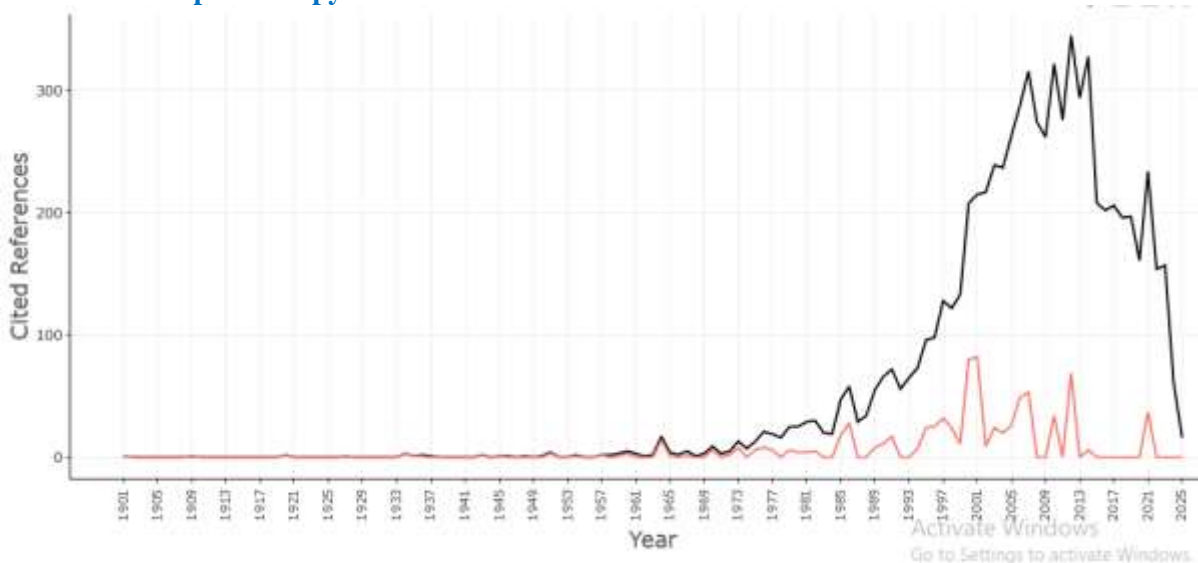


Fig. 5: Reference Spectroscopy

such as “performance” and “integration”, indicate that these are the most frequently occurring and central concepts in the field.

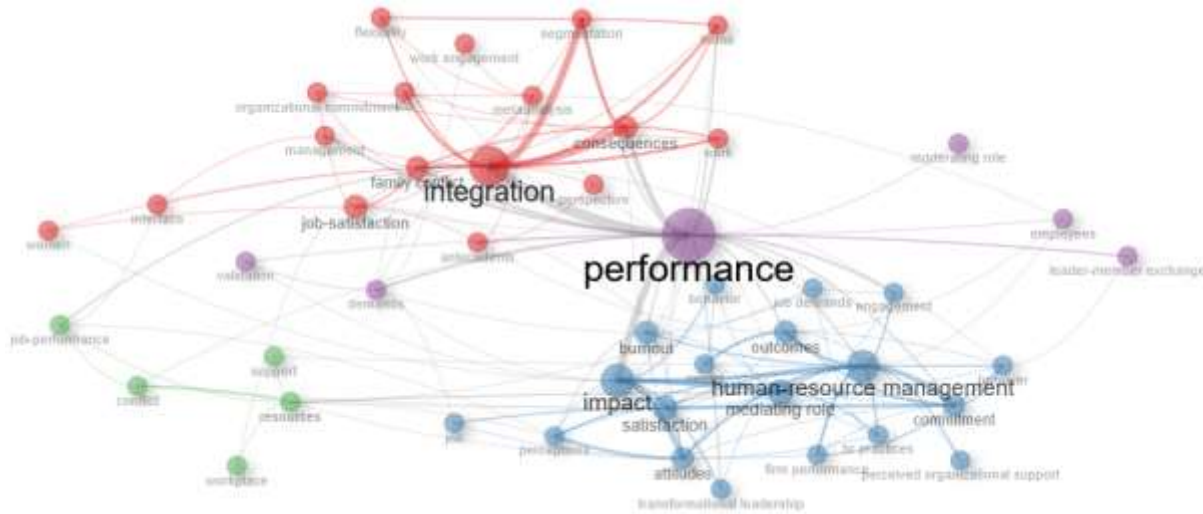


Fig. 7: Co-occurrence Network

The edges (lines connecting nodes) represent the co-occurrence of keywords in the same publications. Thicker edges signify stronger relationships, meaning the connected keywords appear together more frequently in articles. For example, the strong link between “integration” and “consequences” suggests that many studies explore the outcomes or implications of work–life integration on employee performance or organizational behavior.

Red Cluster – Work–Life Integration and Organizational/Personal Effects: The red cluster includes keywords such as integration, consequences, flexibility, work engagement, family conflict, and job satisfaction. Critically, this cluster reflects studies that examine the dual impact of work–life integration on both organizational outcomes and individual well-being. The presence of terms like family conflict alongside flexibility suggests that research is not limited to structural HR practices but also considers personal and social dimensions. The inclusion of job satisfaction and work engagement indicates that scholars are linking integration strategies directly to motivational outcomes. This cluster highlights the complexity of balancing work and personal life, suggesting that achieving integration is not only a policy issue but also a behavioral and psychological challenge. However, the cluster seems to emphasize outcomes more than underlying mechanisms, indicating a potential research gap in examining how these consequences unfold over time or across different organizational contexts.

Purple Cluster – Employee Performance and Moderating Mechanisms: The purple cluster, containing performance, employees, and moderating role, emphasizes research exploring how employee performance is influenced by contextual factors. The focus on moderating mechanisms indicates that scholars are aware that work–life integration or HR practices do not directly translate into performance outcomes; instead, the effects are shaped by factors such as leadership, employee characteristics, or organizational culture. Critically, this cluster highlights the need for nuanced models that account for variable interactions, rather than assuming a simple cause-effect relationship. The relatively smaller number of keywords suggests that while performance outcomes are central, the literature might benefit from deeper exploration of multiple moderating variables and cross-cultural differences.

Blue Cluster – HR Practices and Psychological Factors: The blue cluster includes human-resource management, burnout, satisfaction, commitment, mediating role, and impact, reflecting research on the mechanisms through which HR practices affect employee performance and well-being. The presence of mediating terms indicates that studies are examining psychological processes (e.g., motivation, engagement, stress) that explain the link between organizational policies and outcomes. Critically, this cluster underlines the importance of integrating HR theory with behavioral science, showing that work–life integration alone is insufficient without considering employees’ psychological responses. It also highlights potential gaps in investigating long-term impacts, such as career development or retention, and the interplay between organizational support and individual resilience.

Green Cluster – Supportive Environment and Resource-Based Perspectives: The green cluster, containing workplace, conflict, resources, and job performance, emphasizes the role of organizational context and resources in shaping employee outcomes. This cluster aligns with the resource-based view of organizations, suggesting that access to supportive infrastructure, social support, and conflict management mechanisms is critical for achieving high performance. Critically, while this cluster highlights structural and environmental factors, it appears less connected to personal-level outcomes, such as well-being or engagement, which may limit understanding of holistic work–life integration effects. This indicates a potential research opportunity to study how resources interact with individual behaviors to influence both performance and well-being simultaneously.

4.9 Thematic Map:

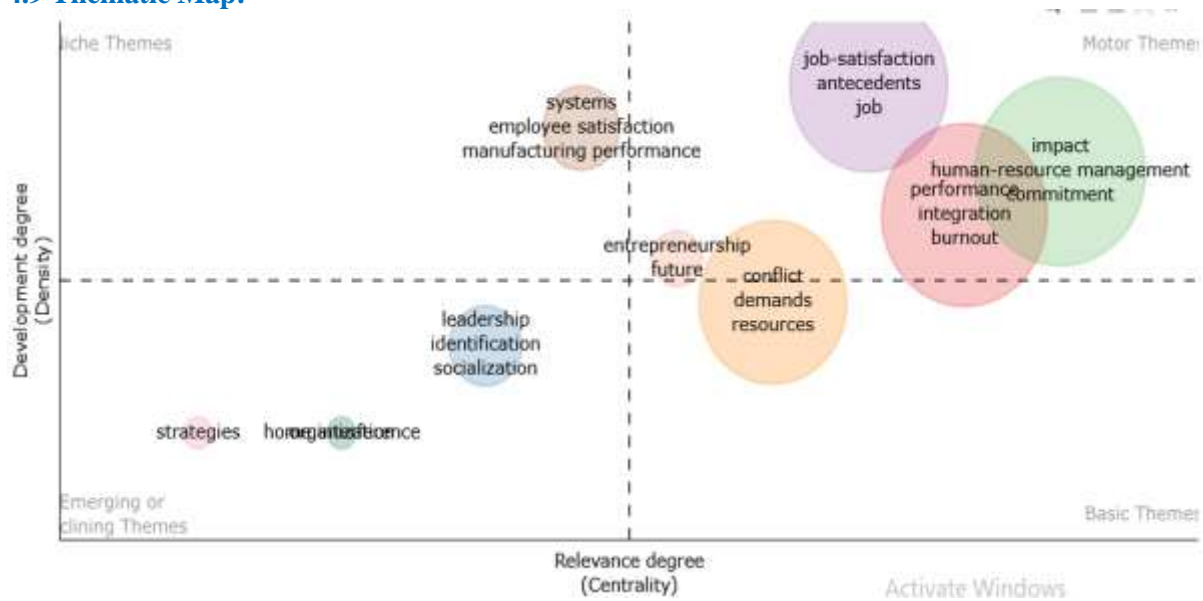


Fig. 8: Thematic Map

The thematic map of HRM and organizational behavior research provides a strategic overview of how topics are developed and connected within the field.

Quadrant I – Motor Themes (Upper-Right) includes topics with both high centrality and high density, representing well-developed and highly relevant areas that drive current research. Themes such as Job Satisfaction, Antecedents, Job, and Human-Resource Management, Performance, Integration, Burnout, Commitment are central to HRM literature, reflecting strong theoretical foundations and extensive empirical work. These themes not only form the backbone of the field but also offer opportunities for further research by exploring moderating and mediating factors, such as organizational culture, AI adoption, or green HR practices. Similarly, Impact studies are tightly linked with these core themes, emphasizing multi-dimensional outcomes that include social, economic, and environmental aspects.

Quadrant II – Niche Themes (Upper-Left) comprises highly developed but less central topics, often specialized or technical in nature. Themes like Systems, Employee Satisfaction, and Manufacturing Performance demonstrate strong internal coherence but limited integration with broader HRM research. While these areas are peripheral, they provide potential for cross-disciplinary studies, for instance, linking system efficiency with employee well-being or sustainable supply chain performance. Niche themes can thus make meaningful contributions if connected to central motor themes.

Quadrant III – Emerging or Declining Themes (Lower-Left) contains topics with low centrality and density, reflecting under-researched or weakly connected areas. Examples in this quadrant include Strategies and Home, Organization, Reference. These topics highlight potential gaps in literature, particularly in exploring modern HR strategies within digital or remote work contexts in Nepal. Though currently underdeveloped, these themes may evolve into future motor themes if systematically investigated and linked to core issues.

Quadrant IV – Basic Themes (Lower-Right) features highly relevant but underdeveloped topics, forming the foundational elements of HRM and organizational research. Themes such as Conflict, Demands, Resources, Entrepreneurship, Future, and Leadership, Identification, Socialization are central

to organizational functioning but require further theoretical and empirical work. These areas provide excellent opportunities for studies on employee conflict management, resource allocation, leadership development, onboarding processes, and the integration of entrepreneurship with sustainable HRM practices.

The size of the bubbles further indicates the frequency of research on each theme, with larger bubbles signaling widely discussed but potentially underdeveloped areas, such as Conflict, Demands, Resources, making them prime candidates for further investigation. Overall, the thematic map suggests a research strategy where motor themes are leveraged to build upon existing knowledge, niche themes are integrated to enhance relevance, basic themes are targeted for empirical exploration, and emerging themes are creatively investigated to uncover gaps and opportunities in HRM and organizational behavior literature.

4.10 Thematic Evolution:

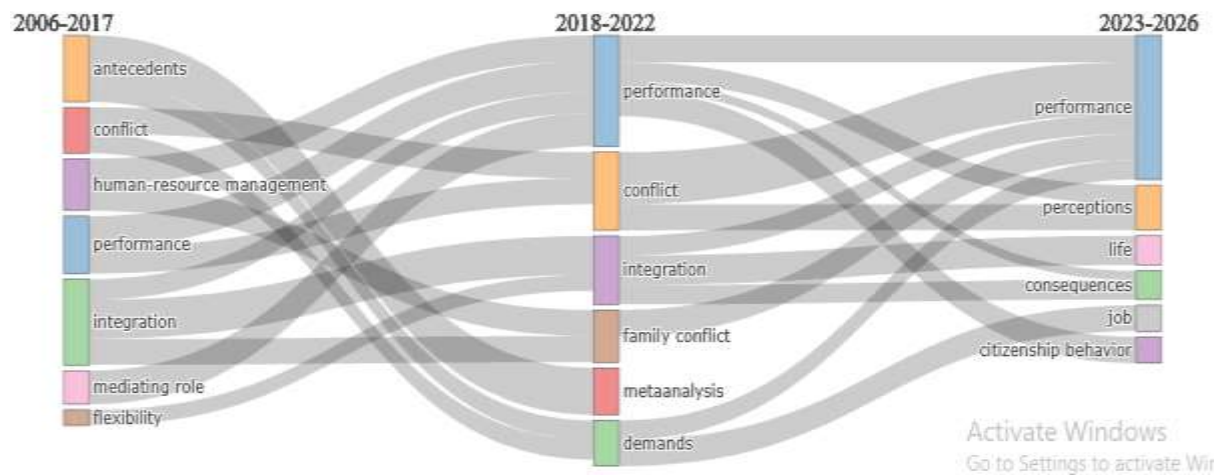


Fig. 9: Thematic Evolution

The thematic evolution map illustrates how research themes in HRM and organizational studies have progressed over three time periods: 2006–2017, 2018–2022, and 2023–2026. In the first period (2006–2017), foundational themes such as Antecedents, Conflict, Human-Resource Management, Performance, Integration, Mediating Role, and Flexibility dominated the literature. These themes largely set the stage for understanding employee behavior, organizational performance, and the mechanisms influencing HRM effectiveness.

During the second period (2018–2022), these foundational topics evolved and diversified. For example, Performance remained central, reflecting continued interest in measuring outcomes, while Conflict extended into Family Conflict, highlighting broader contexts affecting employees. Themes such as Integration and Demands also persisted, demonstrating sustained focus on workplace cohesion and resource management. The introduction of Meta-Analysis indicates a methodological shift toward synthesizing existing knowledge, reflecting maturity in certain research areas.

In the most recent period (2023–2026), research shows further evolution and expansion into applied and outcome-focused themes. Performance continues to be a dominant theme, while newer topics such as Perceptions, Life, Consequences, Job, and Citizenship Behavior emerge, signaling a shift toward understanding subjective employee experiences, organizational citizenship, and the broader social and psychological impacts of HRM practices. The flow from older to newer themes indicates that while traditional HRM constructs remain relevant, contemporary research increasingly addresses dynamic, employee-centered outcomes and the integration of personal and organizational perspectives.

The thematic evolution highlights the continuity of core HRM and organizational performance research while showing gradual diversification toward holistic, employee-focused, and outcome-oriented studies. It suggests future research opportunities in integrating traditional performance metrics with employee perceptions, well-being, and social behaviors within organizational contexts.

4.11 Factorial Analysis:

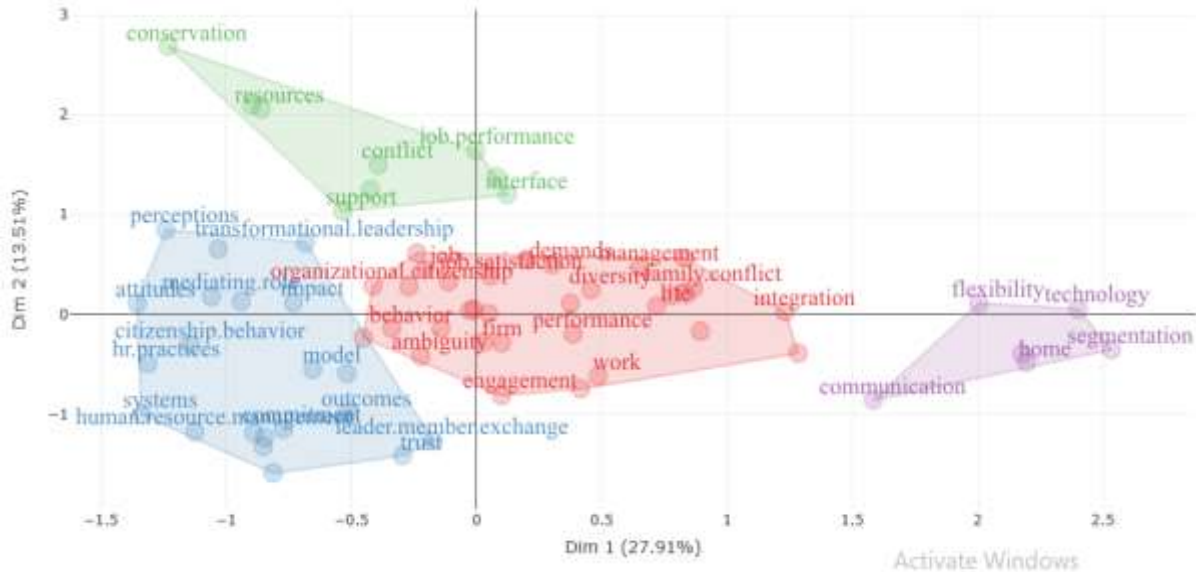


Fig. 10: Factorial Analysis

The factorial analysis map shows how different organizational concepts group together and relate to one another across two main underlying dimensions.

The first dimension (Dim 1), which explains the largest proportion of variance, separates human-centered and leadership-driven processes from structural and technology-driven mechanisms. On the left side of the map, variables such as transformational leadership, HR practices, trust, attitudes, and citizenship behavior cluster closely together, indicating that these concepts are strongly interrelated and form the social and relational foundation of the organization. Their proximity suggests that leadership primarily works by shaping attitudes and relationships rather than directly producing performance outcomes.

The second dimension (Dim 2) reflects a contrast between long-term, value-oriented concerns and short-term behavioral and performance outcomes. Variables related to conservation, resources, and sustainability appear higher on this dimension, showing an emphasis on ethical use of resources and long-term organizational responsibility. In contrast, variables such as engagement, work, communication, and exchange relationships appear lower on the axis, highlighting more immediate, day-to-day behavioral outcomes. This vertical separation suggests an inherent tension between sustainability values and short-term performance pressures.

The red cluster at the center of the map represents performance-related outcomes, including job satisfaction, engagement, work behavior, and firm performance. These variables occupy a bridging position between leadership factors on the left and structural or technological factors on the right. This positioning indicates that performance is not an isolated construct but rather the result of interactions among leadership, employee engagement, organizational context, and systems. Engagement appears particularly important, acting as a mediating mechanism that connects leadership practices with observable performance outcomes.

The green cluster highlights sustainability and resource-oriented factors, such as conservation, support, and resource management. Their grouping suggests that ethical considerations and responsible resource use form a coherent value system within the organization. However, their partial distance from the performance cluster implies that sustainability may not immediately translate into short-term performance gains, even though it is crucial for long-term organizational stability and legitimacy.

The purple cluster on the right side of the map represents technological and structural flexibility, including integration, segmentation, communication, and technology. These concepts are closely linked, showing that technological systems and organizational structures work together to enable flexibility and coordination. However, their distance from leadership and social variables indicates that technology alone cannot drive performance unless it is supported by strong leadership, trust, and human relationships.

Overall, this factorial analysis reveals that organizational effectiveness is multidimensional and systemic. Leadership and social capital create the conditions for engagement, sustainability provides long-term direction and ethical grounding, and technology offers structural support. Performance emerges from the interaction of these elements rather than from any single factor, highlighting the complexity of organizational dynamics and the need for balanced, integrative management approaches.

5. DISCUSSION :

The annual scientific production shows a steady growth in research on work–life integration (WLI) and employee performance from 2006 to 2016. Early research was sparse, with only 1–2 publications per year, and some years like 2007 had none. Despite the low number of early publications, citation counts were high for example, the 2006 article received 20 citations, and the 2008 publications (4 articles) received 542 total citations. This indicates that even early studies were highly influential, suggesting that foundational work was conceptually strong and addressed critical gaps in understanding employee performance outcomes. The trend of increasing publications over time reflects growing scholarly and practical interest in integrating work and life responsibilities, likely influenced by evolving HRM practices and digital work arrangements. The high citation counts relative to early output suggest that WLI research started with high-impact theoretical contributions rather than purely empirical studies. As more publications appeared over time, the focus expanded to include applied and contextual studies, reflecting maturation in the field.

Bradford's Law analysis identified a concentration of research in a few key journals, with the International Journal of Human Resource Management leading. This concentration indicates that HRM-focused journals are central in shaping the discourse on WLI and employee performance. The reliance on a few journals suggests that WLI research is still academically clustered, with a strong disciplinary focus. This could limit interdisciplinary perspectives, indicating potential for research in other outlets such as organizational psychology or technology-driven management journals.

Local citation analysis shows that Croon M, De Menezes, Lilian M. LM, and Van Veldhoven M are highly cited within the dataset. Other authors like Bakker AB and De Lange AH also influence research directions. This demonstrates that a relatively small group of scholars has significantly shaped the theoretical and empirical foundations of WLI research. Their contributions focus on linking WLI practices to employee attitudes, well-being, and organizational outcomes, which is consistent with social exchange theory. It also highlights the potential for emerging researchers to build on these foundational contributions while exploring underdeveloped areas such as digital work integration or cross-cultural differences.

Florida International University and Tilburg University lead in productivity, while the UK, Netherlands, and the US dominate citations. Emerging contributions from India, China, and Singapore suggest growing global interest. This geographic concentration suggests that research quality and impact are not evenly distributed globally. Western institutions and countries have historically set the research agenda, while Asian contributions are increasing, indicating opportunities for cross-cultural studies and localized policy recommendations.

Foundational studies from as early as the 1930s continue to be cited, indicating the enduring relevance of theoretical frameworks in organizational behavior and HRM. Contemporary research builds on classical organizational theories while adapting them to modern contexts such as flexible work arrangements, digitalization, and employee well-being. This mix of old and new references reflects cumulative knowledge development.

The co-occurrence network revealed four main clusters: Red cluster: WLI and individual/organizational outcomes (job satisfaction, work engagement, family conflict). Purple cluster: Employee performance and moderating mechanisms. Blue cluster: HR practices and psychological factors (commitment, burnout, mediating roles). Green cluster: Supportive environment and resource-based perspectives (resources, conflict management). These clusters demonstrate that WLI research is multidimensional. While much attention has been paid to individual outcomes (satisfaction, engagement), structural and technological factors remain underexplored. The presence of moderating and mediating terms suggests growing sophistication in understanding how WLI affects performance, but more integrative studies are needed to link personal, organizational, and technological aspects comprehensively.

Motor themes (job satisfaction, performance, integration, burnout, commitment) dominate, while emerging themes such as digital HRM, remote work strategies, and employee perceptions indicate new

directions. Over time, the literature has shifted from foundational HRM practices (2006–2017) to employee-centered, outcome-focused research (2023–2026). This evolution reflects the field's responsiveness to contemporary work contexts, including flexible arrangements and employee well-being. Emerging themes suggest gaps in understanding the long-term impact of WLI interventions and the interaction between structural, technological, and psychological factors.

Performance is influenced by interactions among leadership, engagement, structural, and technological factors, with engagement mediating leadership's effect on performance outcomes. Sustainability and resource management provide long-term stability but are less immediately connected to short-term performance. This confirms that WLI and employee performance are multidimensional and systemic. Organizations cannot rely solely on structural policies or technology; effective WLI requires supportive leadership, employee engagement, and sustainable resource allocation. This insight emphasizes the need for integrative management approaches.

6. CONCLUSION :

The bibliometric and factorial analyses reveal that research on WLI and employee performance has evolved significantly over time, concentrating in key journals, institutions, and countries. Foundational studies and seminal authors continue to influence the field, while emerging themes suggest opportunities for further exploration, particularly in employee-centered outcomes, moderating mechanisms, and integration of structural, technological, and behavioral factors.

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