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Relationship Between Work Life Balance with Job Satisfaction in Organization: A Systematic Review of the Empirical Research

Abstract

Research background and purpose: This systematic review examines the relationship between work-life balance and job satisfaction within organisations, drawing on empirical studies published between 2000 and 2024.

Design/methodology/approach: By using the PRISMA flow diagram, the documents are rigorously documented the technique for locating, screening, and choosing entries from the Scopus database. Initially, 132 records were discovered, with 124 maintained after removing those which were published prior to 2000. Further screening removed 5 records owing to language constraints, leaving 119 eligible studies.

Findings: This bibliometric study showed 110 unique publications which are produced by 159 scholars from 56 countries, demonstrating the global interest in this topic. VOS viewer software helped in creating co-occurrence maps by analysing keywords, titles, and abstracts to detect research trends and collaborations. The key findings emphasise on the most referenced publications and key authors, such as Butterworth, P., who had a significant impact on the discussion of work-life balance and job satisfaction.

Value added and limitations: This study reveals a strong and rising body of literature that showcases different research outputs and multidisciplinary contributions across several periodicals. Overall, the systematic analysis provides a complete picture of the changing academic landscape regarding work-life balance and its consequences for job satisfaction in organisations.

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1. Introduction

Given employees' shifting objectives and the changing nature of organisational environments, work-life balance have arisen as a major challenge in the modern workplace. In today's more competitive and globalized economy, striking a balance among work obligations and personal life is crucial not just for employee well-being but also for organisational long-term performance (Nayal et al., 2022). Job satisfaction, an important motivator of the employee engagement and retention, is intricately interwoven with work-life balance (Vavasseur, 2024). Understanding how individuals manage their professional and personal life is becoming increasingly crucial as modern work settings transform as a result of technological advancements, changing workforce demographics, and shifting cultural expectations (Olawale et al., 2024). Work-life balance (WLB), commonly referred to as work-life balance or work-life integration, denote the equilibrium between the obligations of professional and personal life.

Work-life balance denotes the equilibrium between professional duties, personal roles, and individual responsibilities, rendering it an essential subject warranting consideration (Haar et al., 2014; Maertz & Boyar, 2011; Kossek et al., 2014; Greenhaus & Allen, 2011). It has garnered considerable interest due to the magnitude of its potential impact on organizations at both micro and macro levels (Greenhaus et al., 2012; Greenhaus; Kossek, 2014). Over the past three decades, extensive research has been conducted to comprehend the interaction between life roles and employment roles on a macro scale (Wood et al., 2020). The focus is on professional responsibilities that may adversely affect personal life, including family and leisure activities (Brough et al., 2020). Due to the conflation of home and work life, contemporary managers and professionals exert greater effort than prior generations (Ljungkvist and Moore, 2023). Considering the interconnectedness of these two factors, numerous studies have sought to examine how work-life balance influences individuals' overall job satisfaction and, consequently, organizational performance.

Recently, the researchers have employed diverse analytical approaches to examine the intricacies of Work life balance and their influence on Job Satisfaction (Mughal & Rani, 2024; Santillan et al., 2023). The examination of WLB involves analysing the causes and their consequences. The organizational-level characteristics are included in antecedents like company regulations (Saltz stein et al., 2001), interpersonal factors like the relationships of employees with their colleagues and direct supervisors in the organization (Wu et al., 2021), and job-specific variables such as autonomy (Morganson et al., 2010). The consequences largely concern on that how work and family conflict influence the job satisfaction, also the intentions which depart from the organization (Anand & Vohra, 2020), and the overall health (Lim et al., 2023).

Employees are more prone to experiencing inadequate work-life balance as their daily duties escalate. Inadequate work-life balance may adversely affect health, as employees often experience diminished sleep quality and elevated stress levels. Although work-life balance issues are crucial to stake-holders such as employees and their families, organizations. To provide aid to employees in balancing the personal life and also their professional lives, it is essential to pursue work-family support initiatives (Kim et al., 2023). Most flexicurity research seldom addresses work-life balance strictness, thereby neglecting the consequences of it on other forms of flexibility and security (Larsen, 2010). Haeger and Lingham's study on the impact of specific technological advancements on the interplay between work and life domains reveals that these realms are converging (Haeger & Lingham, 2014).

The examination of the correlation between WLB and JS, by L. Wu et al. (2013) prompting to explore similar associations in research while also considering potential mediating factors. Heath's investigation of WLB and intergenerational tensions directly influences qualitative thematic analysis methodology. Chung and Lippe (2020) conducted a comprehensive evaluation to examine the impact of flexible work arrangements on gender dynamics and work-life balance. Their research elucidates the interplay between gender and WLB, enhancing analysis of gender-related issues. Moreover, Major's inquiry into the heightened significance of a balanced work-life balance during crises informs evaluation of the wider societal context and its effect on work-life balance within organizations (Verma et al., 2024). Zhang et al.'s (2020) study on telework frequency and its correlation with various life stages provides valuable insights for research on how different life stages affect perceptions of work-life balance and views on work-life conflict.

The empirical research indicates that the inadequate work-life balance results in job dissatisfaction, it heightened stress, and burnout, adversely also affecting human well-being and organizational outcomes. Positive work-life balance measures, including flexible working hours, remote work choices, and employee wellness programs, are being associated with enhanced job satisfaction, mental health, and productivity (Aruldoss et al., 2022; Susanto et al., 2022; Omar et al., 2021). The COVID-19 pandemic has accelerated the development of hybrid work models, highlighting the necessity of assessing the evolving work-life dynamic and its effects on job satisfaction.

Despite the growing recognition of the significance of Work Life Balance, the additional research has incorporating the visual bibliometrics and thematic analysis are very necessary to identify the knowledge gaps and key trends in the field. Despite the limitations that are intrinsic to each study, several researches have tried to bridge this gap. Nasuha et al. used bibliometrics to explore work-life balance (WLB), however they may have overlooked key findings that theme analysis may have shown (Tajudin et al., 2023). Similarly, Franco et al. (2022) conducted a bibliometric

analysis on the work-life balance of engineering professionals; however, their study neglected important elements such as co-citation analysis, bibliometric coupling, and subject analysis, limiting its total depth. To fill these gaps, the current study combines visual bibliometrics and thematic analysis to explain the evolution of the WLB idea, emphasising crucial academic contributions and publications. Furthermore, it contains alternative bibliometric tools, especially Biblioshiny, which provides researchers with a more comprehensive and adaptable analytical toolkit (Aria & Cuccurullo, 2017).

The purpose of the work is to do a thorough assessment of empirical research about the relationship between WLB and JS. The review objective is to synthesize the data from previous studies, discern common patterns, and also pinpoint the gaps in the literature for further exploration. The study employs an extensive bibliometric analysis to investigate trends and patterns in academic discourse around work-life balance and job satisfaction, leading to an enhanced comprehension of the factors that constitute this relationship across various organizational contexts. The systematic review of empirical data aims to provide a comprehensive knowledge of the relationship between WLB and JS across various organizational contexts, industries, and employee demographics. The review seeks to furnish evidence-based insights to inform organizational policies and practices that enhance work-life balance and job satisfaction by synthesizing data from various studies. The talk will elucidate key trends, challenges, and opportunities in the industry through a comprehensive literature study, thereby enhancing the understanding of how organizations may cultivate cultures that foster employee well-being and satisfaction. The principal objective of the review paper is to present the current state of research on Work Life Balance and Job Satisfaction, delineated by the following questions that define the study's scope.

The study used a comprehensive approach of thematic analysis and visual bibliometrics to thoroughly examine and elucidate the emergence and evolution of the notion of WLB within the academic environment. Bibliometric analysis offers a quantitative assessment of scholarly publications, illuminating the dynamic dynamics, output, and impact of the academic environment. Visual bibliometrics elucidate citation trajectories, co-authorship dynamics, and citation networks.

Research question:

Q1. What are the current global research trends on WLB and JS in organizations over the past decade?

Q2. Which are the most influential journals, authors, and the institutions which are contributing to the research on WLB and JS?

Q3. How do the citation networks and collaborations among researchers studying WLB and JS reveal key contributors and influences?

Q4. What is the geographical distribution and co-occurrence of keywords related to work-life balance, work-life integration, JS, and employee well-being?

Q5. What gaps exist in the current literature on the relationship between WLB and JS, and what are the future research directions?

Q6. What are the current global research trends on WLB and JS in organizations over the past decade?

Q7. Which are the most influential journals, authors, and the institutions which are contributing to the research on WLB and JS?

Q8. How do the citation networks and collaborations among researchers studying WLB and JS reveal key contributors and influences?

Q9. What is the geographical distribution and co-occurrence of keywords related to work-life balance, work-life integration, JS, and employee well-being?

Q10. What gaps exist in the current literature on the relationship between WLB and JS, and what are the future research directions?
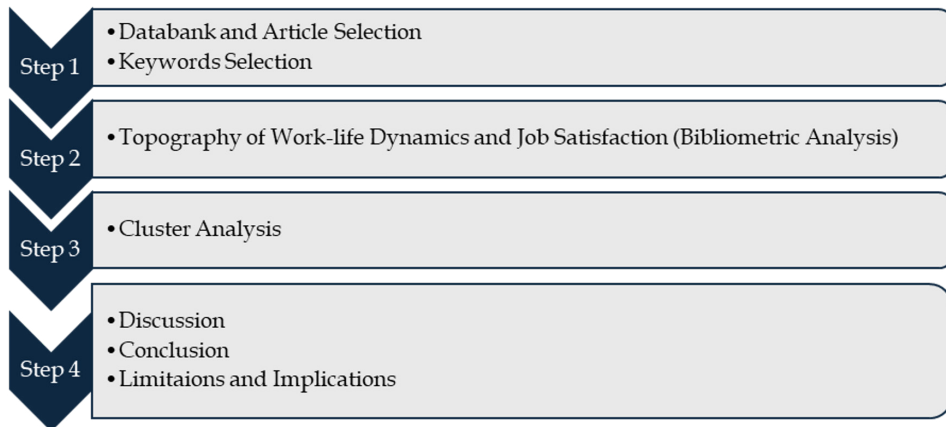
| Step 1 | • Databank and Article Selection |
| | • Keywords Selection |

| Step 2 | • Topography of Work-life Dynamics and Job Satisfaction (Bibliometric Analysis) |

| Step 3 | • Cluster Analysis |

Step 4	• Discussion
	• Conclusion
	• Limitaions and Implications

Figure 1. **Methodology used for bibliometric analysis of Work-Life balance and Job Satisfaction**

Source: own study

Figure 1 shows that this research has taken four sections. The problem which is presented in the very first section, along with its importance and the rationale for the investigation. The next section describes the delineates the study's methodology, encompassing the procedures and sources utilized for data collection and analysis. The third section has analysed the intellectual landscape of WLB and JS publications, whilst the last means fourth segment on concentrating the temporal cluster analysis of WLB and JS research. The paper concludes in the fifth section, which recognizes the study's limitations and emphasizes the findings.

2. Methods

Systematic reviews may employ diverse approaches, such as framework-based reviews (Robinson et al., 2011; Thilagavathy & Geetha, 2022), meta-analyses (Yun-Chi, 2021), and bibliometric reviews (Rashmi and Kataria, 2022). This also pertains to the extent and thoroughness with which scholars evaluate and analyse data. A distinctive characteristic of bibliometric analysis is its intuitive interface for accessing the co-citation network.
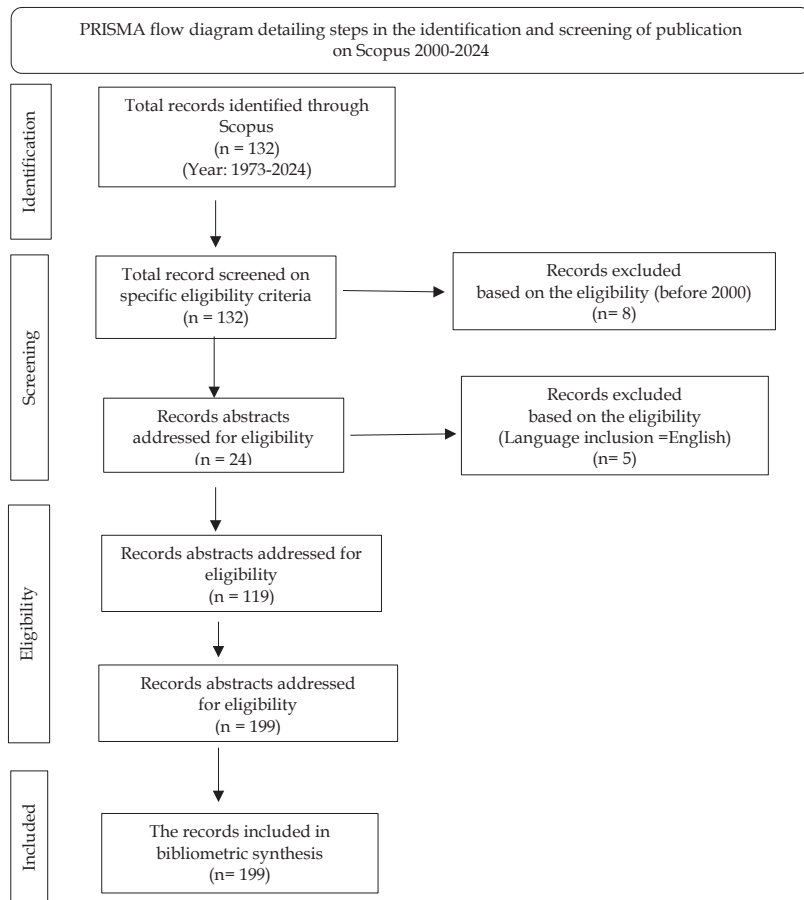
PRISMA flow diagram detailing steps in the identification and screening of publication on Scopus 2000-2024

Identification

Total records identified through Scopus
(n = 132)
(Year: 1973-2024)

Screening

Total record screened on specific eligibility criteria
(n = 132)

Records excluded based on the eligibility (before 2000)
(n= 8)

Records abstracts addressed for eligibility
(n = 24)

Records excluded based on the eligibility
(Language inclusion =English)
(n= 5)

Eligibility

Records abstracts addressed for eligibility
(n = 119)

Records abstracts addressed for eligibility
(n = 199)

Included

The records included in bibliometric synthesis
(n= 199)

Figure 2. **Methods for Data Collection Using PRISMA Guidance**

Source: own study

Citation analysis is frequently employed in bibliometrics to perform essential research. The examination of different elements within a research topic is dictated by the particular unit of analysis. Authors, journals, publications, keywords, institutions, organizations, and nations are commonly utilized as units of research analysis. Citation analysis assumes that authors cite or engage with items they consider important (Moed, 2006). Author co-citation analysis offers insights into the intellectual framework of diverse disciplines, including science and other fields, by examining the interrelationship of successive publications (González-Alcaide et al., 2016; Díez-Martín et al., 2021). The process of generating bibliometric data entails selecting a database, analysing bibliographic information, and enhancing accessibility. Subsequently, it is essential to choose the program and determine the method of data presentation.

In the Figure 2 the PRISMA flow diagram depicts the detailed process of locating, screening, and choosing records for inclusion in a bibliometric synthesis using Scopus data from 2000 to 2024. Initially, 132 entries were discovered from Scopus throughout the broader period of 1973-2024. These records were vetted against specified eligibility requirements, resulting in the elimination of eight entries published before the year 2000. The remaining 124 records were further assessed for eligibility. At this point, 5 further records were discarded owing to language restrictions; only English-language publications were evaluated. This left 119 records that matched the language and eligibility requirements. Following additional screening and examination, 199 records were considered appropriate and included in the final bibliometric synthesis. The flow diagram provides a visible and methodical picture of how records were filtered at each stage of the review process, ensuring that the research methodology is clear.

2.1. Inclusion Dates

Inclusion dates to that time period where research or publications were selected for inclusion in the study. This study's inclusion dates are varied from 2000 to 2024, implying that only articles published between 2000 and 2024 were included for analysis.

2.2. Inclusion Searching Keywords

Inclusion Searching Keywords refers to a systematic approach to finding the relevant information in bibliometric studies. In this context of the study article on the "Relationship Between Work Life balance with JS in Organisation: A Systematic Review of the Empirical Research" inclusion searching would require defining keywords and search phrases that are (search string) "Work life balance" and "Job Satisfaction".

2.3. Inclusion Document Type

The inclusion document type refers to papers that are included or considered for bibliometric analysis. The study's inclusion documents are planned to comprise "articles, reviews, books, book chapters, conference papers, conference results, and trade publications" that discuss or assess the link between WLB and JS in organisations.

2.4. Inclusion Language Type

Inclusion Language Type most likely refers to the strategy of selecting articles, papers, or sources for study in order to ensure diversity and comprehensiveness in terms of language representation. The study selects research papers, articles, and other publications that are only published in "English".

2.5. Tool (Software) Used

VOSviewer software was employed for bibliometric analysis and synthesis to construct distance-based co-occurrence maps, wherein phrases extracted from keywords, titles, and abstracts were categorized and mapped based on their relatedness in a similarity matrix.

3. Bibliometric Analysis and Results

The study's results, based on the aforementioned bibliometric analysis approaches, are provided below:

3.1. Outlook and Summary of Scopus Data

Table 1 summarises the Scopus data utilised for bibliometric analysis. Between 2000 and 2024, 110 articles were written, with 119 research documents in total. These documents were submitted by 159 different writers, demonstrating a diverse authorship base. The study has a global scope, including participation from 56 different countries. The data emphasises the scale and diversity of the research outputs, both in terms of geographical distribution and the number of authors participating, offering a thorough snapshot of academic activity within this time range.

Table 1. **Summary of Scopus Data for Bibliometric Analysis**

Description	Results
Publication	110
Total research documents	119
Total author	159
Total countries	56
Period	2000-2024

Source: own study

3.2. Publication Trends

Table 2 provides a thorough overview of the bibliometric study performed on Scopus data from 2000 to 2024. The analysis includes 119 research documents that were published over the selected timeframe, indicating a solid body of literature. This output is ascribed to 110 unique publications, implying that several publications may contain many research materials. The contributions are from a varied pool of 159 authors, emphasising the collaborative character of research in the topic. Furthermore, the research has a broad geographical reach, with contributions from 56 different nations, demonstrating global interest and engagement in the subject under inquiry. Overall, the data alludes to a considerable and expanding body of research, which indicates rising scholarly engagement and collaboration in this field over the 24-year period.

Table 2. **Number of Publications Per Year**

Year	No. of Publication	Year	No. of Publication
2024	30	2013	2
2023	17	2012	2
2022	8	2011	7
2021	8	2010	1
2020	5	2009	1
2019	7	2008	1
2018	4	2007	1
2017	6	2006	1

2016	5	2005	1
2015	6	2002	2
2014	3	2001	1

Source: own study

3.3. Outlook of Highly Prominent Author

Table 3 shows an overview of highly prominent authors based on their contributions and the influence of their work, as measured by total documents and citations. Butterworth has the most total citations (150) across three works, suggesting strong influence in the field. Authors such as Olesen and Rodgers, have a high citation count (107 each) from two documents, indicating widespread familiarity. Similarly, de Bloom and Kujanpää, each have 105 citations from two documents, suggesting their important contributions. Other authors with noteworthy academic influence include Milner (77 citations) and Strazdins (57 citations). Beutell and Gopalan despite having two documents each, have less citations (10 and 16 respectively). Finally, Abrams produced one document with 16 citations, indicating modest notoriety. Overall, the table demonstrates the different levels of scholarly effect among these notable authors.

Table 3. **Outlook of Highly Prominent Author**

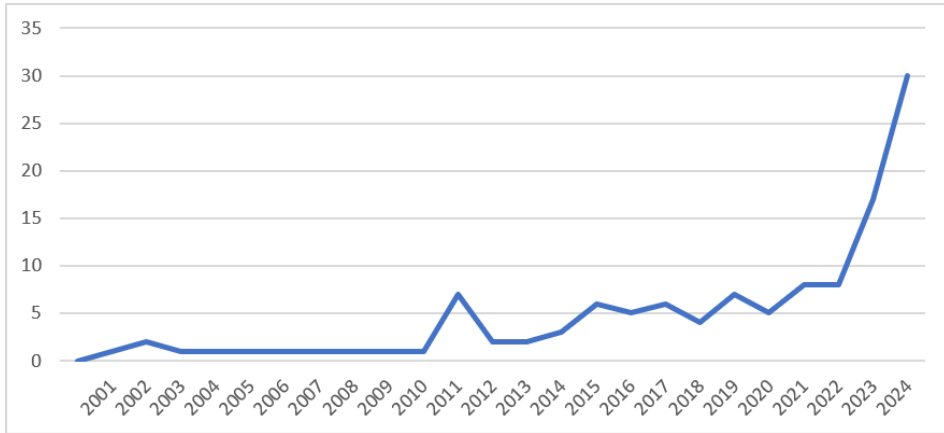| Author Name	Total Documents	Total Citations
Butterworth, P.	3	150
Beutell, N.J.	2	10
Gopalan, N.	2	16
Kujanpää, M.	2	105
Milner, A.	2	77
Olesen, S.C.	2	107
Rodgers, B.	2	107
Strazdins, L.	2	57
de Bloom, J.	2	105
Abrams, E.	1	16

Source: own study

Figure 3. **Number of Publications Per Year**

Source: own study

3.4. Outlook of Highly Prominent Journals

Table 4 provides an overview of the most notable journals in the subject, including the number of papers published by each magazine and their respective publishers. The "International Journal of Environmental Research and Public Health" has the largest production of 8 documents, suggesting its considerable contribution to environmental and public health research, published by "MDPI". Following that, "PLOS ONE" under the "Public Library of Science" has three documents, demonstrating its extensive breadth in multidisciplinary study. Several journals, including "Applied Research in Quality of Life", "BMJ Open", "Health Care Management Review", "International Journal of Organisational Analysis", and the "Scandinavian Journal of Work Environment and Health", each contribute two documents, indicating a solid engagement with topics related to quality of life, healthcare management, organisational analysis, and occupational safety. Other noteworthy journals, such as "Acta Commercii", "American Journal of Epidemiology", and "American Sociological Review", each have one paper that highlights their specialised expertise within their respective professions. This distribution of publications highlights the different but concentrated efforts in tackling crucial issues in public health, quality of life, organisational studies, and occupational health, demonstrating a robust academic conversation in these areas.

Table 4. **Outlook of Highly Prominent Journals**

Journal	Publisher	Documents
International Journal of Environmental Research and Public Health	MDPI	8
Plos One	Public Library of Science	3
Applied Research in Quality of Life	Springer	2
BMJ Open	BMJ Open	2
Health Care Management Review	Lippincott Williams and Wilkins Ltd	2
International Journal of Organizational Analysis	Emerald	2
Scandinavian Journal of Work Environment And Health	The Nordic Association of Occupational Safety and Health (NOROSH)	2
Acta Commercii	The AOSIS (Pty) Ltd	1
American Journal of Epidemiology	Oxford University Press	1
American Sociological Review	SAGE Publications	1

Source: own study

Figure 4. **Outlook of Highly Prominent Journals**

Source: own study

3.5. Outlook of Highly Prominent Document

Table 5 presents a complete overview of very prominent texts in the topic of work-life balance and employee performance, including a selection of the most referenced papers and their associated characteristics. The table contains important information such as the title of each work, document type, journal of publication, and citation count. The most cited paper is "Relation of work-life balance, work-family conflict, and family-work conflict with employee performance-moderating role of JS" by Soomro et al. (2018), which has received 104 citations, highlighting its significant impact on the discourse surrounding employee performance and JS. Another significant publication is "An identity-based integrative needs model of crafting: Crafting within and across life domains" by de Bloom et al. (2020), which has been cited 104 times, demonstrating its importance in understanding work-life interactions. Other notable publications include Grady and McCarthy's (2008) editorial on work-life integration experiences, which has 83 citations, and Wu et al.'s (2015) piece on job autonomy's implications on locus of control, which has 71 citations. The table also contains a mix of publications that cover several facets of work-life concerns, including mental health, JS, and demographic factors, as indicated by works by writers such as Shaw and Gupta (2001) and Inanc (2018). The varied range of periodicals, including the South Asian Journal of Business Studies and the Journal of Applied Psychology, underlines the research's multidisciplinary nature, emphasising its significance in both academic and practical settings. Citation counts are a measure of each paper's importance and relevance within the scholarly community, highlighting continuous discussions concerning the complicated interplay between work, family, and employee well-being.

Table 5. **Outlook of Highly Prominent Document**

Most cited paper	Types of Documents	Journal	Top Cited Paper
"Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction (Soomro et al., 2018)"	Article	South Asian Journal of Business Studies	104
"An identity-based integrative needs model of crafting: Crafting within and across life domains. (De Bloom et. al., 2020)"	Article	Journal of Applied Psychology	104
"Work-life integration: Experiences of mid-career professional working mothers (Grady and McCarthy, 2008)"	Editorial	Journal of Managerial Psychology	83

"Developing agency through good work: Longitudinal effects of job autonomy and skill utilization on locus of control (Wu et. al., 2015)"	Article	Journal of Vocational Behavior	71
"Pay fairness and employee outcomes: Exacerbation and attenuation effects of financial need (Shaw and Gupta, 2001)"	Article	Journal of Occupational and Organizational Psychology	70
"Is poor mental health a risk factor for retirement? Findings from a longitudinal population survey (Olesen et. al., 2012)"	Article	Social Psychiatry and Psychiatric Epidemiology	62
"Unemployment, Temporary Work, and Subjective Well-Being: The Gendered Effect of Spousal Labor Market Insecurity (Inanc, 2018)"	Article	American Sociological Review	55
"How do retirement balance influence mental well-being in later life? A 10-year panel study (Dingemans and Henkens, 2015)"	Article	Scandinavian Journal of Work, Environment and Health	54
"A sustainable working life for all ages – The swAge-model (Nilsson, 2020)"	Article	Applied Ergonomics	53
"Demography or respect? Work group demography versus organizational balance as determinants of meaning and satisfaction at work (Hodson, 2002)"	Article	British Journal of Sociology	52
"Juggling or struggling? Work and family interface and its buffers among small business owners (Nguyen and Sawang, 2016)"	Article	Entrepreneurship Research Journal	50

Source: own study

3.6. Outlook of Type of Document

In the Table 6, the table categorises document kinds and their related counts, offering insight into the distribution of study results. The most common kind is "Articles", which has 95 entries, reflecting a significant emphasis on original research published in scientific publications. Following that, "Conference Papers" contributes eight entries, implying active engagement in academic conferences and the distribution of early findings or particular studies. There are six "Reviews" that typically summarise and synthesise previous literature, demonstrating a dedication to assessing the current level of research in the topic. Furthermore, three "Book Chapters" illustrate the incorporation of research findings into broader academic works, whilst three "Conference Reviews" may reflect peer assessment of submitted conference works.

"Short Surveys" and "Erratum" have two and one entries, respectively, indicating minimal contributions, presumably connected to short observations or revisions. Finally, the existence of one "Note" indicates a brief commentary or clarification regarding the research setting. Overall, the table depicts a varied array of document types, largely favouring articles, indicating a strong involvement with research dissemination across numerous channels.

Table 6. **Outlook of Type of Document**

Type of Documents	No. of Documents
Article	95
Conference Paper	8
Review	6
Book Chapter	3
Conference Review	3
Short Survey	2
Erratum	1
Note	1

Source: own study
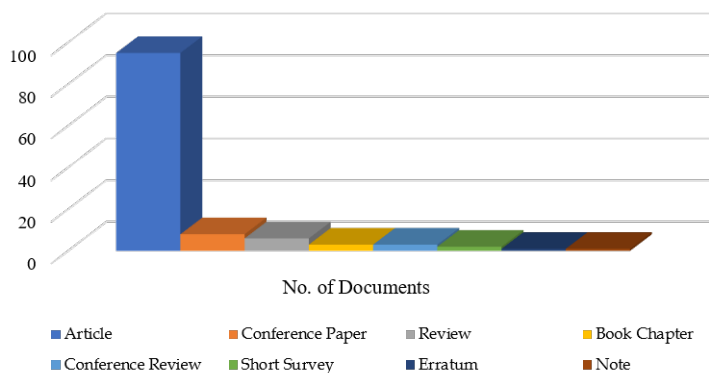
Figure 5. **Outlook of Type of Document**

Source: own study

3.7. Outlook of Highly Prominent Countries

The Table 7 provides a comparative summary of document submissions from various countries and territories, highlighting considerable differences in research output. The US leads with 31 documents, demonstrating its dominance in the field, followed by Australia (17) and the United Kingdom (9). Other noteworthy donors include Italy (7), China (6), and Canada, the Netherlands, and South Africa, all with five documents. A varied range of countries demonstrate varying levels of engagement, as evidenced by the lower numbers for countries such as Brazil, Germany, Japan, and Malaysia, each providing three documents. Furthermore, many countries, like Denmark, Ecuador, Egypt, and others, have a minimum production of one document. Interestingly, the "Undefined" category accounts for 6 papers, revealing possible difficulties with categorisation or missing data. This figure not only highlights the concentration of research activity in specific countries, but also alludes to the possibility for expanded contributions from under-represented nations, indicating areas for future research engagement and collaboration.

Table 7. **Outlook of Highly Prominent Countries**

Country/Territory	No. of Doc.	Country/Territory	No. of Doc.
United States	31	Denmark	1
Australia	17	Ecuador	1
United Kingdom	9	Egypt	1
Italy	7	France	1
China	6	Georgia	1
Canada	5	Hong Kong	1
Netherlands	5	Hungary	1
South Africa	5	Indonesia	1
Finland	4	Ireland	1
India	4	Israel	1
Portugal	4	Jordan	1
Brazil	3	Malawi	1
Germany	3	Mongolia	1

Japan	3	New Zealand	1
Malaysia	3	Nigeria	1
Spain	3	Norway	1
Switzerland	3	Philippines	1
Viet Nam	3	Romania	1
Chile	2	Saudi Arabia	1
Croatia	2	Singapore	1
Kuwait	2	Slovenia	1
Pakistan	2	South Korea	1
Sweden	2	Taiwan	1
Austria	1	Thailand	1
Bangladesh	1	Turkey	1
Belgium	1	United Arab Emirates	1
Colombia	1	Zimbabwe	1
Czech Republic	1	Undefined	6

Source: own study
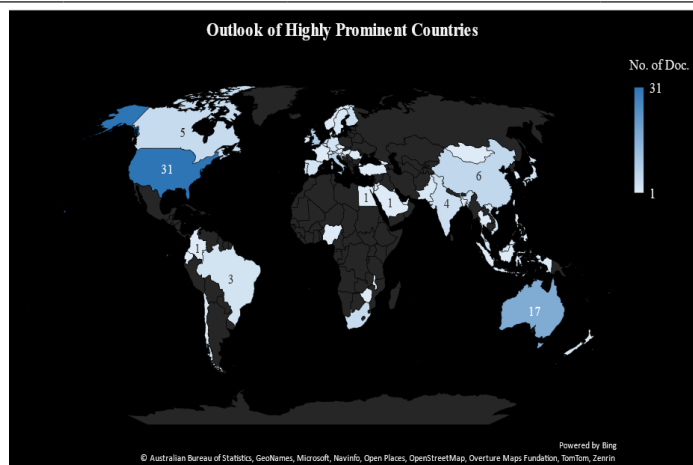
Figure 6. **Outlook of Highly Prominent Countries**

Source: own study

4. Cluster Analysis

4.1. Author Co-Citation Analysis

In above Figure 6 the preliminary co-citation analysis evaluated the author's Scopus co-citation network. The paramount decision in author co-citation analysis is selecting the authors to be mapped. Co-citation analysis is employed to delineate the intellectual framework of an area or subject. Consequently, Scopus utilizes author co-citation analysis to delineate the intellectual framework of writers who are key contributors publishing a series of articles pertinent to the subject. A sample of 413 authors was generated by analysing co-citation reference data from 119 articles. Subsequently, twelve authors with a minimum of two citations met the criteria. Co-citation analysis was conducted on these contributions, and the resultant network, featuring the formation of discrete clusters, is depicted in Figure 7. A co-citation analysis revealed four distinct groups. Each cluster included both the creators of the Scopus dimensions and influential figures from several disciplines who significantly contributed to the advancement of Scopus research.
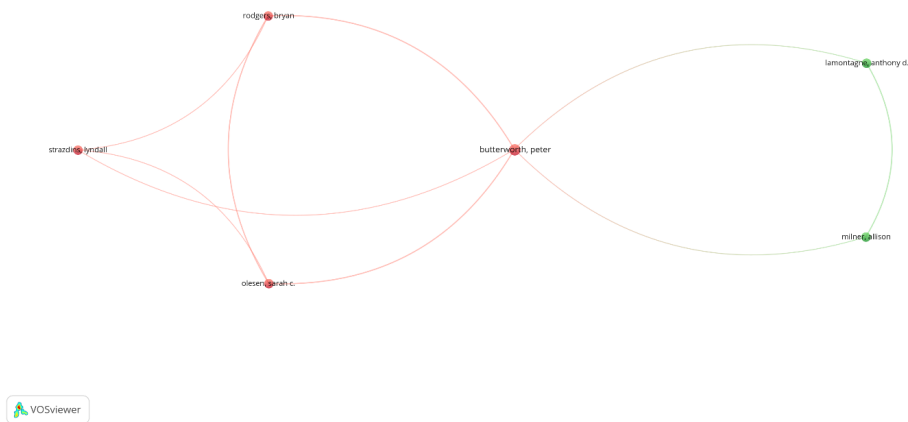

Figure 7. **Co-Citation Analysis of Author**

Source: own study

The network visualisation, most likely made with VOSviewer, depicts co-authorship ties among a group of researchers. Each node represents an author, while the lines between them denote collaborative publications. The visualisation shows two unique clusters: a red cluster with "Butterworth, Peter; Strazdins, Lyndall; Olesen, Sarah C.; and Rodgers, Bryan" and a green cluster with "Lamontagne, Anthony D.; and Milne, Allison". Peter Butterworth serves as a pivotal character, connecting the two clusters and demonstrating close collaboration among authors from both groups. This visualisation emphasises co-authorship patterns, with Butterworth and Peter having a vital role in connecting the two networks.

4.2. Journal Co-Citation Analysis

The authors evaluated the journal co-citation network of Scopus. A total of 103 sources were found, with at least two presents. Out of the 103 sources, eight conform to the requirements. Each node represented a source, with its size corresponding to the quantity of citations. A connection between two elements signifies a co-citation relationship. The nodes were ordered according to their similarity, indicating that sources within a similar cluster (color) were positioned closer together than those in a dissimilar cluster.
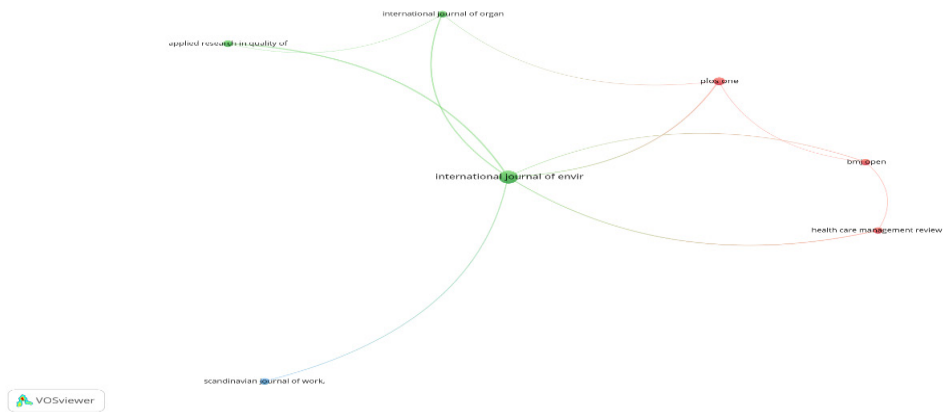

Figure 8. **Co-Citation Analysis of Journal**

Source: own study

The journal co-citation analysis depicts the separate groupings of journals that are based on their citation patterns. The green cluster, shows focused on the "International

Journal of Environmental," which contains journals such as "Applied Research in Quality of Life" and "Scandinavian Journal of Work," which are likely to cover themes linked to environmental health, quality of life, and occupational health. The red cluster, which includes "PLOS ONE," "BMJ Open," and "Health Care Management Review," shows journals that focus on broader health care research, open-access medical studies, and healthcare management. Each of the cluster represents a thematic grouping, with journals in the same colour-coded cluster being co-cited more frequently, demonstrating their impact in a certain area of research. These clusters demonstrate how distinct research topics, such as environmental health and public health, are interconnected through citation patterns, suggesting their relevance in the broader academic debate.

4.3. Co-Citation of Highly Prominent Documents

The authors evaluated the journal co-citation network of Scopus. Fifty-six of the one hundred nineteen papers fulfilled the criterion, which mandated a minimum of five citations. The final co-citation analysis examined the network of documents referencing Scopus. Document co-citation analysis is proficient in elucidating the intellectual framework of many publications pertaining to a certain subject. The investigation will enable us to better understand which works constitute Scopus' intellectual framework. A total of 1,548 citations were generated, with 56 fulfilling the criterion of 5 citations per work (refer to Figure 9).

Figure 9 depicts a co-citation study of highly cited documents, exhibiting several topic groups based on citation relationships. The orange cluster, which prominently features "de Bloom (2020)," indicates a high emphasis on subjects such as well-being and work-life balance, as indicated by its ties to other influential works. The red cluster, emphasised by "Soomro (2018)" and "Cho (2014)," is presumably about technology and digitalisation in the workplace, demonstrating its relevance to current research. The green and blue clusters, which include documents like "Grady (2016)" and "Rafa (2019)," seem to concentrate on organisational behaviour and performance management, emphasising how organisational structures and practices influence employee outcomes. The purple cluster, which includes "Fraga (2011)" and "Butterworth (2011)," may refer to psychological aspects of work and employee satisfaction, demonstrating a link between mental health and organisational research. Overall, the distinctive clusters not only reflect the interconnectedness of various research themes, but also highlight the seminal works that have shaped the discourse in their respective fields, demonstrating how co-citation patterns can identify influential studies and emerging trends in academic literature.
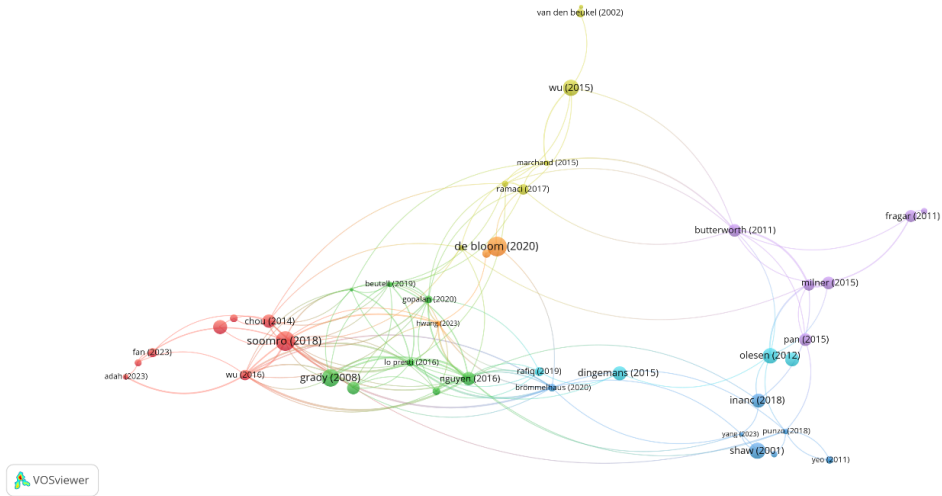
Figure 9. **Co-Citation of Highly Prominent Document**

Source: own study

4.4. Co-Citation of Highly Prominent Countries

The authors evaluated the country's co-citation network using Scopus. With a minimum of 5 papers per nation, 7 of the 56 countries meet the condition. The fourth co-citation study looked into the nations from where papers were published in Scopus. Figure 10 depicts a co-citation analysis of very important countries, demonstrating the collaboration and citation links between various nations in academic research. The red cluster, which includes the United Kingdom, South Africa, and Italy, indicates a significant research partnership in areas such as public health, social sciences, and international development. The blue cluster, dominated by the US and Canada, implies a significant influence on worldwide research, reflecting these countries' large contributions to numerous research disciplines, most likely in STEM and health sciences. The green cluster, which includes China and Australia, indicates active collaboration in technology, environmental science, and medical research. Each cluster depicts citation and collaboration networks, with countries that are regularly co-cited establishing strong linkages, indicating thematic or regional priority areas in their research outputs. The entire network demonstrates how various countries dominate certain research collaborations and impact academic discourse globally.
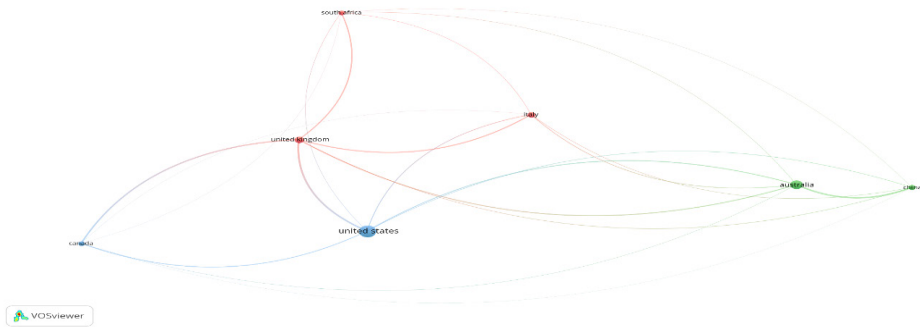
Figure 10. **Co-Citation of Highly Prominent Countries**

Source: own study

4.5. Co-Citation of Highly Prominent Author Keywords

The authors evaluated the Author Keywords network using Scopus. With a minimum of three keywords and a total of 426 Author keywords, 15 satisfy the requirement. The sixth co-citation study examined the author keywords in texts published in Scopus.
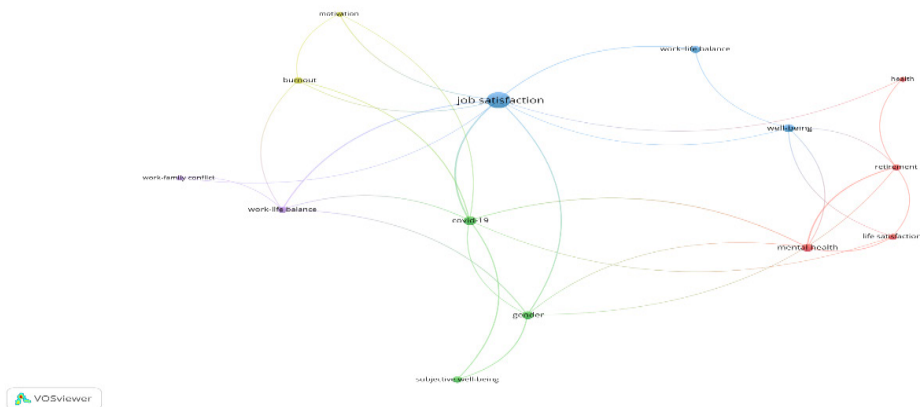

Figure 11. **Co-Citation of Highly Prominent Author Keywords**

Source: own study

The co-citation network in Figure 11 shows diverse theme clusters, each representing interconnected study subjects. The centre cluster (blue) is centred on "JS" and contains related keywords such as "work-life balance" and "resilience," indicating an emphasis on workplace balance and employee well-being. The green cluster ties "COVID-19" to phrases like "subjective well-being" and "resilience," indicating studies on the pandemic's influence on mental and emotional health. Another cluster (red) connects "mental health," "life satisfaction," and "well-being," emphasising the correlation between psychological aspects and total life satisfaction. The clusters demonstrate how several research fields, such as workplace satisfaction, pandemic effects, and mental health, overlap, with JS serving as a central theme throughout these domains.

5. Discussion and conclusion

A systematic review and bibliometric analysis (2000–2024) of work-life balance (WLB) and job satisfaction (JS) research reveals growing global interest, with 119 studies from 110 sources by 159 authors across 56 countries. The U.S., Australia, and the U.K. lead in contributions, highlighting the global and collaborative focus on WLB and JS in organizations. However, the relatively lower output from other countries, notably emerging economies, indicates a possible gap in research that could benefit from greater international collaboration and exploration into region-specific difficulties. Research led by dominant actors often relies on well-established, quantitative, survey-based designs, which, while valuable for generalizability, may underrepresent qualitative insights or culturally sensitive constructs. Consequently, emergent perspectives—such as intersectional analyses, longitudinal case studies, or culturally grounded qualitative approaches—may be marginalized, stifling innovation and limiting the field's responsiveness to diverse lived experiences of work-life balance.

The author co-citation analysis emphasises the field's intellectual structure, with key contributors such as Butterworth, P., Olesen, S.C., and de Bloom, J. standing out due to their high citation counts. Their ground-breaking study has influenced modern discourse, notably in issues related to work-life balance, mental health, and employee performance. This grouping of renowned writers in diverse topic areas implies that work-life balance research overlaps with multiple domains, including organisational behaviour, mental health, and public health. Journal co-citation research found that the "International Journal of Environmental Research and Public Health" and "PLOS ONE" are the major platforms for publishing work on this issue, emphasising the field's interdisciplinary nature.

The systematic review and bibliometric analysis show that research into the relationship between WLB and JS has expanded and diversified significantly during the last two decades. The research emphasises the worldwide reach of

contributions, with specific nations and writers dominating the conversation, but it also points to prospects for more engagement and collaboration, particularly from under-represented regions. The varied range of journals and study clusters reflect the interdisciplinary nature of the research, emphasising that WLB are closely connected with public health, mental health, organisational studies, and social sciences. Furthermore, the present corpus of research is frequently fragmented, with overlapping or inconsistently defined concepts like work-life balance, work-family conflict, and work-life integration, which impedes theoretical clarity. Many studies' theme focus remains wide and repetitive, rehashing existing links rather than developing new conceptual models or addressing emergent workplace phenomena— particularly those connected to remote work, digitalisation, and changing employee expectations post-pandemic. Moving forward, the field must move beyond just mapping intellectual impact to solving significant research shortages. These include understudied demographics, sector-specific dynamics, and the intersecting effects of work-life policies. A more inclusive, methodologically varied, and conceptually coherent approach is required to develop practical insights that may help organisations create adaptable, egalitarian, and well-being-focused workplaces.

6. Limitations and implications

This systematic review has some limitations that must to be noted. First, the analysis is mostly based on the Scopus bibliometric data, which may not include all relevant material, particularly that published in non-indexed or region-specific journals. As a result, the major discoveries in WLB and JS may be neglected, potentially leading to biased conclusions. Second, while the review covers a broad range of countries, the geographical concentration of articles (mostly from the "United States, Australia, and the United Kingdom") may limit the applicability of findings across varied cultural contexts. Furthermore, the emphasis on citation counts as a measure of influence may not accurately reflect the quality or relevance of the research; as a result, less cited but methodologically sound studies may be overlooked. Finally, the dynamic nature of work-life balance and JS needs ongoing research, and this evaluation may not capture the most recent breakthroughs in the field because of the data's cut-off date.

The conclusions of the systematic review have significant significance for academic research and organisational practice. Researchers can use the observed gaps and trends in literature to guide future investigations, particularly in under-represented locations or developing themes related to WLB and JS. The research's broad authorship and collaborative nature highlight the need for multidisciplinary approaches to enrich the debate. The Organisations may benefit from implementing the best practices which are derived from frequently referenced studies, building a supportive work environment

that prioritises employee well-being. Furthermore, the study emphasises the need of the continual engagement with academic research, encouraging organisations to stay current with developing insights and tactics in this critical area of human resource management.

Current research on work-life balance (WLB) and job satisfaction (JS) highlights significant disparities. A heavy dependence on quantitative methodologies reduces awareness of personal and cultural subtleties, while variable definitions of WLB-related terms impede theoretical clarity. There is also little emphasis on how digitalisation, remote work, and hybrid models influence WLB-JS dynamics. Future research should use a variety of approaches, clarify ideas, broaden the geographic reach, and investigate developing work patterns to better inform initiatives that improve employee well-being and satisfaction.

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