A Literature Review and Expansion of the Concept of Work-Life Balance: Perspectives and Directions for Research in Corporate Social Responsibility

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Abstract:

The relationship between work-life balance (WLB) has a great impact on organisations interested in Corporate Social Responsibility (CSR). In this paper we conducted a systematic review of 88 articles in the English language that examines the concept of Work-life balance in a theoretical and methodological way, knowing the perspectives and approaches that WLB has and its relationship with CSR, as well as the areas in which it is present, gender equality in companies, its relationship in the hospitality industry, as well as knowing the countries and places where the concept is more developed due to its growing popularity. This paper provides an overview of the various areas where WLB is related and the interest of socially responsible business through the literature review, discovering gaps in the selected articles and future research possibilities and priorities.

Keywords. Work-life balance, Corporate Social Responsibility, Systematic Literature Review, Gender equality, Hospitality

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Revisión de la literatura y ampliación del concepto de equilibrio entre vida personal y profesional: Perspectivas y orientaciones para la investigación en el ámbito de la Responsabilidad Social Corporativa

Resumen

La relación entre la conciliación de la vida laboral y familiar (WLB) tiene un gran impacto en las organizaciones interesadas en la Responsabilidad Social Corporativa (RSC). En este trabajo se realizó una revisión sistemática de 88 artículos en lengua inglesa que examinan el concepto de Work-life balance de forma teórica y metodológica, conociendo las perspectivas y enfoques que tiene el WLB y su relación con la RSC, así como las áreas en las que está presente, la igualdad de género en las empresas, su relación en la industria hotelera, así como conocer los países y lugares donde el concepto está más desarrollado debido a su creciente popularidad. Este trabajo ofrece una visión general de las distintas áreas en las que se relaciona la WLB y el interés de la empresa socialmente responsable a través de la revisión bibliográfica, descubriendo lagunas en los artículos seleccionados y futuras posibilidades y prioridades de investigación.

Palabras Claves.
Conciliación de la vida laboral y familiar, Responsabilidad Social de las Empresas, Revisión Sistemática de la Literatura, Igualdad de género, Hostelería

Revisão da Literatura e Expansão do Conceito de Equilíbrio Trabalho-Vida: Perspectivas e Direcções para a Investigação em Responsabilidade Social das Empresas

Resumo:

A relação entre o equilíbrio entre vida pessoal e profissional (WLB) tem um grande impacto nas organizações interessadas em Responsabilidade Social Corporativa (CSR). Neste trabalho, foi realizada uma revisão sistemática de 88 artigos em língua inglesa que examinam o conceito de equilíbrio entre vida pessoal e profissional de forma teórica e metodológica, conhecendo as perspectivas e abordagens que o equilíbrio entre vida pessoal e profissional tem e sua relação com a RSC, bem como as áreas em que está presente, a igualdade de gênero nas empresas, sua relação no setor de hospitalidade, além de conhecer os países e locais onde o conceito está mais desenvolvido devido à sua crescente popularidade. Este documento fornece uma visão geral das várias áreas em que o WLB está relacionado e o interesse dos negócios socialmente responsáveis por meio da revisão da literatura, descobrindo lacunas nos artigos selecionados e possibilidades e prioridades de pesquisas futuras.

Palavras-chave.

Equilíbrio entre trabalho e vida pessoal, Responsabilidade Social Corporativa, Revisão Sistemática da Literatura, Igualdade de gênero, Setor Hoteleiro.

1. INTRODUCTION

This research paper aims to expose the expansion of the WLB concept in our days, the literature review shows a development of the term WLB in certain countries where it has taken more importance, this goes hand in hand with the relationship established with the concept of CSR, gender equality and hospitality in companies around the world and different business lines.

Work is an integral part of an individual's professional identity, but balancing it with non-work activities can be a difficult task (Rashmi & Kataria, 2022), because we are in a constantly changing world, people's responsibilities towards their work and personal lives have increased enormously, which has led to an increase in the "imbalance" between work and personal life, making this an important issue for individuals (Le et al., 2020).

Therefore, several theories have been developed over the years, such as Social Exchange Theory (Adu-Gyamfi et al., 2021; Lee, 2022; Low, 2020; Mousa et al., 2020), Psychology of Working Theory (Wang & Cheung, 2024 and Work/Family Border Theory (Clark, 2000) to mention some of the most important ones, which mention the link between the organisation and its employees and the resources that companies have to implement unique strategies to gain competitive advantages.

For this reason this paper has focused on understanding the core elements of the WLB and its contribution to organisations, especially in areas such as the hospitality sector, finding out whether hotel companies incorporate environmental and social CSR measures, whether they are concerned about sustainability, and how the industry is investing in environmental management, long-term thinking designed to ensure more environmentally sustainable operations, supply chains and energy savings (Pham et al., 2022), as well as to know the importance of gender equality with the WLB, as this research allows to expose that gender equality is more permissible in European and North American countries, the opposite happens in organisations and companies in Middle Eastern countries, for cultural and religious reasons that are rooted in certain places, as happens in Latin America with the difference in the balance between male and female managers which 75% belongs to men (Maxfield, 2005, cited in Odriozola & Baraibar-Diez, 2018 p. 260).

This study uses a scientific mapping approach that conducted a thematic analysis of the existing corpus of WLB and CSR concept to provide a clear picture of the various themes and sub-themes developed over a period of time through the articles returned by the WOS and SCOPUS databases, so as to map the evolution of existing research patterns, The most commonly used methods in the articles, the percentage of quantitative and qualitative articles, as well as the countries that have carried out the most research in this field, and the main journals are also highlighted.

Finally, the discussion of theories, context and methods is addressed to draw the conclusion of this research, as well as to write up possible future lines of research in the near future and the theoretical and practical implications of the study.

2. METHODOLOGY

The methodology used to conduct this research was the systematic literature review (SLR) which according to De-la-Torre-Ugarte-Guanilo et al. (2011), is a methodology proposed for the identification of studies addressing a specific topic. The SLR is the "review that explicitly uses systematic methods to compile and synthesize the findings of individual studies that address a clearly formulated question" (Page et al., 2021). For Manterola et al. (2013), the SLR is a review addressing quantitative and qualitative studies which seeks to summarize the existing information on a particular topic, in which the researchers, after collecting the articles of interest, analyse and compare them with other similar studies.

For Moher et al. (2011), the key characteristics of a SLR is a set of clearly established objectives with an explicit and reproducible methodology, in this case the first step used was to define the research question(s). Thus, this study aims to answer the following research question: - What are the core elements of the Work-Life Balance and how does it contribute to Corporate Social Responsibility research?

Next, the search strategy identified the most relevant keywords, databases for the search. The research used Web of Science and Scopus. These two databases were chosen because they help to obtain more accurate data and articles compared to other sources (e.g., Google Schoolar) (Sabatés & Roca, 2020). The databases contain outstanding content from around the world and provide comprehensive coverage of bibliographic and citation data of published articles (Wang & Cheung, 2024).

Next, the keywords were defined to help obtain more accurate results in the search. The terms *Work-life balance* and *Corporate Social Responsibility* were chosen to focus on the central terms used by the theoretical framework; thus, avoiding recovering a too large and impracticable sample of articles and reducing the biases that may exist, considering the objective of the study.

Table 1 Search terms and Boolean operators on WOS and Scopus.

Boolean operators without any selection criteria	Results WOS	Results Scopus
"Work life balance" TITLE-ABS-KEY ("Work life balance")	2816	5271
"Corporate Social Responsibility" TITLE-ABS-KEY ("Corporate Social Responsibility")	19,985	20,504
"Work life balance" or/and "Corporate Social Responsibility" (TITLE-ABS-KEY (Work life balance) OR TITLE-ABS-KEY ("Work life") OR TITLE-ABS-KEY ("Corporate Social Responsibility"))	22,728	25,712
Boolean operators with filters applied in the selection of the articles	WOS	SCOPUS
(TITLE-ABS-KEY (work AND life AND balance) OR TITLE-ABS-KEY (technostress) AND TITLE-ABS-KEY (corporate AND social AND responsibility) AND LANGUAGE (english)) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI"))	58	64

The main criteria established to select the documents were that they were articles, that they were written in English, that they belonged to the thematic areas of business and economics or social sciences, as can be

seen in (Table 2) in which at least one of the Boolean terms, in the title, keywords or the abstract that were screened, were included. This is an important step in a SLR, to establish the most relevant inclusion criteria, allowing to boundaries of the search and guide the search for information (Sabatés & Roca, 2020).

Table 2. Article selection and screening steps.

Step 1. Source and Keyword selection →	Step 2. Recording preliminary results
→ Identifying the databases and defining the keywords. Sources: WOS and SCOPUS Timeframe: (without date limitation) From 2006 to 2024 Keyword set: "Work life balance", "Corporate Social Responsibility".	→ First round results from keyword search in the two databases. • WOS: 58 results • SCOPUS: 64 results Total: 122 articles
Step 3. Selection of the articles	Step 4. Final articles screening
→ The author read the title, summary and keywords of each manuscript to be able to select the articles. Articles are categorized in three different groups 1) Work life balance was explicitly stated in the article's title, abstract, or keywords. 2) Work life balance could be inferred, but the contents are not explicit. 3) The articles are not related to the Work life balance concept	→ The author selected articles in category 1. The results were: Sources • WOS • Scopus Articles duplicates: 33 articles Articles not related to the topic: 1 article Total: 88 articles

Source: Adapted from deMatos et al. (2021).

The search results led to 122 articles in total between Web of Science and Scopus, which title, abstract and keywords were downloaded and imported to the reference manager called Zotero. During this process the publications that were found as duplicates (n=33) were removed. This resulted in an initial list of 89 publications that complied with the selection criteria. In addition, during this screening process it was observed that 1 article should be excluded, because it did not contain the appropriate subject matter and was not considered relevant to the object of study, after that 88 articles have been selected for content analysis.

The next stage consisted of placing the RIS file with the 88 articles into software that supports scientific mapping to allow us to graphically represent the information, concepts and relationships of the 88 articles. The software, called VOSviewer, is a software application that allows us to visualise and navigate network-based maps, with co-authorship, co-occurrence, citations, bibliographic linking and co-citation, elements can be connected in networks, according to the overview map, elements can also be organised in groups, so that groups do not overlap, each element is exclusively assigned to a single group (VOSviewer, 2024).

After running the software, six different clusters were generated, with 80 items or themes, each with themes related to WLB and CSR, and the clusters were analysed and examined using VOSviewer.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1 Descriptive analysis

In our findings, we have observed that most of the studies reviewed 85 articles were empirical, while 3 articles were conceptual. The articles retrieved in this

literature review following the criteria described covered the work-life balance from 2006 to 2024.

Fig. 1. Number of articles retrieved per year.
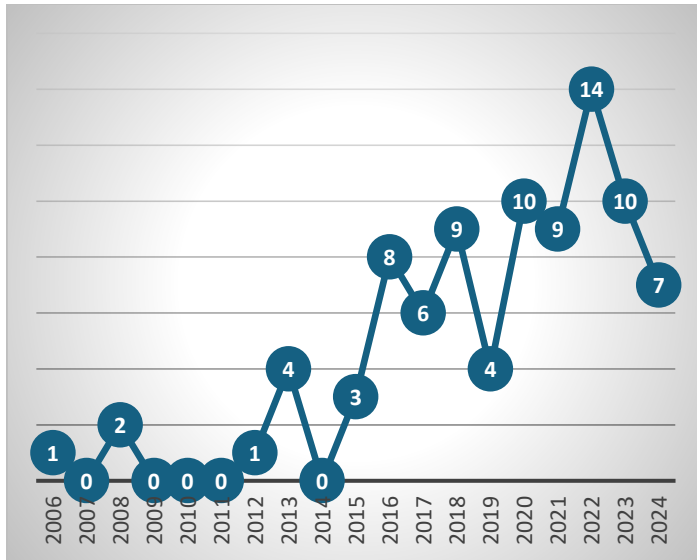
Source: Own elaboration.

As can be seen in Figure 1 we can observe that the articles that were published from 2006 present a significant increase from the year 2016 where a total of 8 articles are published as opposed to the only three articles in 2015, however, the maximum peak observed is during the year 2022 where there are 14 articles and within the years 2020 until now in 2024 is maintained between 7 and 10 articles with the exception of the aforementioned 2022.

On the other hand, the main scientific journals in which most articles from the literature review appear were identified, as well as the percentage that each one of them represents, where it is observed that the British journal Worldwide Hospitality and Tourism Themes heads this list with 8%, in second place the journal Sustainability (Switzerland) with 6%, in third place we have Employee Relations with 5% and in fourth and fifth place with a percentage of 3% each we have the journals BUSINESS STRATEGY AND THE ENVIRONMENT and Corporate Social Responsibility and Environmental Management.

Fig. 2. Principal journals and percentage.
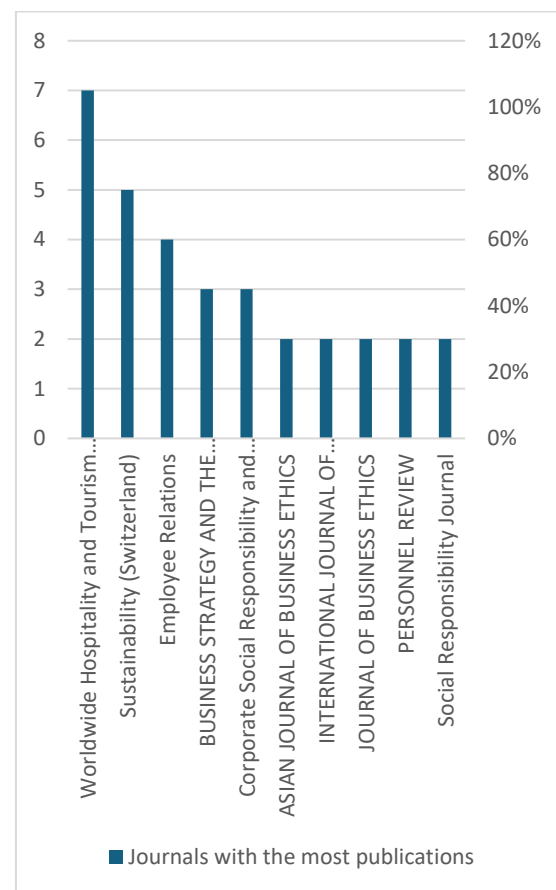
Source: Own elaboration.

Within the main categories that we found in the review of the bibliography in the Web of science search engine, the category that tops this list is Management

with 62%, followed by business with 39%, Industrial Relations Labor with 13% and ethics and economics with 10% each. It should be noted that USA and Spain are the regions that predominate in the results of this search engine with 8 articles each, followed by India with 7 articles, Switzerland with 6, Japan with 5 and Italy and Malaysia with 4 each.

Fig.3 Main countries.
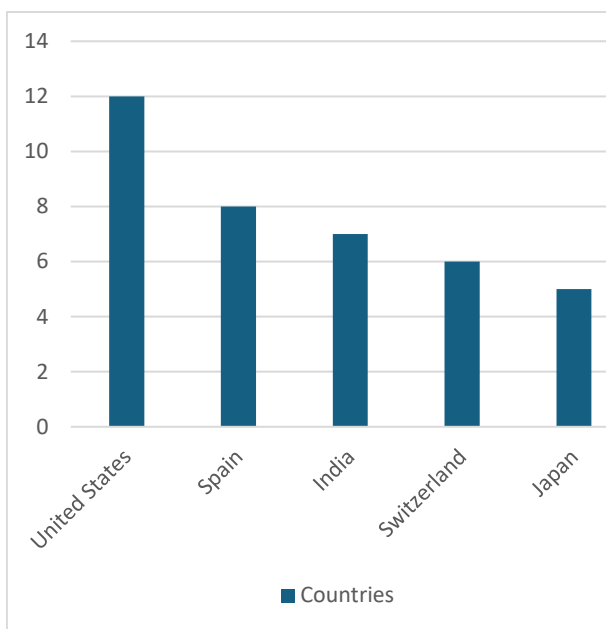
Source: Own elaboration.

Fig. 4 Main categories.
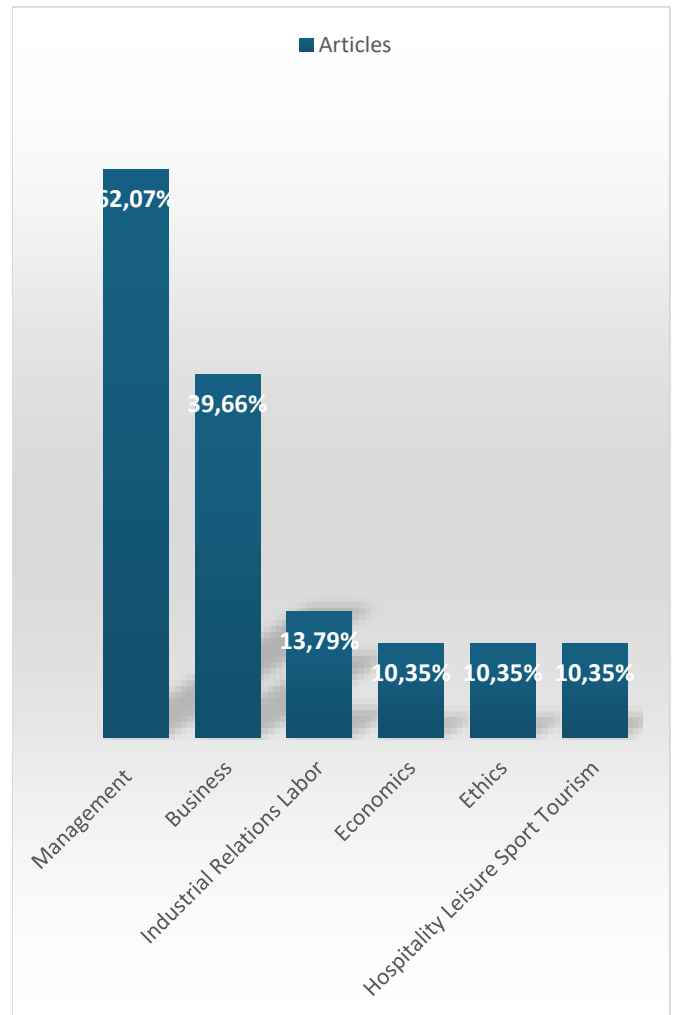
Source: Own elaboration.

On the other hand, in the Scopus search engine, the main areas of research were Business, Management and Accounting with 36.4% of the results, followed by Social Sciences with 23.8% and finally Environmental Science with 13.2%. In the results regarding the countries that have produced the most articles related to the topic, the United States is in first place with 12

publications, India with 8 and Spain with 6 documents, respectively, in third place.

In the first phase of this study, a thematic search for the keyword "Work-life balance" was performed on the title, abstract, and author keywords.

3.1.2 The Theories, Context and Methods (TCM) approach

VOS viewer was used to measure the presence of articles and the most important items, six groups containing 80 elements were gathered, as can be seen in Figure 1 which presents different networks with a different colour for each cluster, in the red cluster, called Corporate Social Responsibility (CSR) more items are presented on the contrary to the blue colour called internal CSR that only contains 4 items, therefore, given the strength that was between the links of these elements each group is named after the main themes.

Each cluster has been given a name and number so that it can be identified: Corporate Social Responsibility (group 1), Human Resources Management (group 2), Employment (group 3), Quality of Life (group 4), Work-life Balance (group 5), Internal CSR (group 6). The most prominent cluster (red, as shown in Figure 1) "Corporate Social Responsibility (CSR)" this cluster includes several related themes such as: business development, business model and a sustainable business model, the "sustainable development" adheres to the principles of ethics, ecology and economy, and can also be understood as the company's ability to manage with speed and flexibility, focusing on the objectives and allowing the implementation of the company's mission and vision, taking into account the establishment of a competitive advantage in the market (Jabłónski & Jabłónski, 2016), labour flexibility is necessary to achieve an adequate work-life balance for both men and women (Arredondo-

Figure 5. Network mapping based on major keywords
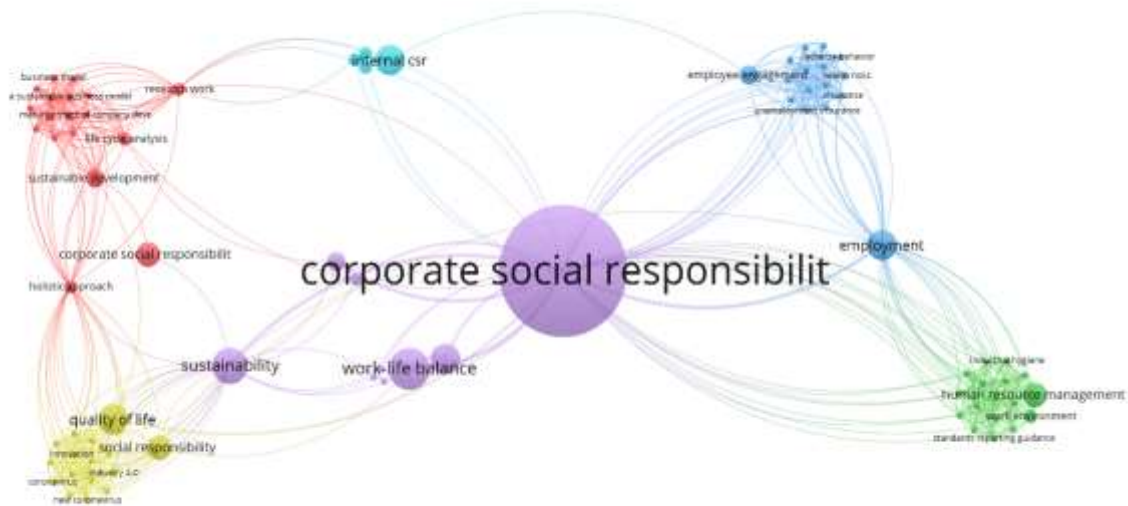
Source: Generated by VOSViewer, created by authors

figure 5 visually illustrates the co-occurrence networks of the main keywords in the final corpus of 88 articles, as can be seen, the purple cluster is precisely the one that contains the words WLB and CSR, the corporate social responsibility item represents a link strength of 61 and contains 25 occurrences, likewise it is the one that has a higher density than the others as it is in the centre and is mainly linked to the items called WLB, sustainability, employment, internal CSR, employment, human resources, etc. This cluster is the one that is most closely related to the other 5 clusters in the mapping and contains the highest visualisation density.

The concept of work life balance in the Eastern world, such as Hong Kong and Vietnam, highlights the important role of the inter-organizational environment in determining the ability of knowledge workers to manage their personal resources, such as time, between work and non-work, especially for knowledge workers such as software. A good balance between social life and work enables employers to work more efficiently, (Fung et al., 2021; Hoang et al., 2020). The Work life balance factor reflects the degree to which an organization tends to show concern for ethical and social issues (Nguyen & Nguyen, 2021).

The literature presented here, mentions the mechanisms that link two of the domains of a person's life such as work and family, is the work-family conflict (Gutiérrez-Vargas et al., 2020), Ferri et al. (2018), Gutiérrez-Vargas et al. (2020), and Lämsä et al. (2017) start from Greenhaus and Beutell's (1985) work-family interface model, which has been used to reaffirm that one of the mechanisms linking two of the domains of a person's life, such as work and family, work-family

conflict is described as a type of role conflict in which role pressures from the work and family domains are somehow incompatible with each other (Kim & Nam, 2019).

According to the literature review in the European market, specifically in Spain (Calzón-Menéndez et al., 2023; Espasandín-Bustelo et al., 2021; Martínez-León et al., 2019), we find frequent practices of Work-life balance in issues such as flexible hours, offering teleworking hours, flexible vacations, maternity leave, job sharing, among others (Martínez-León et al., 2019), issues such as inequality between men and women, lack of progress in companies and limitations in training and leisure cause apathy in workers (Calzón-Menéndez et al., 2023) worker happiness plays a fundamental role in each worker and their individual performance (Espasandín-Bustelo et al., 2021).

Similarly, the analysis of the networks established over the period from 2016 to 2021 was carried out using the VOSviewer overlay visualisation, as shown in figure 6, which consists of a coloured bar in the bottom right-hand corner of the visualisation, indicating the correspondence between the years of publication with the colours. The topics that generated the most occurrences were human resource management in 2016, work-life balance, job satisfaction, social responsibility in 2018, internal csr in 2019, corporate

social responsibility, sustainability and employment in

2020, and finally quality of life in 2021.

Figure 6. Main areas networking, time series (2016-2021).
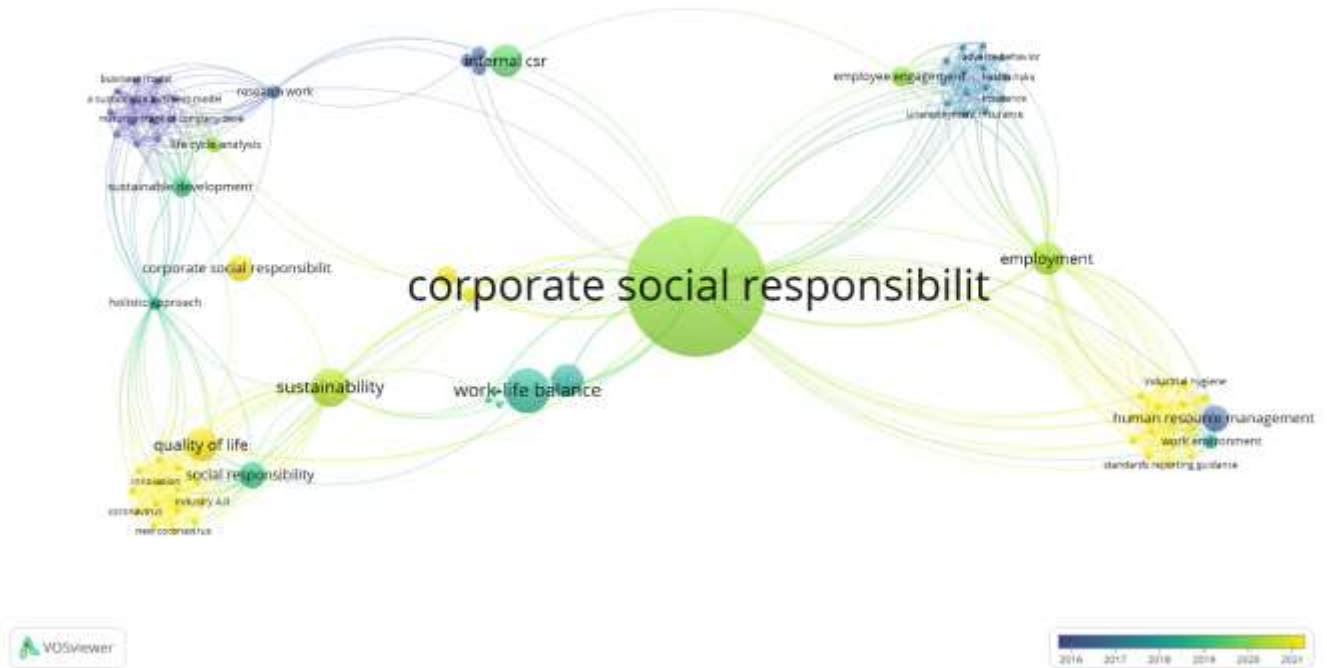
Source: own elaboration with VOSviewer software.

It can be seen in the visualisation of the density of figure 7 that the topics can be appreciated by their proportion (size) and colour, on the one hand the keywords that have a larger size represent the terms that appear more frequently, on the other hand, those of smaller size and that are closer to a blue colour are those that have less relevance, this means that the probability that they appear in all the articles analysed is lower than those that have a more noticeable yellow colour.

Figure 7 represents that the main keywords are: corporate social responsibility, work-life balance, sustainability, quality of life, internal csr, human resources management as the main areas. Within each group there are different advantages and limitations depending on the issues to be found.

Figure 7. Density map (2016-2021).
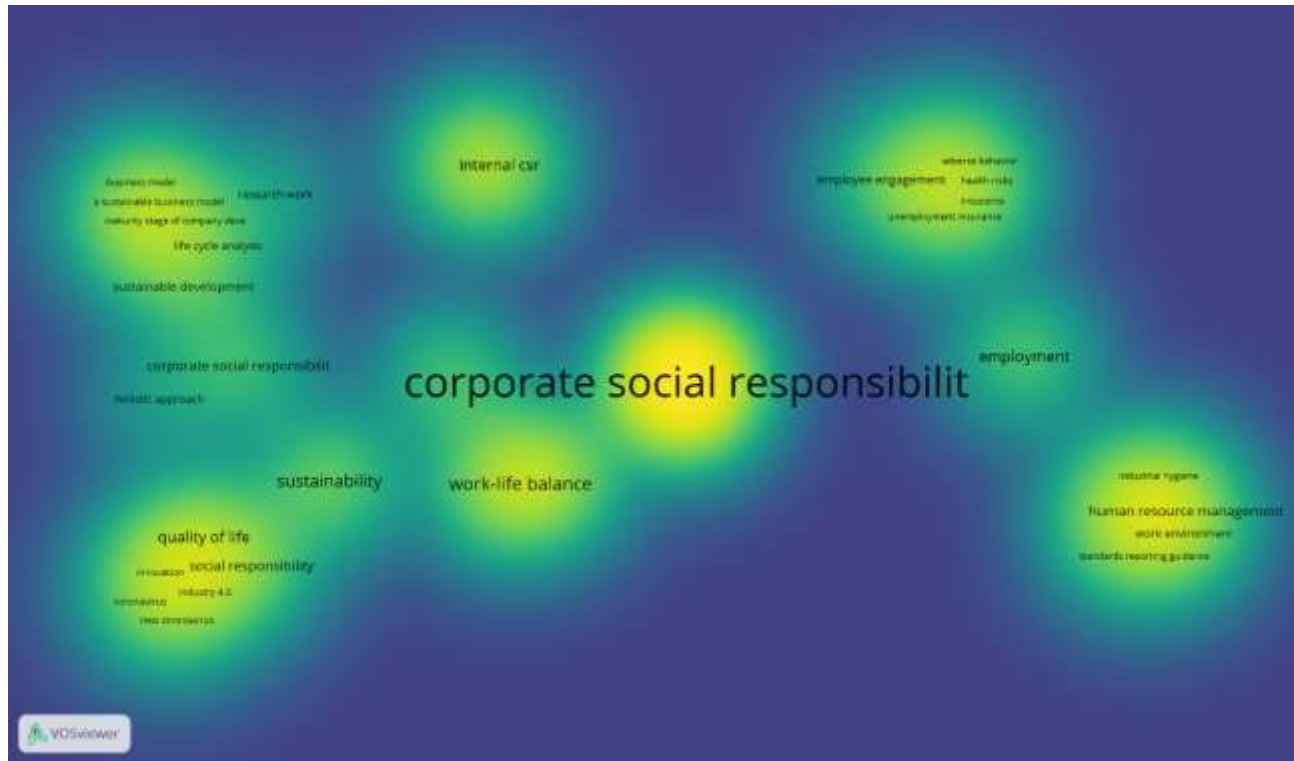
Source: own elaboration with VOSviewer software

A) Main theories

One of the most widely used theories is Social Exchange Theory (SET) (Adu-Gyamfi et al., 2021; Lee, 2022; Low, 2020; Mousa et al., 2020), which has a strong link between internal CSR, between an organisation and its employees (Dhanesh 2014, cited in Lee, 2022 p.351).

Another theory mentioned in the articles reviewed and discussed is Psychology of Working Theory (Wang & Cheung, 2024) in conjunction with resource theory which explains that large firms have more resources than small firms to implement unique strategies to gain competitive advantage (Barney, 1991, cited in Odriozola & Baraibar-Diez, 2018, p.254).

The theory postulated by Clark, (2000)"Work/Family Border Theory", used by Thakur et al. (2018) emphasises that the two main domains of a person's life is "family" and "work", therefore both influence each other although each has different purposes, culture and differences in language and environment, therefore the level of transition may be different for each individual, in the case of women it is considered more important to have flexible working hours and work, this is because most of the household chores fall solely on them in some cultures unlike men.

According to Freeman (2004) in the "Stakeholder theory" it is highlighted that organisational decision making considers not only shareholders, but also other stakeholders such as employees, customers, suppliers and communities affected by the company's actions, this theory is also mentioned by Kobayashi et al. (2018) and Espasandín-Bustelo et al. (2021) mentions that the stakeholder theory provides rationale for promoting employee welfare in companies as a necessary part of CSR and corporate sustainability, although it regularly focuses on external stakeholders.

For the concept of Work-life balance there are different theories on which some authors have based their research and results, we have therefore the theories such as social exchange theory (Blau, 1964, cited in Martínez-León et al., 2019 p. 941) and the norm of reciprocity (Sahlins, 1974, cited in Martínez-León et al., 2019 p. 941), the institutional theory and the agency theory, to explain how company sector and types of agreement can influence work-life balance (Jensen and Meckling, 1976, cited in Calzón-Menéndez et al., 2023 p.412), the spillover theory (Eckenrode and Gore 1990, cited in Fung et al., 2021 p.7), authors such as Phipps & Prieto (2016) use the stakeholder theory which mentions that the company exists to serve the interests of all stakeholders, and not only the interests of the owners and recognizing that employees are the main stakeholders of a company.

3.3 Work-life balance and corporate social responsibility in the hospitality sector

Rivera Aguilar et al. (2022) mentions that the issue of sustainability has become the main agenda of many nations around the world and when talking about the hospitality sector, it can significantly influence sustainability outcomes, just as the increased awareness of the industry's negative effects has resulted in increased pressure for hotels and other establishments in the hospitality sector to address the problem (Nain, 2018).Although several hotel chains incorporate environmental and social CSR measures, there is a paucity of empirical research in the area.

Hotels should integrate these practices into hiring initiatives, especially emphasising the compensation package that employees will receive when working for the company, as it is the most important factor (Hoang et al., 2020), the issue of hospitality encompassing the hotel sector is of vital importance (Medrado & Jackson, 2016; Rivera Aguilar et al., 2022; Teare, 2022; Wang & Cheung, 2023; Zheng, 2022).

Due to sustainability concerns, the industry is investing in environmental management, long-term thinking designed to ensure more environmentally sustainable operations, supply chains and energy savings (Pham et al., 2022), research and future lines of research on hospitality WLB and CSR should be supported by theoretical collaboration to explore the concept further, using theories from other disciplines, such as psychology for a better understanding with minority employees and the extent to which they face discrimination and other barriers to decent work. (Wang & Cheung, 2023).

Face

3.4 The relationship between CSR in Work-Life Balance

The concept of CSR is constantly growing and evolving as businesses are constantly changing year by year (Peng & Liao, 2022), when referring to the concept of CSR the reports obtained can help organisations improve their socially responsible behaviour as accountability is improved and information is communicated (Greig et al., 2021), often CSR comprises a variety of actions taken by organisations, targeting different stakeholder groups (Lee, 2022).

Employees are part of society at large and attending to their well-being directly impacts the well-being of society, therefore, when a company genuinely embraces WLB as a core value and engages in actions that validate its dedication to WLB, it is engaging in CSR. Companies provide CSR messages and these focus on the importance of employee development, advancement and well-being for the good of individuals, as well as the success of the company, which includes a commitment to WLB (Snider et al. 2003, cited in Phipps & Prieto, 2016 p.256).

Several authors define the concept of "Internal CSR" as a socially responsible behaviour of a company towards its employees (Lee, 2022). In other words, it is an action taken in the company to improve the career and personal lives of employees, thus influencing their performance and productivity and directly affecting their profitability (Adu-Gyamfi et al., 2021), being a very important factor for corporate reputation (Marino-Jiménez et al., 2024) within the Internal CSR is the work-life balance concept (Thang & Fassin, 2017).

Results show that corporate social responsibility has a positive and significant effect on resource commitment, green creativity and corporate reputation (Hesari et al., 20219). Also, Corporate Social Responsibility is significantly related to academics' professional involvement (Peng & Liao, 2022), Nowadays, companies are increasingly aware of this issue and have started to incorporate work-life balance strategies into their employer branding (Tanwar & Prasad, 2017).

Table N° 3 Object of Study

Author(s)	Country	Title	Object of study
(Flammer & Luo, 2017)	USA	Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment	Examine whether companies are using corporate social responsibility (CSR) to improve employee engagement and mitigate adverse employee workplace behaviour
(Eweje & Sakaki, 2015)	Japan	CSR in Japanese Companies: Perspectives from Managers	The objective is to gain more insight into the current business CSR and sustainability practices in Japan
(Tanwar & Prasad, 2017)	India	Employer brand scale development and validation: a second-order factor approach	Conceptualise, develop and validate a scale to measure employer brand from the perspective of current employees
(Mousa et al., 2020)	England	Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour	To investigate whether women have different perceptions of diversity management and workplace happiness compared to their male colleagues and to find out the relationship between workplace happiness and organisational citizenship behaviour
(Amor-Esteban et al., 2019)	Spain	An extension of the industrial corporate social responsibility practices index: New information for stakeholder engagement under a multivariate approach	Expand the proposed Industrial Corporate Social Responsibility Practices Index for the top 10 industries in the 39 sectors of activity that comprise them
(Zheng, 2022)	Switzerland	How can aspects of quality of life be incorporated into corporate social responsibility strategies to achieve work life balance?	Find a solution on how quality of life elements can be incorporated into corporate social responsibility strategies in the hotel industry to achieve a work-life balance
(Rivera Aguilar et al., 2022)	Switzerland	Towards sustainability in hospitality operations: how is quality of life and work-life balance related?	How quality-of-life (QoL) provisions can be integrated with the corporate social responsibility (CSR) initiatives of hospitality firms and the influence of CSR initiatives on quality of working life (QWL) and the circular economy
(Pham et al., 2022)	Switzerland	How do corporate charitable and economic social responsibility practices help to improve the quality of work life for employees?	To compare the CSR actions of two sectors of the hotel and airline industry, presenting a case analysis of the actions of Six Sense Hotels and Air Canada in response to the 17 Sustainable Development Goals (SDGs)
(Diamantis & Puhr, 2022)	Switzerland	Corporate social responsibility and work-life balance provisions for employee quality of life in hospitality and tourism settings	Explore the links between work-life balance, corporate social responsibility and the concept of circular economic thinking and how this affects quality of life.
(Wang & Cheung, 2023)	Hong Kong	Decent work in tourism and hospitality – a systematic literature review, classification, and research recommendations	The objective is to present the evolution of studies on decent work
(Kobayashi et al., 2018)	Japan	Employee wellbeing and human sustainability: Perspectives of managers in large Japanese corporations	Understanding how companies perceive employee well-being and human sustainability
(Álvarez-Pérez et al., 2020)	Spain	Work-life balance and corporate social responsibility: The evaluation of gender differences on the relationship between family-friendly psychological climate and altruistic behaviours at work	To examine the effect of family-friendly psychological climate (FPC) on altruism through job satisfaction
(Činčalová, 2020)	Czech Republic	Inequalities in Social Responsibility across Europe Focused on Work-Life Balance	Identify inequalities in social responsibility across Europe, with a focus on work-life balance
(Su & Zabilski, 2022)	Switzerland	What is the relationship between quality of working life, work-life balance and quality of life?	To understand the relationship between quality of work life (QWL), work-life balance (WLB) and quality of life (QoL), with reference to corporate social responsibility (CSR) approaches.
(Eweje & Sakaki, 2015)	Japan	CSR in Japanese Companies: Perspectives from Managers	The objective is to gain more insight into the current business CSR and sustainability practices in Japan

Source: own elaboration

3.7 Work life balance and Gender equality concept

In the Latin American market only 25% of women have a managerial position. Women encounter obstacles to be promoted or be part of the top management of the company (Maxfield, 2005, cited in Odriozola & Baraibar-Diez, 2018 p. 260), in Middle Eastern countries like Egypt religious differences are the main

reason for discrimination in the workplace, and both male and female employees do not feel happy (Mousa et al., 2020). The organizational culture of a region cannot be changed so easily and quickly, therefore, sometimes female employees feel forced to choose between work and family (Kim & Nam, 2019), contrary to what happens in Northern European countries such as Norway, where more importance is given to WLB practices (Odriozola & Baraibar-Diez, 2018).

The comparison between men and women would further legitimize support for family-friendly policies, in which work-life balance and corporate programs for sustainable professional development are promoted by implementing family-friendly practices in company strategy (Kim & Nam, 2019; Nie et al., 2018).It has been found that industrial companies offer fewer work-life balance measures than service companies, and that in 90.3% of employed women do so in the service sector, 7.6% in the industrial sector and 2.1% in the agricultural sector in the market of Spain (Calzón-Menéndez et al., 2023).

B) Methods

Findings from the literature show that diverse methods have been used to study the topic of WLB and CSR. Of the 88 articles reviewed, 94% of them are empirical, and the most common type of methodological approach used is quantitative, using several methods among which regression panels to examine the relationships between CSR and employees, questionnaires with descriptive, comparative and relationship questions, structural equation models such as partial least squares, and multivariate statistical techniques such as Meta Biplot and pareto analysis. On the other hand, only 6% were conceptual, in which literature reviews were used based on the PRISMA model, the content analysis that refers to the method to code texts or other content in groups or categories guided by a set of criteria, in the same way semi-structured in-depth interviews (qualitative interviews) have been used, bibliometric analysis and focus groups.

In the articles reviewed it could be observed that in some conceptual methods, literature review is used (Chopra et al., 2022; Diamantis & Puhr, 2022; Su & Zabilski, 2022; Wang & Cheung, 2023; Zheng, 2022).

On the one hand, Zheng (2022) makes a literature review on the term quality of life to analyse hotel companies that have applied CSR practices and the extent to which they fit with quality of life. The authors Rashmi & Kataria (2022) used a literature review system which is based on bibliometric analysis to explicitly understand the current research flow on WLB and provide a broader outline of WLB. In this way it is desired to know what could be the path for future research activities, highlighting the most used theories in WLB, with the bibliometric analysis in VOS Viewer separates the four clusters and their evolution over time. Wang & Cheung (2023) used two approaches; PRISMA model and knowledge mapping to categorize the clusters related to decent work in multidisciplinary research, which consists of a graphical representation of information, concepts and relationships (VOS Viewer was used). Concerning the PRISMA model, this refers to provide a checklist to ensure a quality review process; the corresponding protocol includes article identification, search strategy, data extraction and data analysis procedures referring in this case to decent work in tourism and hospitality.For the empirical part of the articles analysed in this literature review, survey instruments have been developed and data collected through Amazon Mechanical Turk (C. C. Lee et al., 2022), Work-Home interaction survey (Yepes-Baldó et al., 2017), detailed comparative analysis of case studies (Pham et al., 2022), online Interviews with corporations (Longenecker et al., 2012), questionnaires to employees and organizations through the analysis of structural equations, of the 88 articles 9 of them have used this method, 10% of the articles analysed (Álvarez-Pérez et al., 2020; Chopra et al., 2022; Gutiérrez-Vargas et al., 2020; Kim & Nam, 2019; C. C. Lee et al., 2022; Low, 2020; Low & Memon, 2023; Nanjundeswaraswamy et al., 2022; Tanwar & Prasad, 2016) this being one of the most widely used methods to explore the interrelationship between the dimensions of the scale, mainly in WLB, CSR, employer branding and job satisfaction, as well, the method of non-probabilistic sampling and multigroup analysis has been used and combined with structural equation modelling (Low, 2020), and the pareto analysis using structured questionnaire information and data collected from employees (Nguyen & Nguyen, 2021).

Table N° 4 Research area and Methods

Number	Author (s)	Research area	Methods
1	(Flammer & Luo, 2017)	Business & Economics	Panel regression analysis to examine the relationship between unemployment insurance generosity and employee-related CSR. (Quantitative)
2	(Eweje & Sakaki, 2015)	Business & Economics, Industrial Relations & Labor, Management	Qualitative research interviews, a semi-structured interview approach is used to obtain a broad picture of CSR practices from various perspectives and gather detailed information on the issues raised
3	(Tanwar & Prasad, 2017)		Semi-structured in-depth interviews, inductive (qualitative interviews) and deductive (literature review) approaches
4	(Mousa et al., 2020)		Quantitative study conducted in several public hospitals in Egypt.
5	(Amor-Esteban et al., 2019)	Business & Economics, Environmental Sciences & Ecology	Meta Biplot analysis to obtain an overview of sustainability at sectoral level, of the 39 sectors of activity in which the companies are grouped according to the 23 sustainability practices studied.
6	(Zheng, 2022)		It draws on the literature and case study examples from three companies with a reputation for sustainable thinking and practice
7	(Rivera Aguilar et al., 2022)		It describes the fundamental characteristics of CSR and quality of life and their relationship to the hotel sector. It then uses these theoretical foundations to examine the practices of Hoshino Resort Tomamu (Japan) and the results of several similar case studies: Hoshino Resort Group, Intercontinental Jordan; Sheraton Amman Al Nabil hotel and towers and Hotel Casa de Palmela.
8	(Pham et al., 2022)	Hospitality, Leisure, Sport & Tourism	A comparative case study analysis of CSR practices reported by companies from different sectors of the hotel and tourism industry is carried out in terms of competitive strategy, environmental protection, CSR internationalisation and transparency and accountability.
9	(Diamantis & Puhr, 2022)		Literature review to analyse the ways in which corporate social responsibility initiatives are increasingly focusing on work-life balance and quality of life considerations
10	(Wang & Cheung, 2023)		Systematic review of the literature in tourism and hospitality based on 41 papers
11	(Kobayashi et al., 2018)	Business & Economics,	In-depth qualitative interviews to understand how companies perceive employee well-being and human sustainability.
12	(Álvarez-Pérez et al., 2020)	Environmental Sciences & Ecology	A questionnaire was carried out in 28 educational centres in Spain, where a descriptive analysis and exploratory analysis techniques were used to evaluate the correlation matrix, followed by a confirmatory factor analysis to examine the dimensional structure of the theoretical constructs through a multigroup analysis, and finally a system of structural equations with latent variables was used to test the theoretical framework.
13	(Činčalová, 2020)	Business & Economics	The hierarchical clustering analysis was performed using the inter-cluster linkage method and the second approach for clustering is the K-means method.
14	(Su & Zabilski, 2022)	Hospitality, Leisure, Sport & Tourism	The study draws on the literature and on comparative case study analysis of three very different companies.
15	(Eweje & Sakaki, 2015)	Business & Economics, Environmental Sciences & Ecology	The research method is qualitative research interviews.
17	(Chopra et al., 2022)	Business & Economics	The identification of the constructs was carried out through the process of content analysis, using structural equation modelling (SEM).
18	(Kim & Nam, 2019)	Business & Economics	In this systematic investigation, the predominant factors of employer branding are identified using Pareto analysis; based on information from the structured questionnaire and data collected from 423 employees, structural equation modelling (SEM) was performed with AMOS to explore the interrelationship between the scale dimensions.
19	(Gutiérrez-Vargas et al., 2020)	Business & Economics	This paper uses partial least squares path modelling (PLS-SEM), a variance-based structural equation modelling technique, to test and validate the research model and the postulated hypotheses on a sample of 559 employees from several Colombian private sector firms.
20	(Nanjundeswaraswamy et al., 2022)	Business & Economics	In this systematic investigation, the predominant employer brand factors are identified through Pareto analysis, using structured questionnaire information and data collected from 423 employees, followed by structural equation modelling (SEM) using AMOS, to explore the interrelationship between the scale dimensions.

Source: own elaboration

4. DISCUSSION AND CONCLUSION

In this article it has been presented an analytical view that summarizes the results of the study, in order to provide information obtained from existing research in the field of WLB and CSR. The data included 88 final documents, analysed through bibliometric analysis. Bibliometric analysis was tasked with examining bibliometric data from an extensive body of literature to uncover several important thematic themes and trends, resulting in a detailed summary of the systematic literature review. It was noted that most research in the area has gained significant momentum only in the current decade and research that goes hand in hand with post-COVID-19 quality of life, in part due mainly to the lack of research on the concept primarily of WLB. Previous studies investigating the work-life interface have explored conflicts and interventions between professional and non-professional domains that explain the negative consequences, thus ignoring the positive aspects. As technological advances blur the work-home divide and intensify work demands, researchers have called for research and exploration of policies and interventions that can help employees maintain a better balance in different areas of life, although the bulk of research is conducted in developed countries, who are the most interested in this topic and in knowing the relationship with the CSR. The SLR that was carried out showed that 63% of the research articles have been published as of 2019 out of a total of 88 articles, so it can be concluded that, despite its emergence since the early 2000s (Clark, 2000), this research topic has only gained momentum in recent years. Different directions of research were explored by examining new concepts, addressing traditional questions, and investigating quantitative and qualitative techniques.

Regarding the geographical distribution of the articles presented here, the United States emerges as the leader according to the 88 articles reviewed. The WLB discourse has become popular even in the developed countries of Europe and followed the Asian continent. Although the discussion on this topic is increasingly accepted in developed countries, there are gaps in research in this area from the perspective of developing countries, such as Latin America and Africa, which can be achieved through further studies. As for sampling statistics, most of the literature is composed of empirical studies that have adopted a quantitative method, and the most widely used theory is the Social Exchange Theory, Working Theory and Work/Family Border Theory.

The executive summary of the research area suggests that future researchers can focus on more comprehensive reviews and conduct research in developing countries to learn if there is a relationship between WLB and CSR in companies and organizations, and to know what notion they have about these concepts and to what extent these practices are carried out in the organization. since these reviews complement more studies of this genre.

The most cited WLB and CSR research studies have emphasized concepts such as WLB practices in the areas of hospitality, gender equity, motivation and employee retention, while CSR highlights sustainability, human resources and quality of life.

The creation of major clusters provided insight into the diversification of research fields. The dominant themes of the six main clusters were explored through thematic analysis.

Group 1, called 'Corporate Social Responsibility', focuses on topics that have been studied for a long time, such as capital market, business model and project management. Most of this group comes from the year 2016. This group focuses on the opportunity to implement socially responsible labour practices for the benefit of employee welfare, the evolving concept of corporate sustainability and current business models (Jabłónski & Jabłónski, 2016; Sorribes et al., 2021). On the other hand, group 2 Human Resources Management focuses precisely on issues related to workers, the environment within the company, their safety and decent working conditions. It is determined that Generation Y workers demand more activity from employers in the area of CSR and WLB, and that the HR department should focus on achieving an ideal balance for parent workers, especially in shifts that span evening and night shifts. (Arredondo-Trapero et al., 2022; Root & Wooten, 2008; Sperková & Skypalová, 2020).

Group 3 'employee engagement' used different core concepts such as employee governance, behavioural research and design, and implements to reconceptualise the framework surrounding the emotional connection that employees have with the company's goals and values. Group 4 'quality of life' is the group that contains the most topical items compared to the others. This group discusses the coronavirus, human conditions in the face of the pandemic, innovations within the organisation and the role played by the CSR in this topic, as well as society 4.0, 5.0 and 6.0 (Žižek et al., 2021). In this group, speak of a society in which economic growth does not come at the expense of environmental degradation or social inequality, but promotes an economy that serves the common good, guaranteeing each individual the opportunity to achieve and determine the quality of their life. This includes not only material well-being, but also work-life balance, physical and mental health, and a sense of community and belonging.

Group 5 is mainly made up of the items WLB, CSR and sustainability, and talks about the relationship that exists between both concepts. In this group it is observed that there is a positive and significant correlation between the affective and normative commitment and the measures of 'family integration'. The commitment to continuity is positively and significantly linked to the measures of 'financial support' and 'flexibility of planning for the exercise of family responsibilities' proposed by the institution. The results show that a high rating of these measures is positively related to commitment and that the integration of socially responsible behaviour has become a priority for organisations at present. Therefore, the formulation, implementation and communication of work-life balance policies is crucial as they produce concrete effects on organisational commitment.

Cluster 6, focusing on internal CSR, highlighted researchers' efforts to examine employment, training, development, motivation and employee perceptions in

organisations to improve employees' attitudes, behaviours and organisational performance.

Finally, it is concluded that the six clusters obtained reveal quite well the main research areas of the field and the themes that go hand in hand in emphasising and deepening WLB and CSR issues respectively. This research study goes beyond a literature review process, providing comprehensive coverage of the field, a thematic analysis of published articles in groups, a discussion of recent research trends and recommendations for future research.

5. LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

The contributions generated through this review of the literature on work-life balance and its relationship with corporate social responsibility in companies have some limitations. Firstly, that this systematic review of the literature was qualitative and not quantitative in nature, with no estimates or numerical magnitudes of the relationships presented. Similarly, this study has used the Web of Science and Scopus databases, both of which tend to be constantly updating publications on a regular basis, hence the possibility that the findings presented in this review article may be altered by the publication date.

Regarding future research, although the topic is becoming popular and there are several research and articles on WLB and CSR in places such as Europe, Asia and the United States, on the contrary, in Latin American countries there have not been much research on the subject. However, this research work

can be useful to know the concept of WLB and approaches in different work areas, the most used methodologies and theories, gender equality according to the region and to know how it is related to CSR.

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