

Work-life balance and employee performance: A comprehensive bibliometric analysis

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ABSTRACT

This research paper aims to analyze the work-life balance and employee performance through a bibliometric analysis reflecting the research trends, direction, and future path of the themes. The analysis employed 235 datasets from the OpenAlex data source, which covers the study period from 2014 to 2025. The data comprises manuscripts published in English only relating to the theme of research. The accumulated data were analyzed using the R Biblioshiny software. The analysis of the study included descriptive statistics, annual publication trends, average citations, prolific authors, countries, key terms, thematic maps, affiliations, sources, and word clouds. The findings of the study revealed an increasing trend of scientific publications in the theme areas. The result depicted a rising trend in the areas of research during the study period. The leading terms found were “psychology,” “work-life balance,” “work,” “balance,” and “social psychology,” which were revealed as vibrating and mostly utilized key terms. The contributing countries include a variety of nations. However, the Asian countries are mostly involved in the scientific production of papers comprising Indonesia. The findings of this study establish a benchmark for the industrial practitioner, academician, and policymaker to manage the work-life balance approach for better performance. Additionally, this result illustrates the current state of research, providing guidelines for future studies, and further contributes to the existing literature by revealing and exploring new evidence. This paper recommends that practitioners need to embrace a balanced strategic approach for work-life balance among the employees that could contribute to fostering employee performance.

Keywords: Biblioshiny, Employee Performance, Job Satisfaction, Work-Life Balance

I. INTRODUCTION

Employee performance is crucial in the business regime, which is shaped by several factors of the organization, mainly the work-life balance system. The performance of employees relies on the human resource management approach embraced by the organization, which aligns with work-life balance and organizational practices (Abubaker et al., 2022; Ahmed et al., 2025; Badaruddin et al., 2025). Interestingly, a better outcome for employees demands an effective and balanced working system. Moreover, work-life balance as an initiative of the organization determines the proper care and attention to the employees working in the firm, systematic management of it favorably contributes to the workforce for building a better perception, and ultimately cultivates employees' sound accomplishment (Martínez-León et al., 2025). Thus, gratification of the workforce leads to enhanced performance with a greater level of commitment, depicting the indispensable link between work-life balance and employee performance (Prabhu et al., 2026).

Interestingly, the work-life balance as a distinct dimension of employee management reflects the managerial, strategic, and implementation ability to ensure responsibility, commitment, and obligation of the workforce in the working environment to construct a productive workplace (Leong et al., 2021). Moreover, as a dynamic organizational environment exists, the model of working culture has further transformed in multiple directions in recent times, which has introduced numerous challenges to managing work in the organization, requiring rational management with balance worklife approach (Bisht et al., 2025). In contrast, degradation in the performance of employees and productivity exists as the proper management of work-life balance is lacking in entities with growing expectations of

employees for the balance of human capital management doctrine in the modern era (Wolor et al., 2020). Thus, crafting a scientific link between employees' accomplishment and their performance is essential in the firm to pursue sustainable performance and a committed environment.

Additionally, the earlier investigation of scholars has rapidly increased, emphasizing the changing patterns of roles of families, work structure, and other working modalities, in which the organization can embrace rational strategies of work-life balance among the workforce by implementing its policy and adopting a flexible working modality to cultivate better performance (Benito-Osorio et al., 2014). Next, work-life balance is a modern management modality to balance between a person's professional life, family relations, and personal responsibility to accomplish personal work, ultimately linking with an employee's better performance (Astuty & Udin, 2020). Furthermore, the duties of an employee and personal life are both important parts of human resources. Employees continuously attempt to balance these two aspects, but pragmatically getting a balanced atmosphere is rare. It exerts conflicts as individual employees require simultaneous attention to both organizational work and family work (Bian & Mohd Sukor, 2024). Thus, the organization needs to initiate proactive policies and strategies to address these issues, which ultimately support enhanced employee performance (Lee, 2018). The evidence showed a favorable inclination between work-life balance and employee performance with a comprehensive human resource management strategy in the organizational atmosphere that advocates and contributes to the sophisticated outcomes (Ariasari & Tjahjono, 2024).

Next, exploration of work-life balance and employee performance through bibliometric analysis reflects mapping the trajectory of the research and tracking the evolution of the themes, detecting its trends, and future path (Jambrino-Maldonado et al., 2022). Previous bibliometric exploration employed VOS viewer and major emphasis was on work-life balance, limiting its link to the outcomes of employee performance (Fitriyani & Iskandar, 2024; Rashmi & Kataria, 2022; Verma et al., 2024). Therefore, this research attempts to explore the linkage between work-life balance and employee performance through the analysis of bibliometric analysis. Moreover, the study employed R-biblioshiny software for the analysis of data. Next, this study intends to address this research gap, addressing these research questions: What are the research trends in work-life balance and employee performance themes? What are the highly contributing countries, prolific authors, relevant affiliations, and sources in the work-life balance and employee performance field? What are the most occurring terms in work-life balance and employee performance areas? Finally, to address these research questions following research objectives have been developed:

1.1 Research Objectives

- i. To analyze the research trends in work-life balance and employee performance themes
- ii. To explore the highly contributing countries, prolific authors, relevant affiliations, and sources in the work-life balance and employee performance field
- iii. To assess the most occurring terms in work-life balance and employee performance areas

II. THEORETICAL REVIEW

2.1 Theoretical Framework

The work-life balance reflects an ability of an employee to meet the expectations of individual life and organizational life in parallel ways, mitigating the conflicting situations of both dimensions (Gerçek, 2024). Thus, constructing a favorable and sound organizational atmosphere extending internal work, enabling individual work, and family obligations is considered as work-life balance that fosters employee commitment and performance (Eshun & Segbenya, 2024). Additionally, the work-life balance, eliminating the restricted areas between family life and work life, can heavily influence predetermined goals and personal expectations, lead to deteriorated employee performance, and unfavorably affect the family environment, in which recognition of work-life balance, integrating family and personal life foster productivity of the employees (Talukder et al., 2018). Moreover, the evidence revealed that flexible working modality favorably contributes to the better accomplishment of employees in the organization (Tarafdar et al., 2019). Moreover, there are several theories embraced for work-life balance, comprising the role theory and the spillover theory. Theory of spillover advocates that the experience of an individual in a particular domain as individual life or work life, ultimately affects others in both direction exerting either inverse or favorable consequences (Ilies et al., 2024; Ratnaningsih & Idris, 2024). Finally, role doctrine emphasizes dynamic and multiple roles held by employees and reveals how demands or conflicts between these responsibilities influence work-life balance ((Gerçek, 2024; Khatri & Shukla, 2024). Next, employee performance encompasses a process of accomplishment of the workforce in the organization by conducting the assigned responsibilities aligning with goals, expectations, and strategies of the entities, which is fundamentally affected by the work-life balance scenario and its management mechanism (Hee et al., 2019; Tjimuku & Atiku, 2024). Moreover, the most popular doctrine representing the work-life balance is boundary theory, which is reflected below:

2.1.1 Boundary Theory

The boundary theory was introduced by Glaser and Strauss (2017) at the beginning, which states that individual employees in the organization construct an environment where employees collaborate through negotiation, maintain, and craft the boundaries in the organization to distinguish their dual role or integrate the individual responsibility and obligation related to family and duties and responsibilities of their profession. Therefore, the ground of boundary doctrine clearly advocates and supports discovering how the workforce maintains balance between personal life and professional life as these domains stand as distinct dimensions but are associated with each other, and ultimately, individual employees embrace compatible strategies to balance and manage these work and personal life boundaries (Cingiene, 2024). Finally, the foundation of the boundary principle offers a base to explore how other elements derived from the society comprising norms emerged from culture, and restricted support from the organization, affect the individual's capability to adopt effective work-life balance (Yesuf et al., 2024).

III. METHODOLOGY

The work-life balance and employee performance, embracing the bibliometric analysis, employed the 235 data extracted from the OpenAlex source, which covers the study period from 2014 to 2024. This research utilized OpenAlex data for the bibliometric analysis, as this source of data is completely open and covers a wide range with a large-scale dataset (Velez-Estevez et al., 2023). The quantitative data included articles as the main types of documents, and documents published in the English language were involved in the analysis. The key terms “work-life balance and employee performance,” comprising “balance (ability),” “work,” “business,” “social psychology,” and “economics,” were the leading terms employed for the study. Moreover, the analysis encompassed ‘descriptive statistics,’ ‘annual scientific production,’ ‘average citation score,’ ‘three-field plot,’ ‘relevant source,’ ‘most prolific author,’ ‘most relevant affiliation,’ ‘countries’ scientific production,’ ‘most globally cited document,’ ‘most locally cited document,’ ‘most relevant word,’ ‘trend topics,’ ‘thematic cluster,’ and ‘word cloud.’ Moreover, the collected data were analyzed using R-Biblioshiny software.

IV. FINDINGS & DISCUSSION

4.1 Findings

This section of the research comprises the findings of the study revealed through the analysis of the bibliometric data on the theme of work-life balance and the employee performance domain. The following results represent the key outcomes of the analysis:

Table 1
Descriptive Statistics

| Description | Results |
|-------------------------------------|-----------|
| MAIN INFORMATION ABOUT DATA | |
| Timespan | 2014:2025 |
| Sources (Journals, Books, etc) | 187 |
| Documents | 235 |
| Annual Growth Rate (%) | 36.44 |
| Document Average Age | 3.03 |
| Average citations per document | 5.191 |
| References | 2079 |
| DOCUMENT CONTENTS | |
| Keywords Plus (ID) | 162 |
| Author's Keywords (DE) | 300 |
| AUTHORS | |
| Authors | 558 |
| Authors of single-authored document | 40 |
| AUTHORS COLLABORATION | |
| Single-authored document | 43 |
| Co-Authors per document | 2.58 |
| International co-authorships (%) | 2.553 |
| DOCUMENT TYPES | |
| Article | 235 |

Table 1 shows the descriptive statistics of the data. These outcomes comprise the time span from 2014 to 2025 with a total of 235 documents. Similarly, the annual growth rate of the production depicts 36.44 percent, the average

age of paper is 3.03, citation status for every paper on average reveals 5.191, and the total reference comprises 2079 in the accumulated data. Additionally, the keywords of authors involve 300, with a total number of authors 558/ and authors with a single paper 40. Finally, the document included only the article category of papers published in the English language.

4.1.1 Annual Scientific Production

The annual production of the scientific paper covers the articles published from 2014 to 2025. This outcome manifests the growing direction in the subsequent years, with the rising interest of scholars in the field of work-life balance and the employee performance theme of the research. The figure below represents the production of scientific papers.

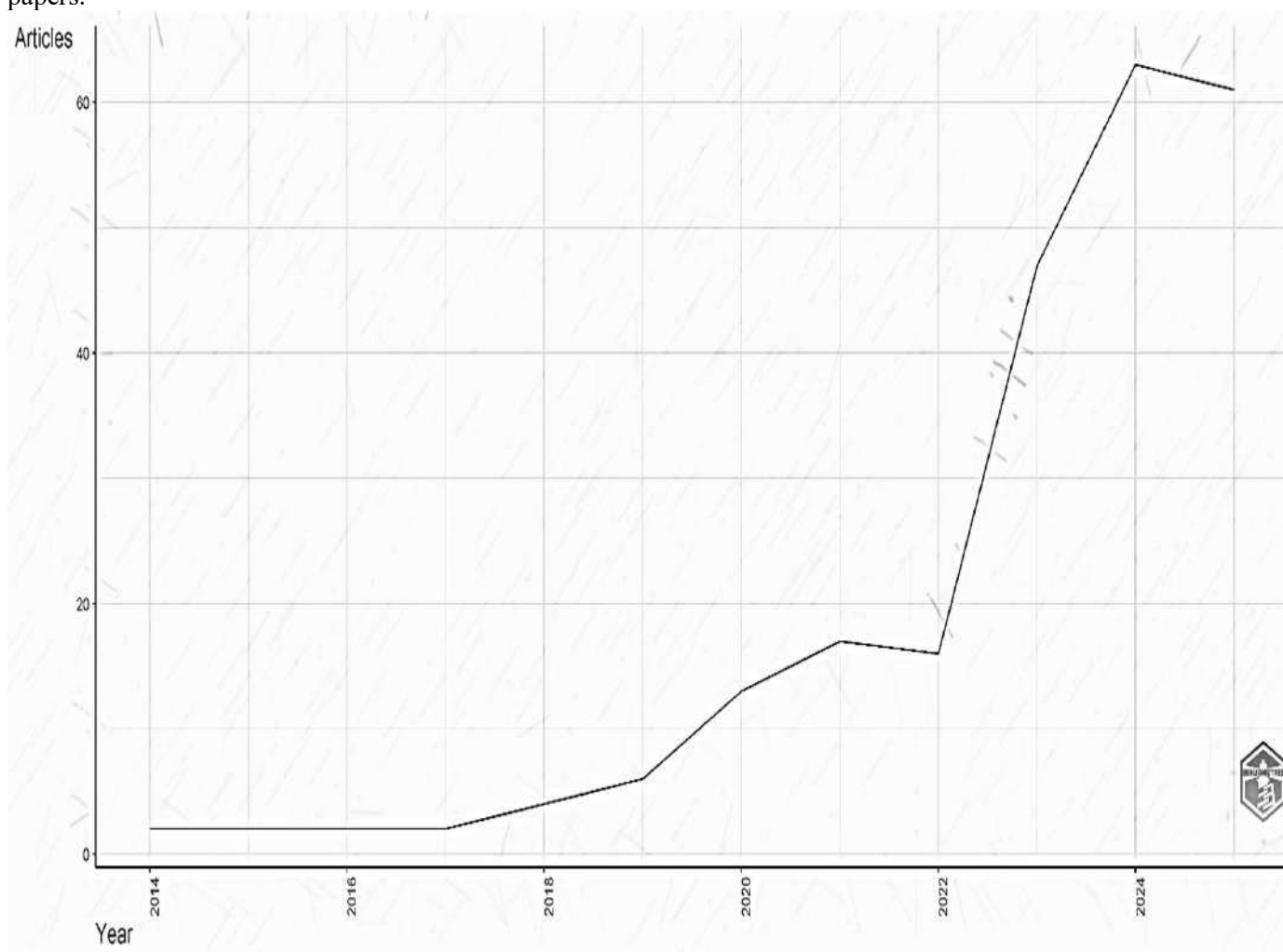


Figure 1
Annual Scientific Production

Figure 1 represents the annual scientific production of the documents. This result consists of the number of papers related to the work-life balance and employee performance theme. Initially, the publication status of two articles was depicted from 2014 to 2018. However, the publication trend increased from the year 2020 to 2025, ranging from thirteen manuscripts to sixty-one papers in the year 2025. It exhibits that the research theme gained popularity during the investigation period, revealing the higher interest and attraction of research scholars to these key areas.

**Table 2***Average Citation per Year*

| Year | Mean TC per Article | N | Mean TC per Year | Citable Years |
|-------------|----------------------------|----------|-------------------------|----------------------|
| 2014 | 88.00 | 2 | 6.77 | 13 |
| 2015 | 43.50 | 2 | 3.62 | 12 |
| 2016 | 19.00 | 2 | 1.73 | 11 |
| 2017 | 21.50 | 2 | 2.15 | 10 |
| 2018 | 22.25 | 4 | 2.47 | 9 |
| 2019 | 8.50 | 6 | 1.06 | 8 |
| 2020 | 24.23 | 13 | 3.46 | 7 |
| 2021 | 10.47 | 17 | 1.75 | 6 |
| 2022 | 4.38 | 16 | 0.88 | 5 |
| 2023 | 2.09 | 47 | 0.52 | 4 |
| 2024 | 1.10 | 63 | 0.37 | 3 |
| 2025 | 0.10 | 61 | 0.05 | 2 |

Table 2 manifests the average cited score of the manuscript. The year 2014 reveals the highest average citation status for each article, with eighty-eight, which comprises two articles, and the per-year citation remained 6.77 as the highest score of the mean total citation with thirteen years of citable duration. Similarly, an average article citation score was found in 2015, and a 3.62 per year citation position was found in the same year. Moreover, the per-article citation score depicted 19, 21.50, 22.245, 8.50, 24.23, 10.47, 4.38, 2.09, 1.10, and 0.10 from the year 2016 to 2025, respectively. The per-year average citation for the documents found was 1.73, 2.15, 2.47, 1.06, 3.46, 1.75, 0.88, 0.52, 0.37, and 0.05 in the same period.

4.2 Three-Field Plot

The three-field plot in this result portrays the three major fields of key terms of the study, nations, and sources for the research papers. The topmost vital keywords, contributing states, and sources occur through the bibliometric analysis included in the results. The graph below represents the three-field plot:

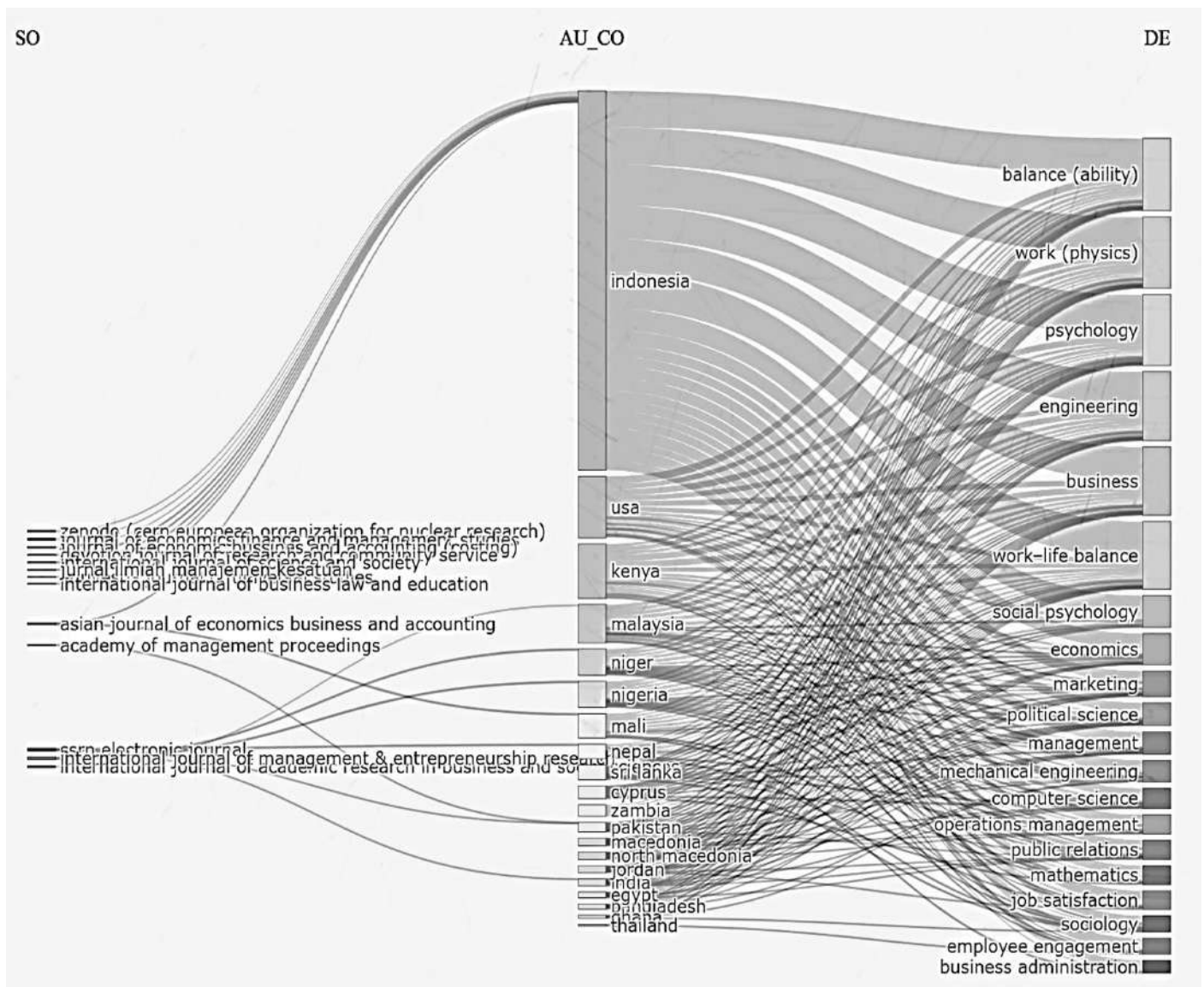


Figure 2
Three-Field Plot

Figure 2 reveals the three-field plot of the study. This plot integrates three major fields consisting of key terms of the study areas, countries involved in the production of the scientific papers, and key sources of the documents. The key terms ‘balance,’ ‘work,’ ‘psychology,’ ‘business,’ ‘work-life balance,’ and ‘employee engagement’ were revealed as leading terms in the research. Similarly, the highly contributing nation Indonesia stands as the top producing country, followed by the ‘United States of America,’ ‘Kenya,’ ‘Malaysia,’ and ‘Nigeria.’ Finally, key sources ‘SSRN Electronic Journal’ and ‘Zenodo (CERN European Organization for Nuclear Research)’ were found as leading sources.

4.2.1 Most Relevant Sources

The relevant source in this study comprises the ten highly popular sources of research papers that were published during the period from 2014 to 2025. This outcome involves the top ten sources based on the data accumulated from OpenAlex sources. The graphical depiction below represents the relevant sources of the study:

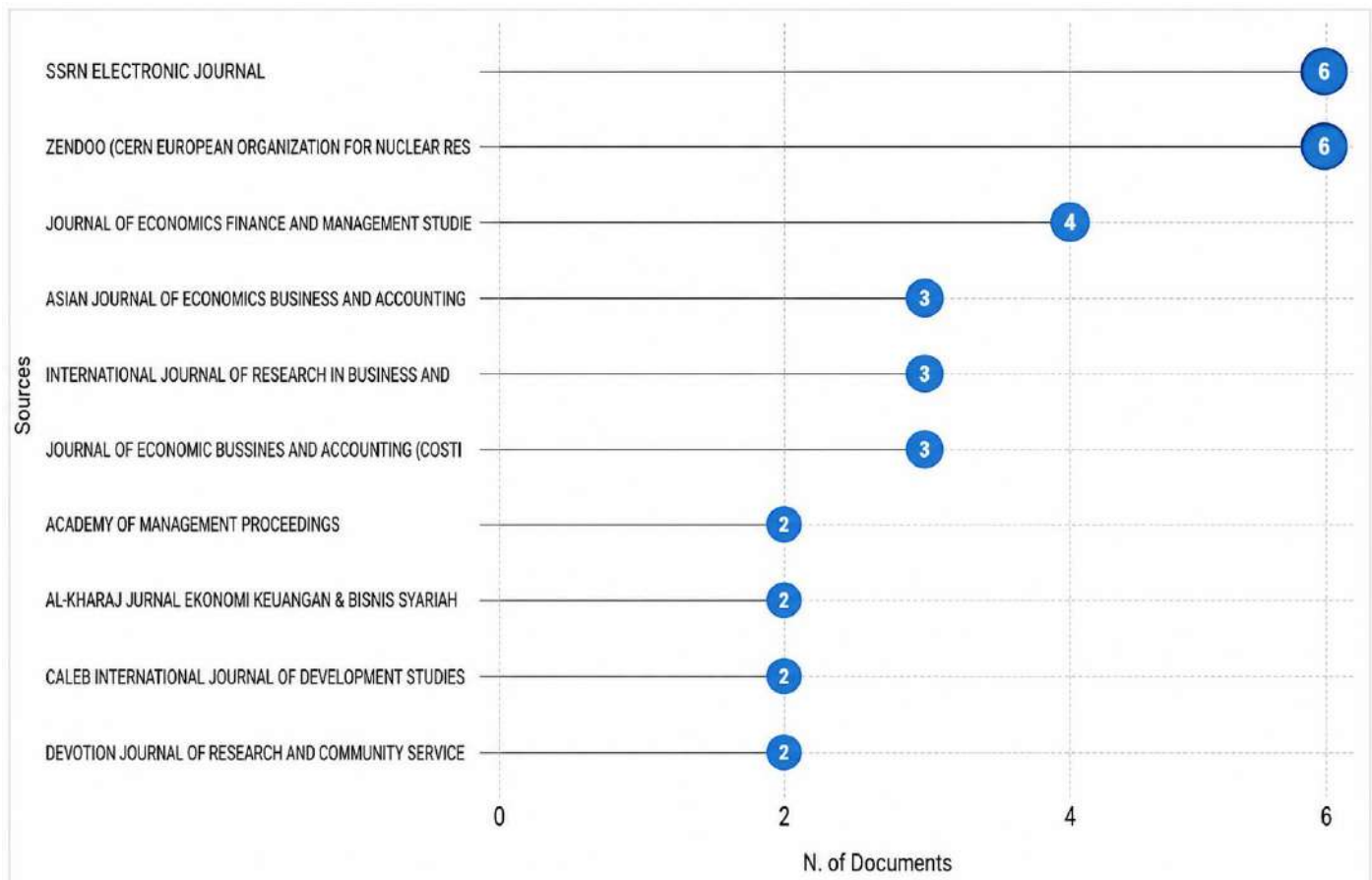


Figure 3
Most Relevant Sources

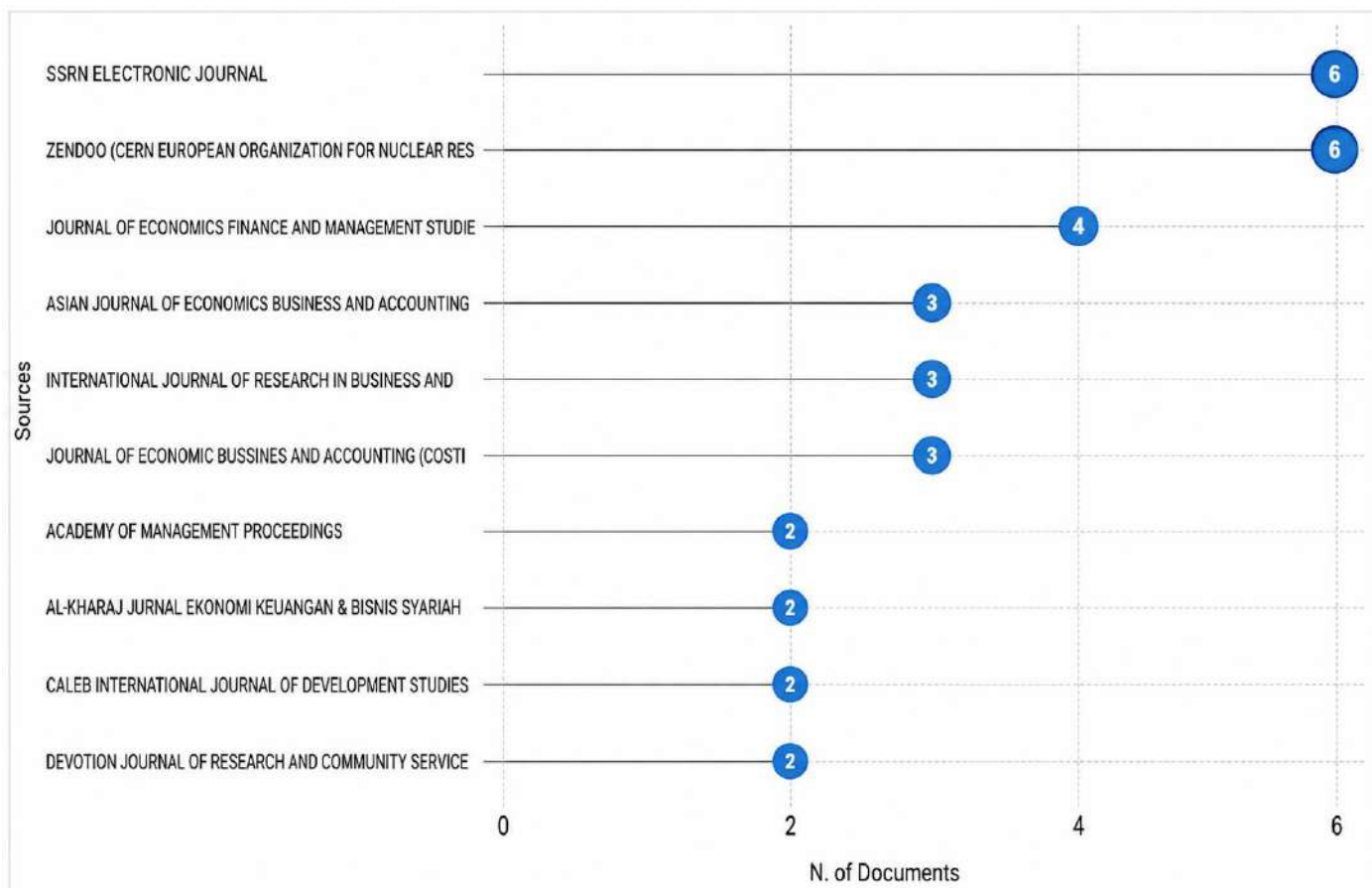


Figure 3 exhibits the most relevant sources. The ‘SSRN Electronic Journal’, and ‘Zenodo (Cern European Organization for Nuclear Research)’, integrate six documents for each source during the research time, followed by ‘Journal of Economics, Finance and Management Studies’ with four papers. Similarly, ‘Asian Journal of Economics, Business and Accounting’, ‘International Journal of Research in Business and Social Science’, and ‘Journal of Economic Business and Accounting (Costing)’ include three scholarly papers for each source in the areas of ‘work-life balance and employee performance’. Additionally, ‘Academy of Management Proceedings,’ ‘Al-Kharaj Jurnal Ekonomi Keuangan & Bisnis Syariah,’ ‘Caleb International Journal of Development Studies,’ and ‘Devotion Journal of Research and Community Service’ manifest two documents for each source.

4.2.2 Authors’ Production over Time

This publication of the results of research scholars represents their contribution to the total number of publications in the ‘work-life balance and employee performance’ theme during the investigation period. The following graph reveals the complete status of the scientific production of researchers:

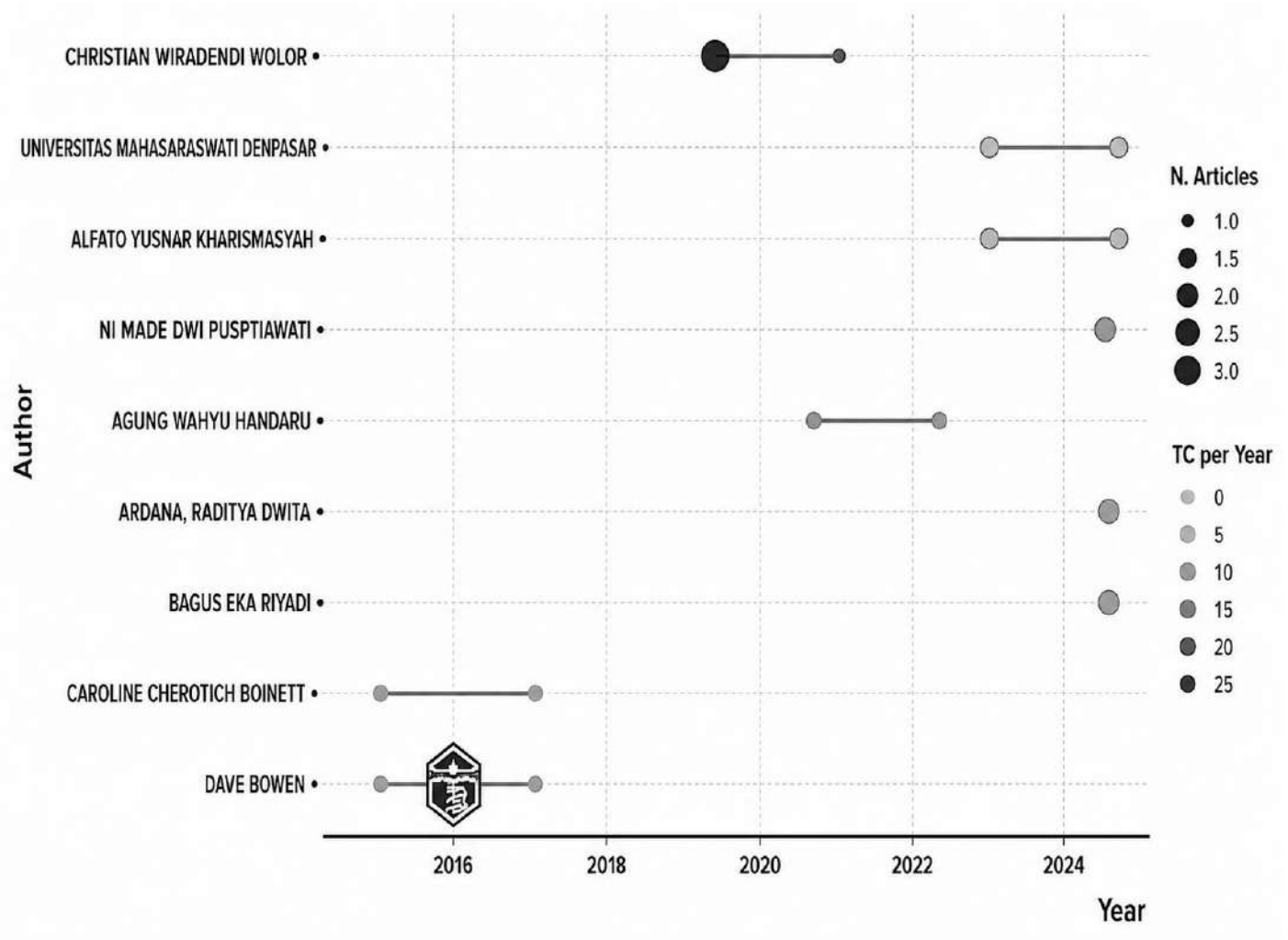


Figure 4
Authors' Production over Time

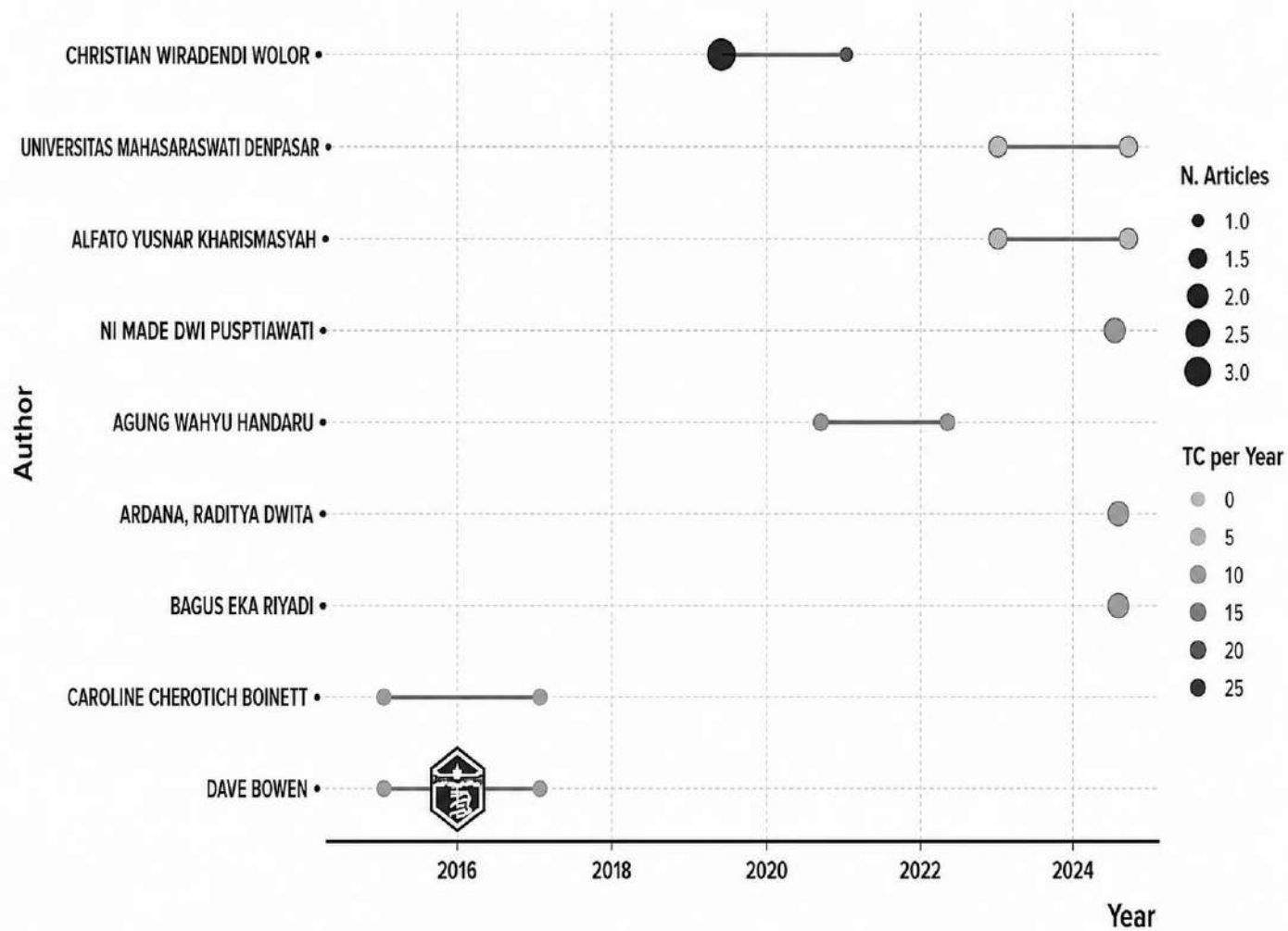


Figure 4 manifests the authors' production over time. Several authors are involved in the publication of the research papers concerning the theme. Authors Agung Wahyu Handaru, Alfato Yusnar Kharismasyah, Ardana, Raditya Dwita, Bagus Eka Riyadi, Caroline Cherotich Boinett, Christian Wiradendi Wolor, Dave Bowen, and Ni Made Dwi Puspitawati remained as highly contributing scholars.

4.2.3 Most Relevant Affiliations

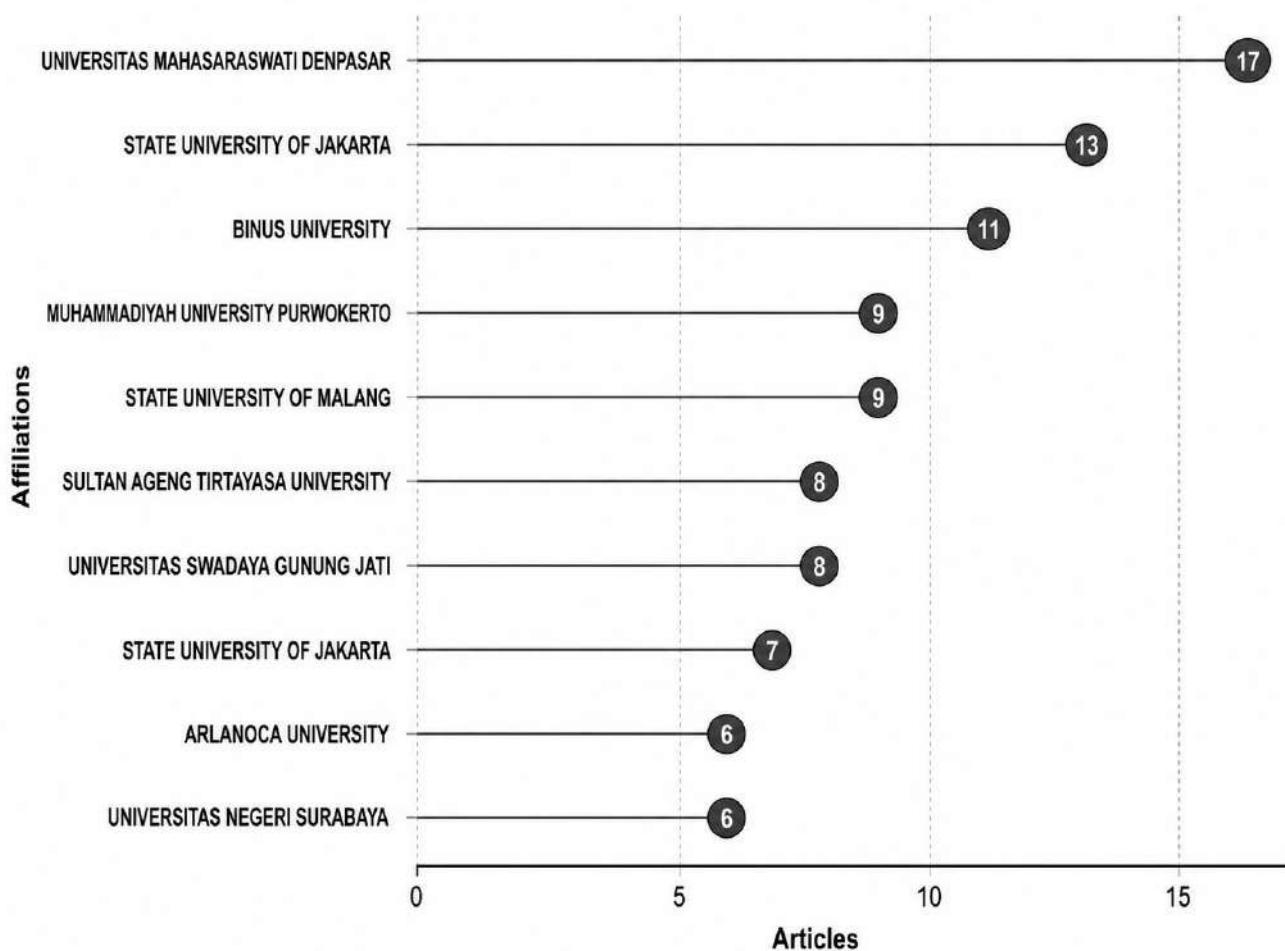


Figure 5
Most Relevant Affiliations

Figure 5 depicts the most relevant affiliation. This outcome comprises the high involvement of affiliation with higher production of scientific documents during the period of study. The ‘Universitas Mahasaraswati Denpasar’ consists of fourteen papers, followed by the ‘State University of Jakarta’. Similarly, ‘Binus University’ comprises eleven documents, and ‘Muhammadiyah University Purwokerto’ and ‘State University of Malang’ have nine documents for each affiliation. Moreover, ‘Sultan Ageng Tirtayasa University’ and ‘Universitas Swadaya Gunung Jati’ involve eight articles for both affiliations. Next, the ‘State University of Jakarta’ includes seven papers. Finally, ‘Airlangga University’ and ‘Universitas Negeri Surabaya’ integrate six scientific documents representing each affiliation.

Table 3
Countries’ Scientific Production

| S.N. | Country | Frequency |
|------|------------|-----------|
| 1 | Indonesia | 368 |
| 2 | Kenya | 17 |
| 3 | Nigeria | 12 |
| 4 | Pakistan | 8 |
| 5 | Malaysia | 7 |
| 6 | USA | 7 |
| 7 | Sri Lanka | 5 |
| 8 | Bangladesh | 4 |
| 9 | Ghana | 3 |
| 10 | Guyana | 3 |

Table 3

Countries' Scientific Production As shown in Table 3, Countries' Scientific Production represents countries' scientific production in the field of 'work-life balance and employee performance.' This outcome integrates the diverse nations involving into the scientific production of academic papers. Indonesia' involves 368 papers, standing in first position in the ranking, followed by 'Kenya' with 17 articles during the study period. Next, 'Nigeria' twelve, 'Pakistan' eight, 'Malaysia', and 'United States of America' contain seven papers for each state. Additionally, 'Sri Lanka' five, 'Bangladesh' four, 'Ghana', and 'Guyana' depict three for both countries. This result reveals that diverse nations contributed to the theme areas. However, Asian countries are mostly involved to the areas of the study.

4.2.4 Most Global Cited Documents

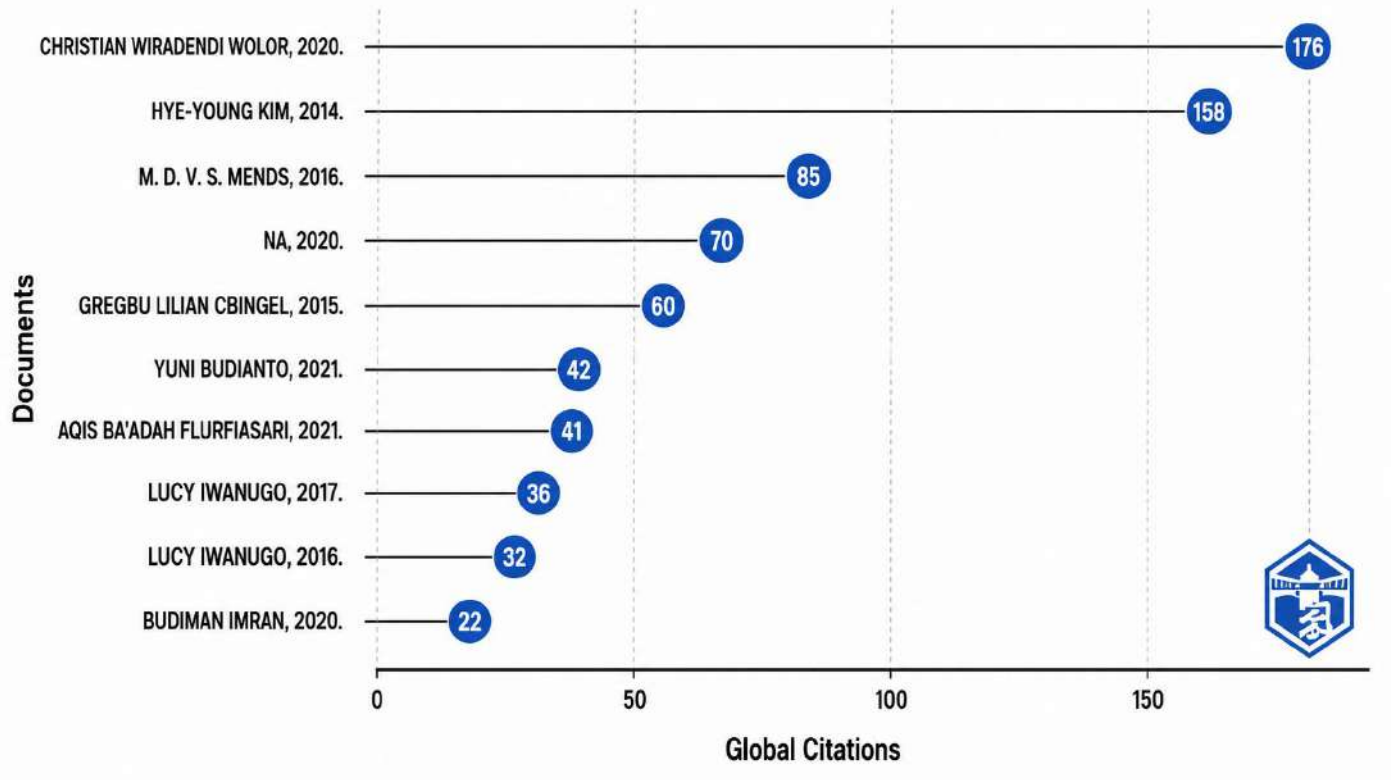


Figure 6
Most Global Cited Documents

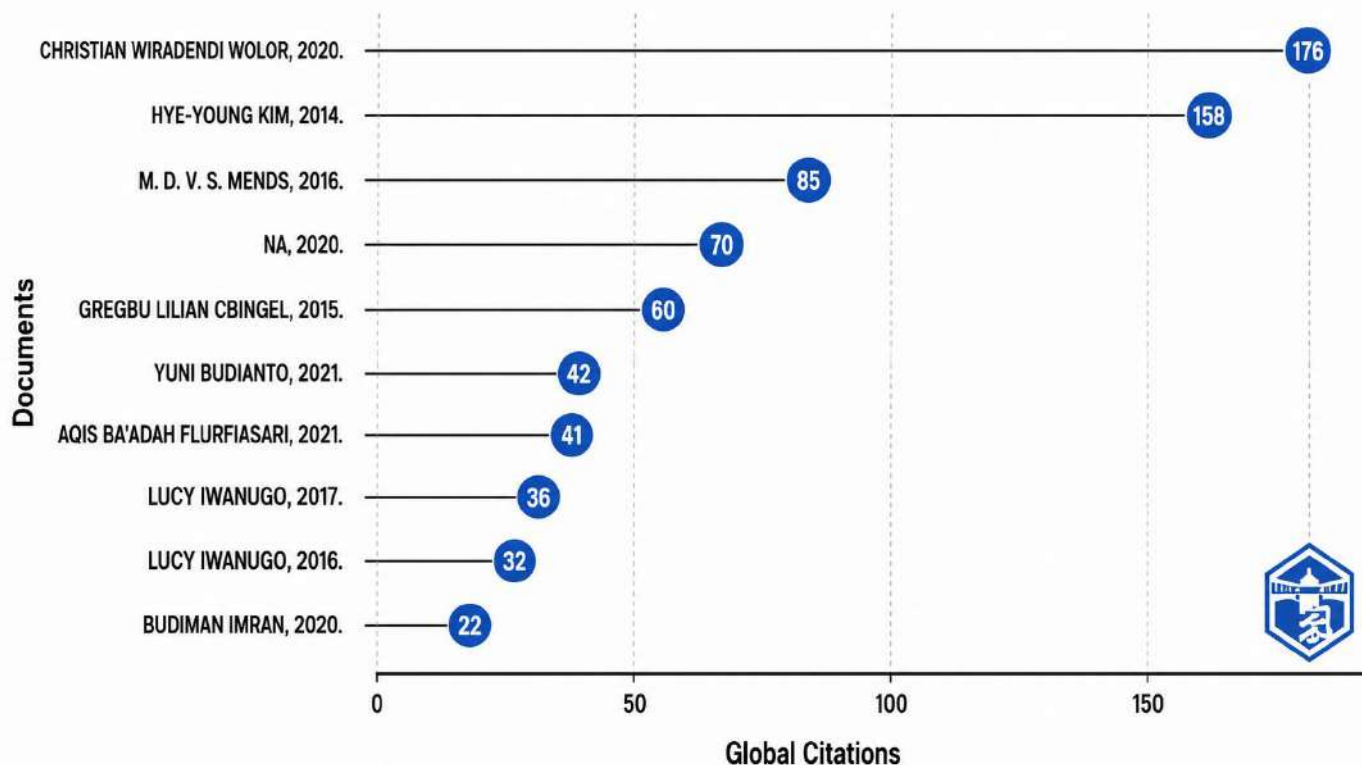


Figure 6 reveals most global cited documents. The most globally cited document comprises the ten leading authors, Journal source and global citation status. Author Wolor et al. (2020) on the research areas of ‘Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19’ pursued 178 globally cited position followed by Mendis and Weerakkody (2018a) related to ‘impact of work life balance on employee performance with reference to Telecommunication Industry in Sri Lanka: A mediation mode’ published in ‘Kelaniya Journal of Human Resource Management’ contains 85 globally cited score. Moreover, the work by Badrianto and Ekhsan (2021) concerning to ‘Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi’ found in ‘Jesya (Jurnal Ekonomi & Ekonomi Syariah)’ 42 global citation, Puspitasari and Darwin (2021) on ‘Effect of Work-Life Balance and Welfare Level on Millennial Employee Performance Through Work Engagement’ revealed in ‘International Journal of Science and Society’ depicted 42, Lucy Mwangi et al. (2017a) with the scientific paper ‘Effects of Work life Balance on Employees Performance in Institutions of Higher Learning: A Case Study of Kabarak University’ published in ‘Kabarak Journal of Research & Innovation’ demonstrates 38 globally cited status, and work by Imran et al. (2020) on the paper of ‘Work Life Balance Effect (Case Investigation on PT PJB Power Plant Maintenance Unit). Proceedings of the International Conference on Management, Accounting, and Economy (ICMAE 2020)’ published in ‘International Conference on Management, Accounting, and Economy’ found 22 global citation score.

4.2.5 Most Local Cited Documents

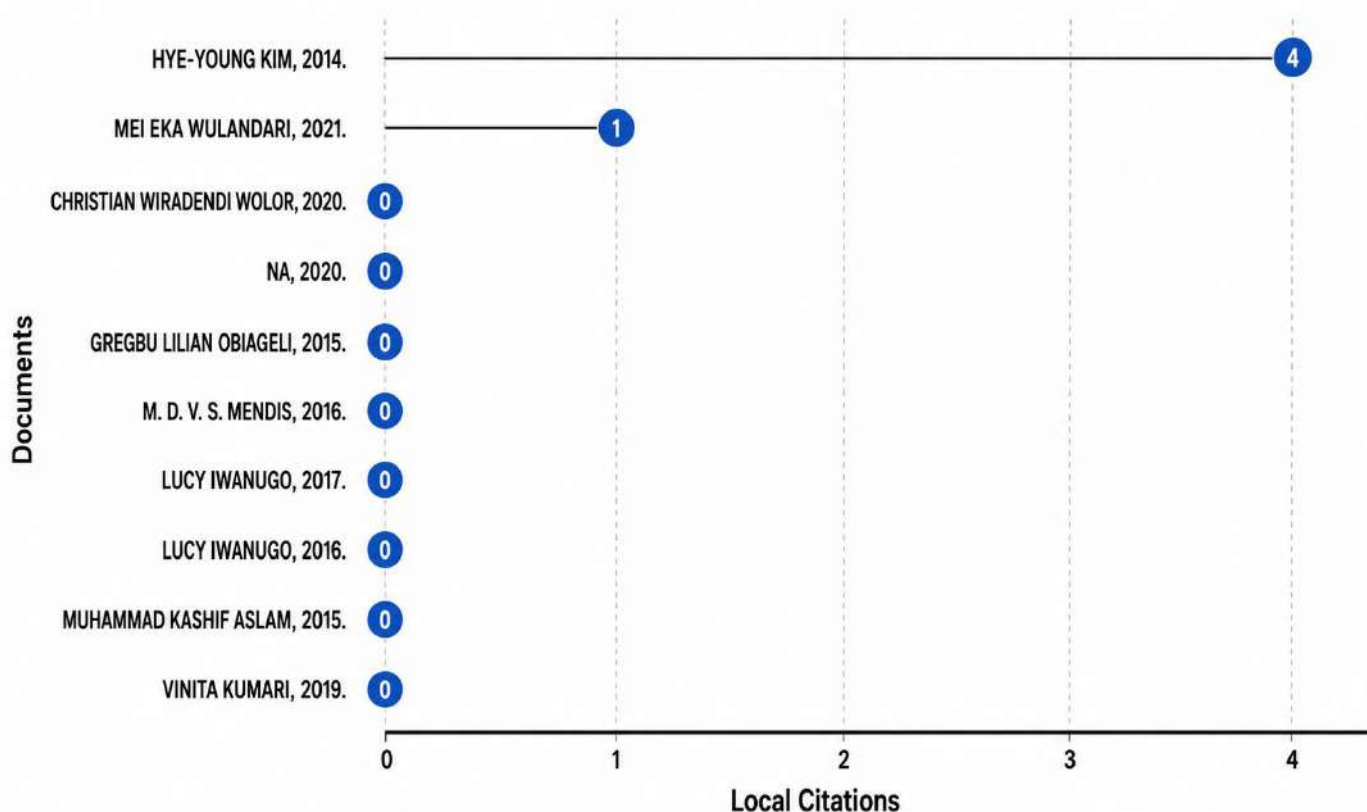


Figure 7 represents the most locally cited documents. The author Wulandari and Hadi (2021) The paper ‘Peran Job Satisfaction sebagai Variabel Intervening antara Work Life Balance terhadap Employee Performance’ published in the ‘Jurnal Ilmu Manajemen’ manifested four local citation scores. Similarly, the work by Wolor et al. (2020) related to ‘Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19’ contains one local citation. Moreover, the research work by Mendis and Weerakkody (2018b) with ‘The impact of work life balance on employee performance with reference to the telecommunication industry in Sri Lanka: A mediation model’ in the journal of ‘Kelaniya Journal of Human Resource Management’, Lucy Mwangi et al. (2017b) on ‘Effects of Work life Balance on Employees' Performance in Institutions of Higher Learning: A Case Study of Kabarak University’ published in the ‘Kabarak Journal of Research & Innovation’ and academic work by Kumari and Vasantha (2019) relating to the ‘Impact of Work Life Balance on Employee Performance’ published in ‘Indian Journal of Public Health Research & Development’ found no local citation score during the study period.

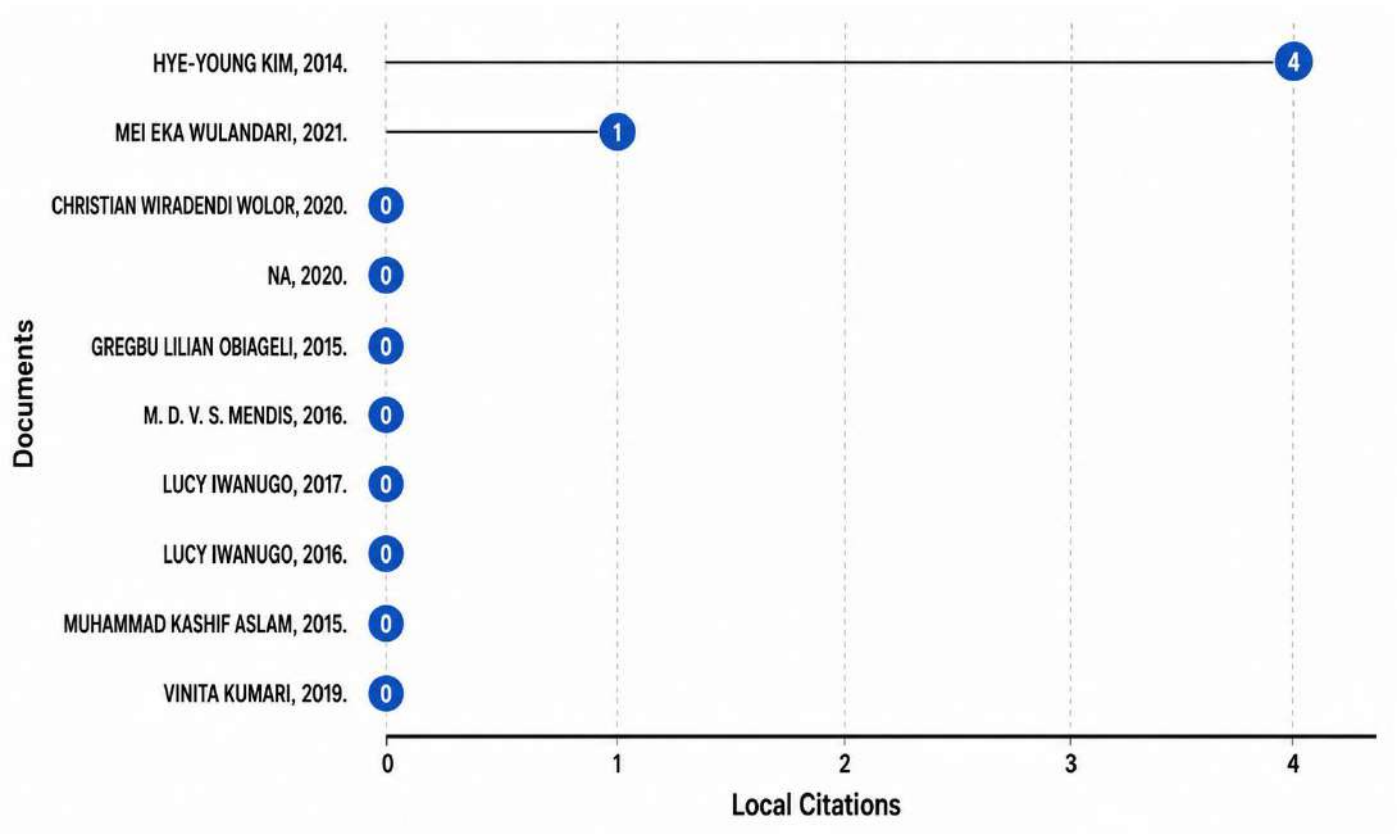


Figure 7
Most Local Cited Documents

4.2.6 Most Relevant Words

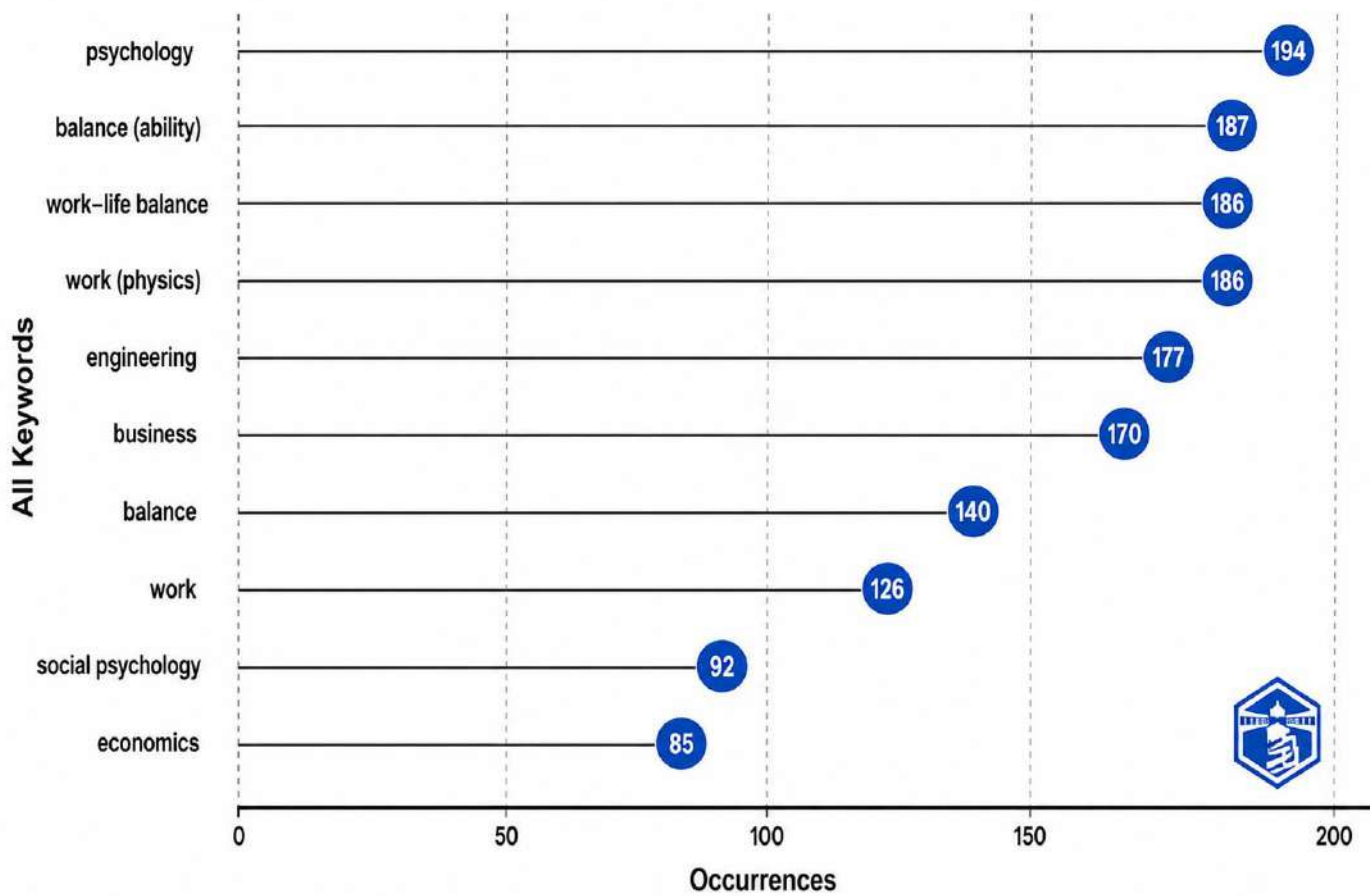


Figure 8 depicts the most relevant words. This outcome contains the leading words that occurred in the field of ‘work-life balance and employee performance’ during the study period. The main key work integrated in this outcome is ‘psychology’, which occurred 194 times during the study period, followed by the ‘balance (ability)’, depicting the 187 occurrences in the study themes. Next, ‘work-life balance’ and ‘work (physics)’ terms occurred 186 times in the study period. Other terms, including ‘business’, ‘balance’, ‘work’, ‘social psychology’, and ‘economics’ terms were reflected 170, 140, 126, 92, and 85 occurrences respectively.

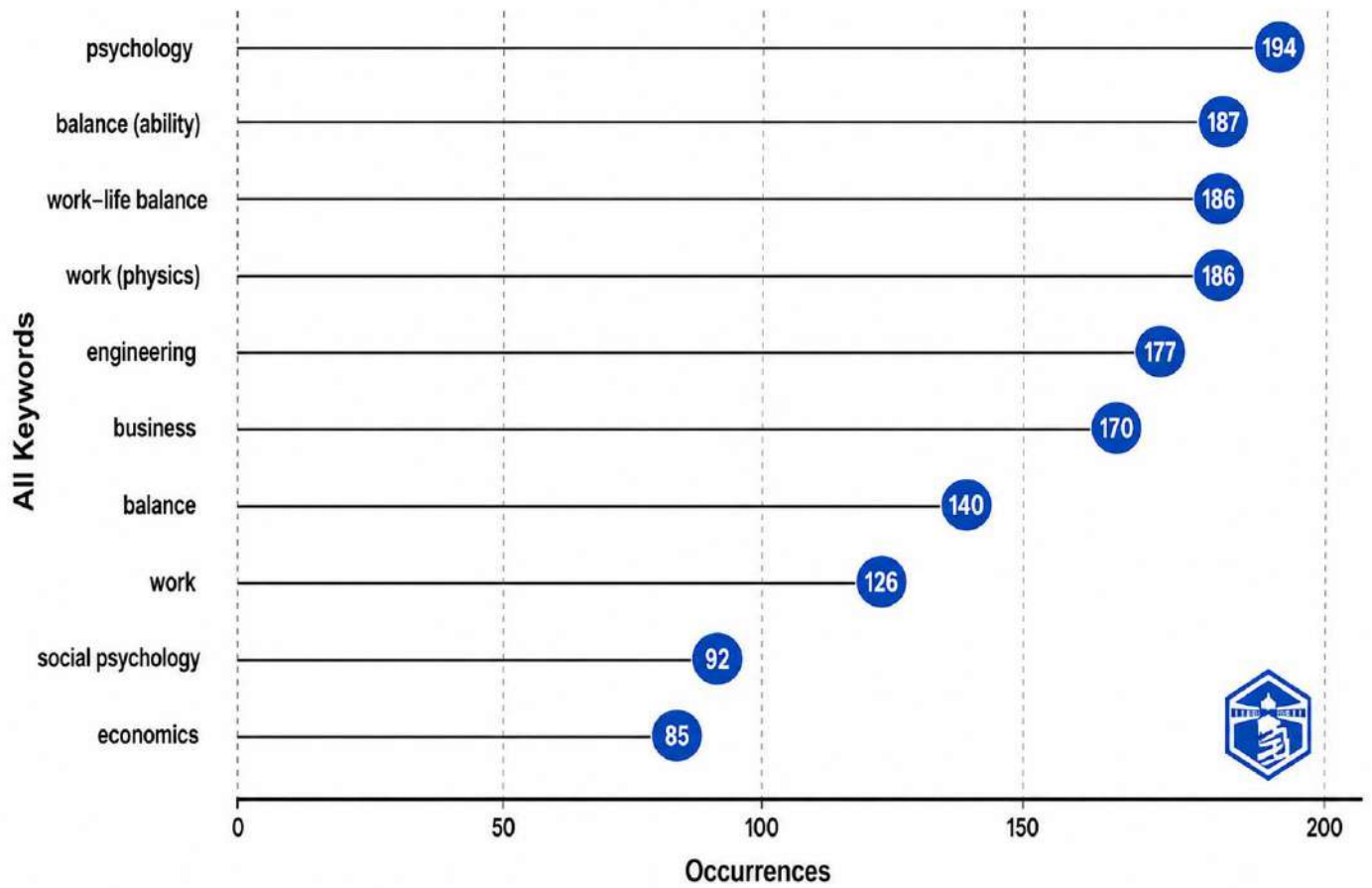


Figure 8
Most Relevant Words

4.2.7 Trend Topics

Figure 9 manifests the trend topics. The terms ‘psychology’ gained popularity with highest frequency of 194 occurrences from 2022 to 2024. Similarly, key words ‘balance’ appeared 187 times during 2022 to 2014 and ‘work’ terms appeared 186 times in the same period. Moreover, ‘social psychology’ demonstrates 92 occurrences from 2023 to 2024, ‘mechanical engineering’, and ‘job satisfaction’ 62 and 61 occurrences in the same period. Additionally, other terms consisting of ‘government’, ‘socioeconomics’, ‘statistics’, ‘medicine’, ‘humanities’, and ‘organizational citizenship behaviour’ reveal below fifty occurrences during the study period.

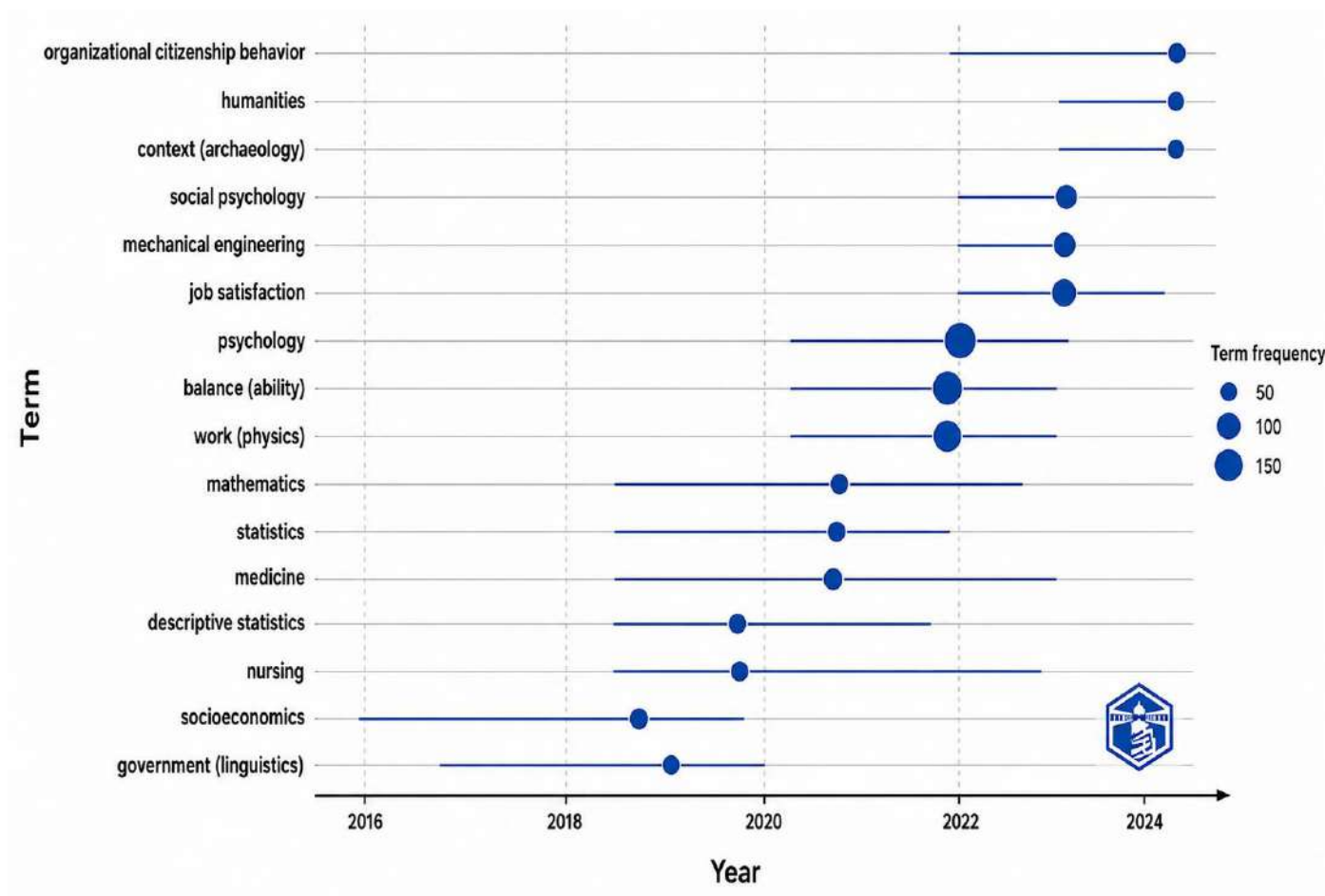


Figure 9
Trend Topics

4.2.8 Co-occurrence Network

Error! Not a valid bookmark self-reference. depicts a co-occurrence network. This result interrogates the main key terms that occurred in the field of the ‘work-life balance and employee performance’ sector. The most occurring keywords of the study areas are mainly clustered in the different segments, as depicted with distinct colors in the graph. Moreover, the green, blue, red, and purple colors distinguish and represent the diverse key terms of the study sector. However, the vibrating and leading key terms revealed in the study areas consist of ‘psychology,’ ‘balance,’ ‘work-life balance,’ ‘work,’ ‘business,’ ‘operation management,’ and ‘mechanical learning.’

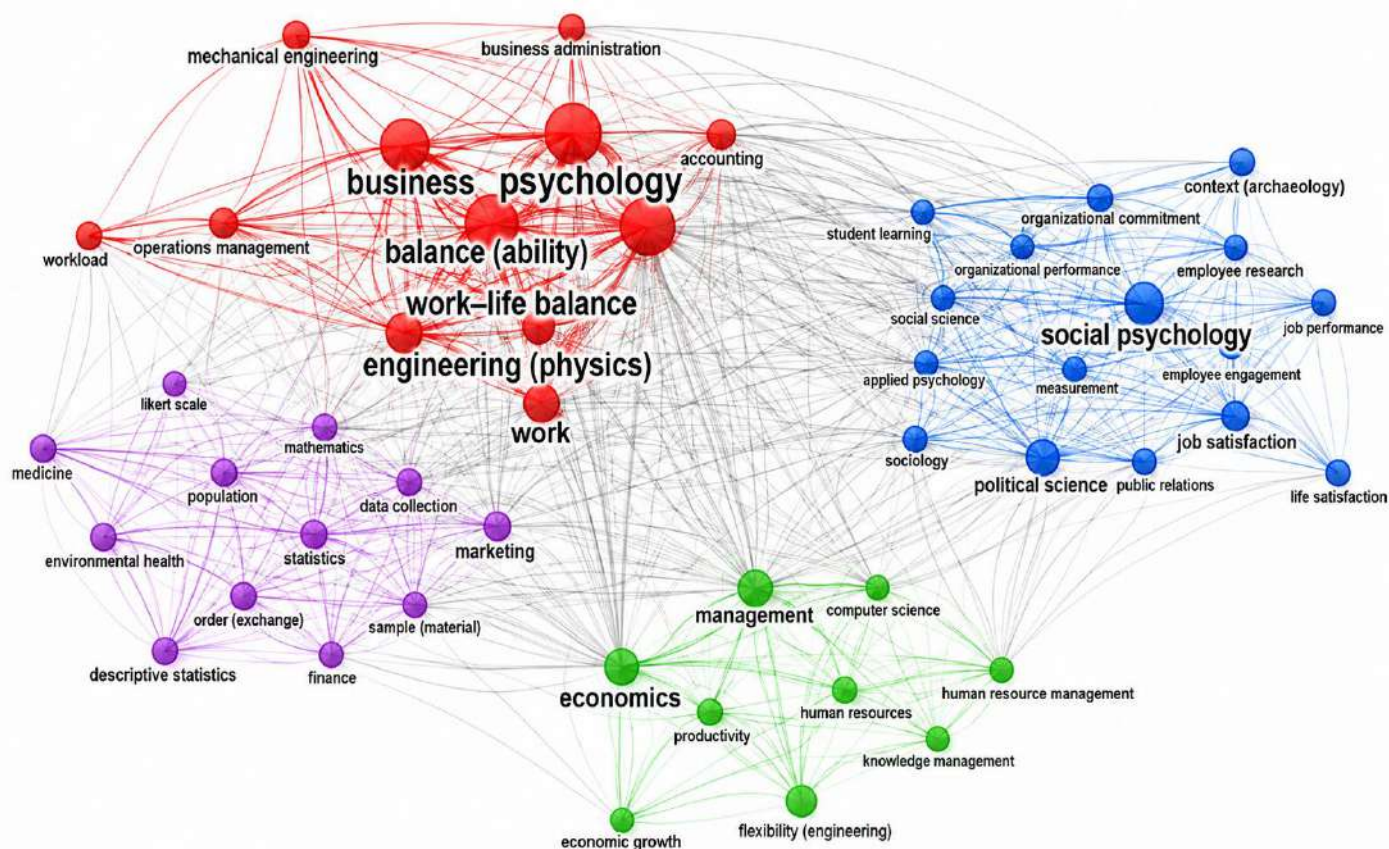


Figure 10
Co-occurrence Network

4.2.9 Thematic Map

Figure 11 reveals a thematic map. The thematic graph contains the four different quadrants, revealing different keywords found in the areas of ‘work-life balance and employee performance.’ One of its quadrants includes a motor, representing a high degree of development and a high level of relevance. Moreover, the basic quadrant represents a high degree of centrality and a lower development level, which integrates the key terms ‘psychology,’ ‘balance,’ ‘work-life balance,’ ‘social psychology,’ and ‘job satisfaction.’ Similarly, the niche quadrant, representing the higher degree of development and lower degree of relevance in the study theme, represents the key terms ‘economics,’ ‘management,’ ‘marketing,’ and ‘sociology.’ Additionally, the emerging quadrant, which depicts the lower centrality and lower density, does not include any key terms of the study areas during the study period, depicting the same for the motor quadrant. This result reflects that the work-life balance theme has evolved, and the basic theme is increasing its gravity among research scholars.

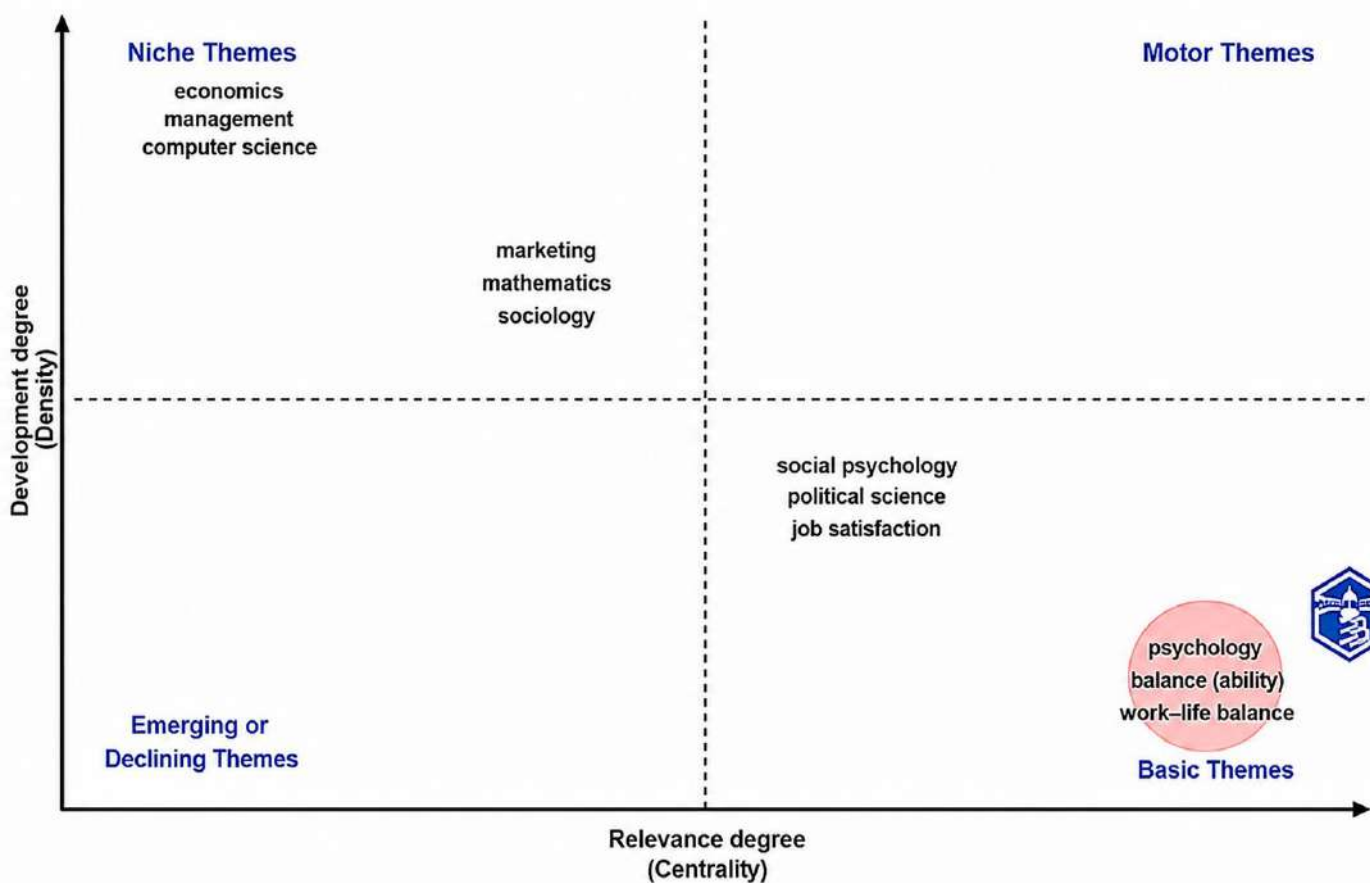


Figure 11
Thematic Map

4.2.10 Word Cloud

Figure 12 shows the word cloud. The most repeated words appeared in these results. The keyword ‘psychology’ was revealed 193 times, followed by ‘balance’ with 186 frequencies. Moreover, ‘work-life balance’ was depicted 185 times, and the term ‘work’ was found in the same occurrences. Next, the ‘business,’ ‘balance,’ ‘work,’ ‘social psychology,’ and ‘economics’ terms appeared during the study period, ranging from a minimum of 85 frequencies to a maximum of 176 occurrences.



Figure 12
Word Cloud

4.3 Discussion

The work life balance and employee performance were analyzed through the bibliometric analysis, which analyzed the trajectory of the research in the theme areas covering the study period from 2014 to 2025. The findings of the study showed a growing trend in the field of study during the study period. It reflects that the ‘work-life balance and employee performance’ areas were mostly explored through the empirical investigation. Thus, annual scientific production shows consistency with its publication trends till 2017. However, a rapid increase occurred from the year 2018 onwards. It reflects that the subsequent years gained popularity of the theme, in which most of the academic investigators concentrated on the study field, with the production of documents. Additionally, the result on average citation score showed the highest 88 mean total citations per article in 2014, with 6.77 mean total citations per year in the same year. It demonstrates that the citation proportion remained highest in the initial stage of this study, and its citation score declined in the subsequent years. Moreover, the Three-field plot depicts the leading key terms balance, work, and work-life balance, with the leading country as Indonesia, and it includes several sources of documents. It advocates that the key terms rapidly and frequently revolve in the study areas, demonstrating the higher use rate of the key terms embraced by research scholars. Next, relevant sources found “SSRN Electronic Journal” and “Zenodo (CERN European Organization For Nuclear Research),” which depict six manuscripts for each source and leading sources that highly produced the scientific papers during the study period with more contributions. The most prolific author included Christian W.W., with three papers that highly contributed in the theme areas of study involving into the publication process of the scientific papers. Similarly, the highly contributing and involved countries found throughout the globe. However, the exploration of the study theme ‘work-life balance and employee performance’ received more contribution especially from the Asian countries, mainly countries with scientific production: Indonesia has the highest publication with 368 publication followed by Kenya with 17 articles. Furthermore, the most relevant affiliation depicted “Universitas Mahasaraswati Denpasar” exhibits fourteen documents, and the most cited country involved is Indonesia with a total cited score of 524. In the case of most globally cited documents, the work by Christian W.W. was found with 176 globally cited status and the most locally cited document of Hye-Kyoung K's with four locally cited positions. The most relevant word related to the theme’s areas depicted, ‘psychology,’ remained at the top with 194 occurrences, ‘balance’ 187 and ‘work-life balance’ with 188 occurrences, which showed the growing interest of balance trend of work time and social family time among the employees that ultimately fosters the employee performance for the perpetual growth and sustainability of the firms. Therefore, the result from trend topics reflected the term ‘balance’ revealed 187 frequencies during 2022 to 2024, and ‘work,’ which had 186 occurrences during the same period. The thematic cluster showed ‘balance,’ ‘work-life balance,’ and ‘psychology’ as basic themes, which exhibit the most vibrating words. Finally, the outcomes from the word cloud further depicted ‘work-life balance’ as one of the most occurring terms with a frequency of 185.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This research intends to discover the research landscape of work-life balance and employee performance research through the bibliometric analysis covering a decade-long period of time. The outcomes of the research reveal a rising trend in the theme of the study. It concludes that this area of research has received the focus of academic scholars, which demonstrates a growing interest of researchers. Thus, scholars highly concentrate to this theme as the work-life balance and employee performance incline in a favourable direction, which ultimately contributes to boosting sound performance in the organizational practices. Moreover, the trend of citation of the theme areas shows the highest in the initial stage of the study. It further depicts the linkage of the scientific publication and establishes 'work-life balance and employee performance' as an important segment of the investigation. Additionally, the key terms 'balance,' 'work,' and 'work-life balance' gained popularity in the study period. It concludes that the thematic areas are established as an attractive theme that receives more focus from academic researchers. Thus, the evidences depict themes as revolving terms with higher interest of research scholars. Moreover, the contributing countries with scientific publications involve the diverse countries across the world that have highly produced research papers in the themes. However, the Asian countries are mostly involved in this sector of research work as Western nations are less involved in the field. It concludes that most of the developing countries and scholars, business firms intend to balance the work life and family life of employees, as multi-cultural practices of developing countries expect the valuable presence and participation in the cultural function. It is equally significant that balancing both job time and personal time with family and social function helps boost a higher level of performance among employees.

However, this study has limitations, as this research mainly embraced the data source from OpenAlex and excludes other important sources of information from Web of Science, Scopus, Dimension, Lens.org, and other which could extend the strength of the findings. Moreover, the dataset comprises information from a short period, and integration of long-period data could lead to better outcomes of the study. Similarly, the data is mainly based on open access and published only in the English language, which excludes other important documents published in other languages.

5.2 Recommendation

The outcomes of this research contribute significantly to the existing literature by exploring the evidences which ultimately link with mechanism of improving employee performance. Similarly, the business practitioners can adopt the valuable policies in the organization to enhance employee contribution with better performance, in which the work-life balance drives the main performance of the employees. Similarly, the policymakers benchmark this outcome as it is relevantly associated with the betterment of the employees and organization, which ultimately contributes to and links with the effective performance of the employees.

Therefore, future studies can take place, including the wider sources of data from Web of Science, Scopus, and others, and including the document from other language sources, which can reflect the deeper evidence of the research themes. Additionally, the exploration of the study theme can boost evidence to enhance future work-life balance practices in the business sector. Finally, the future can cover and focus on the key themes 'work-life balance,' 'work,' 'operation management,' and 'job satisfaction,' as these themes gained popularity during the study period.

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