

## **Building a Sustainable Workforce through Work-Life Integration: Antecedents, Consequences, and Implications**

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### **Abstract**

This study presents a systematic review of the antecedents and consequences of Work-Life Integration (WLI) in the era of workplace flexibility and digitalization. WLI is a concept that describes how individuals harmonize work and personal life without rigid boundaries. Utilizing the PRISMA framework, a total of 27 articles were reviewed following screening and eligibility assessment stages. Thematic analysis revealed four categories of WLI antecedents: (1) organizational factors such as schedule flexibility, mentoring, and leave programs; (2) socio-demographic factors including generational differences and family structure; (3) individual factors such as resilience and emotional reflexivity; and (4) digital technology factors, which play a crucial role in supporting the implementation of WLI by enabling greater work flexibility and facilitating communication and collaboration regardless of time and location. The positive consequences of WLI include enhanced psychological well-being, job satisfaction and engagement, productivity, loyalty, as well as career advancement and equality. Conversely, without proper implementation and supportive management policies, WLI may pose several challenges in practice, such as technostress, role conflict, and social isolation. These findings show that WLI is an emerging approach in response to changes in the modern workplace, with its effectiveness influenced by the synergy between organizational policies, individual capabilities, and digital technology management.

### **Keywords**

*Digital Technology, Technostress, Work-Life Integration, Workplace Flexibility*

## 1. Introduction

In recent years, the world of work has undergone significant transformations in tandem with the rapid advancement of digital technology and the adoption of flexible work models. Many organizations now leverage online collaboration platforms and real-time communication applications, enabling employees to work from anywhere and at any time. This has accelerated the growth of hybrid, remote, and gig economy work patterns (Kumar et al., 2023). These transformations not only enhance employee productivity and well-being but also fundamentally change the way individuals navigate their professional and personal roles in daily life (Yadav et al., 2022).

As technology becomes increasingly integrated into work processes, the boundaries between work and personal life have become more dynamic and adaptive (Chauhan & Rai, 2024). This development has led to the emergence of Work-Life Integration (WLI) as a strategic approach that emphasizes the alignment of work and personal life, allowing both domains to support each other without rigid separation (Susanro et al., 2023; Gao et al., 2025). WLI is particularly relevant in today's highly connected digital era, as it enables individuals to leverage technology to manage work and personal demands in a more harmonious and flexible manner, while also enhancing employees' resilience and adaptability in facing the challenges of the modern workplace (Wairia et al., 2025).

The effective implementation of Work-Life Integration (WLI) has been shown to yield various positive outcomes, such as enhanced psychological well-being, job satisfaction and engagement, productivity, loyalty, as well as career advancement and gender equality (Gao et al., 2025; Tawfik et al., 2021). Employees who are able to adaptively integrate their work and personal roles tend to experience lower stress levels and higher engagement (Yadav et al., 2022). However, without clear organizational policies and adequate boundary management, WLI may also pose negative risks. Several studies highlight the potential emergence of emotional exhaustion, role conflict, mental strain, and social isolation, particularly within unstructured flexible work systems (Chauhan & Rai, 2024). Moreover, the experience of WLI is significantly influenced by socio-demographic factors, cultural values, and domestic roles, which are not always balanced (Godara & Dua, 2024; Paradis et al., 2021).

As the concept of Work-Life Integration (WLI) has evolved, the related literature has also exhibited notable dynamics and trends over the past five years, in terms of research focus, industry contexts, and methodological approaches. Mapping the trends in WLI research is essential to understand how scholarly attention to this topic has developed and to identify areas that remain underexplored. Although studies on WLI have expanded, several significant gaps persist in literature. Many investigations concentrate solely on specific aspects or professional groups, resulting in limited cross-industry understanding (Tawfik et al., 2021). Furthermore, the role of digital technology in shaping and complicating the boundaries between work and

personal life, as well as the impact of WLI on individuals' cognitive and social dimensions, remains insufficiently explored in depth (Chauhan & Rai, 2024; Gao et al., 2025)

This study aims to systematically examine the research trends, antecedents, and consequences of Work-Life Integration (WLI) over the past five years, as well as to identify the relevance of WLI in the development of a sustainable workforce. By reviewing various relevant studies, this research is expected to provide deeper insights into organizations and policymakers in designing work strategies that support employee well-being while building a workforce capable of facing sustainability challenges.

## **2. Literature Review**

### **2.1. Boundary Theory**

Boundary theory, developed by Ashforth et al. (2000), describes how individuals establish, manage, and navigate the distinctions between various roles in their lives, particularly between their careers and daily life. This theory posits that individuals employ boundaries to either separate or integrate different facets of their lives, which can manifest as physical, temporal, and mental demarcations. According to Ashforth et al., these boundaries can be adaptive and permeable, determining how effectively individuals can combine or separate their work and personal lives. Some individuals prefer to maintain strict separation between these two domains, while others adopt a more modern approach by integrating work and personal life, allowing them to blend and coexist (Voydanoff & Nippert-Eng, 1998) Additional research supports this notion by demonstrating that overly rigid boundaries may reduce flexibility at work, whereas excessively loose boundaries can lead to increased role conflict and prolonged work-related stress (Clark, 2000; Kossek et al., 2012). Thus, the way individuals manage these boundaries significantly impacts their well-being and job satisfaction.

Work-Life Integration (WLI) is a concept that describes how individuals align their work and personal lives without rigid boundaries. Boundary Theory by Ashforth et al. (2000) is highly relevant to understanding WLI because it explains how individuals establish, adjust, and manage the boundaries between various roles in their lives, including their roles as employees and as individuals in their personal lives. Boundary Theory holds significant relevance in comprehending the concept of Work-Life Integration (WLI). In the modern work era, particularly with the increasing prevalence of flexible work arrangements and remote work systems, the dividing line between work and personal life has become increasingly blurred (Olson-Buchanan & Boswell, 2006; Ramadhani, 2024).

Boundary Theory is particularly well-suited for application in research related to Work-Life Integration (WLI) for several reasons. This theory explains why some individuals feel more comfortable with clear distinctions between work and personal

life (segmentation), whereas others prefer a looser blend (integration) (Clark, 2000). Within the framework of WLI, this theory can be used to evaluate how employees adjust their boundaries to enhance well-being and productivity. High boundary permeability often leads to role conflict, especially when professional tasks intrude on personal time, a common occurrence in flexible and remote work systems (Kossek et al., 2012). Conversely, more flexible boundaries can contribute to better work-life balance and job satisfaction if managed wisely, aligning with the objectives of WLI (Rothbard et al., 2005). With the emergence of the gig economy, flexible work, and hybrid work models, it is crucial to understand how individuals regulate their boundaries to support the integration of work and personal life (Olson-Buchanan & Boswell, 2006). This provides an explanation of how these changes affect employee well-being and how organizations can assist employees in managing their boundaries.

## ***2.2. Work-Life Integration (WLI)***

Work-Life Integration (WLI) has emerged as a response to the evolving nature of increasingly flexible work patterns, particularly driven by advancements in digital technology and the growth of the gig economy. The rising trends of flexible work arrangements, remote working, and project-based work within the gig economy have contributed to the blurring of boundaries between work and personal life (Kumar et al., 2023; Tiwari et al., 2024). Digital technology enables employees and freelancers to work from anywhere and at any time; however, it also poses the risk of making it difficult for them to fully disconnect from work. Consequently, individuals are required to be more flexible in managing their roles across both domains.

In its evolution, Work-Life Integration (WLI) has evolved beyond merely dividing time between work and personal life; it also encompasses how individuals manage the transitions and integration between the two without sacrificing either aspect (Caringal, 2023). The availability of technology that supports flexibility in work is advantageous when utilized optimally; however, it also requires prudent management and attention to flexibility to maintain clear boundaries between work responsibilities and personal life.

Work-Life Integration (WLI) has developed as a response to the evolving nature of increasingly flexible work patterns, primarily driven by advancements in digital technology and the growth of the gig economy. Trends such as flexible work arrangements, remote working, and project-based work within the gig economy have contributed to the blurring of boundaries between work and personal life (Kumar et al., 2023; Tiwari et al., 2024). Digital technology enables employees and freelancers to work from anywhere and at any time; however, it also poses the risk of making it difficult for them to fully disconnect from work. Consequently, individuals are required to be more flexible in managing their roles across both domains.

In its evolution, Work-Life Integration (WLI) is associated with the process of harmonizing time between work and personal life, ensuring that transitions between the two do not sacrifice time from either aspect that is, both the time allocated for

performing work and the time for managing personal life as it is supported by the presence of technology (Caringal, 2023). Technology that supports work flexibility provides significant advantages when utilized wisely, but it inevitably requires appropriate management so that individuals can maintain a balance between work and personal life.

Although Work-Life Integration (WLI) is often regarded as a solution to enhance employee well-being, there remains debate regarding its impact. Some studies indicate that WLI can promote balance if managed effectively; however, there is also a risk of conflict arising between work demands and personal life (Chauhan & Rai, 2024). The emerging consensus is that the primary goal of WLI is not merely to achieve a compromise between work and personal life, but rather to enable work to add value to an individual's personal life and vice versa (Liu-Lastres et al., 2024)

However, in practice, individuals' choices to adopt Work-Life Integration (WLI) are strongly influenced by personal values and the prevailing norms within their work environments. When individual preferences conflict with organizational expectations or digital platform work models, the risk of emotional exhaustion increases, as individuals must continually adapt to demands that do not align with their preferences (van der Lippe & Lippényi, 2020). For example, in the gig economy sector, despite high flexibility, many workers experience emotional exhaustion due to the lack of clear work-time boundaries and economic uncertainty. The "always-on" culture and irregular working hours characteristic of gig work often led to overwork and difficulty disconnecting from work, exacerbating stress and reducing work-life balance (Kelliher et al., 2019). Additionally, income instability and absence of employer-supported benefits further contribute to stress and emotional exhaustion among gig workers (Bajwa et al., 2020). These factors highlight the complex challenges faced by gig workers in maintaining a sustainable integration between work and personal life.

Amid the extensive research on Work-Life Integration (WLI), several aspects remain underexplored. One such aspect is the impact of WLI on individual resources beyond the emotional domain, including cognitive, social, and physical capacities (Udin, 2020; Rasmi et al., 2021; Chauhan & Rai, 2024). While many studies have highlighted emotional exhaustion because of WLI, research on other dimensions such as how individuals allocate their mental and social energy within the context of WLI remains limited. Furthermore, the role of technology in both facilitating and hindering the boundaries between work and personal life has not been extensively examined. With the increasing use of technology in the workplace, the boundary between work time and personal time becomes increasingly difficult to control, potentially giving rise to new challenges in the implementation of WLI (Gao et al., 2025).

### 3. Methods

This study employed a Systematic Literature Review (SLR) approach to identify the antecedents (causal factors) and consequences (impacts) of Work-Life Integration (WLI) based on previous research. The SLR method was chosen because it provides a comprehensive mapping of the existing literature, while also organizing findings from various prior studies into themes, trends, and research gaps that warrant further exploration. The data for this study were obtained from scientific articles published in reputable journals between 2020 and 2025. The databases used included Scopus, ScienceDirect, Emerald, and Springer, with a primary focus on publications that addressed the topic of Work-Life Integration (WLI).

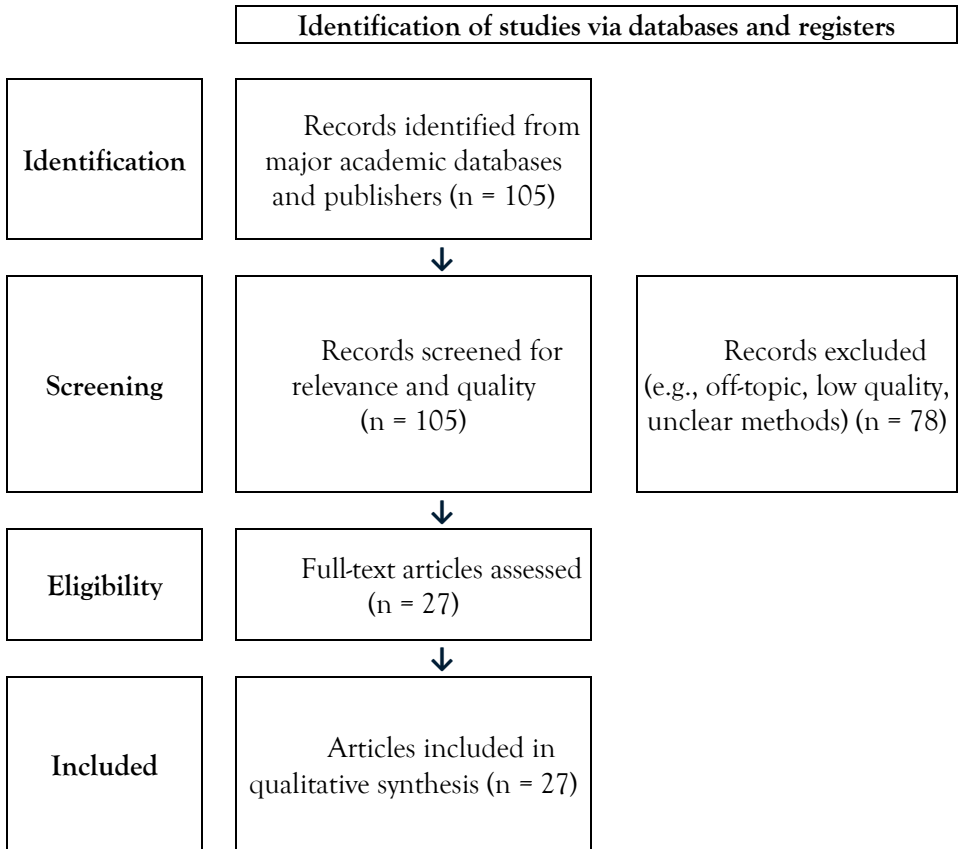
Strict inclusion and exclusion criteria were applied to ensure the relevance and quality of the data. The inclusion criteria consisted of articles published within the last ten years (2020–2025), written in English, available in full-text format, and classified as scholarly articles (academic journals) with a clear methodological structure that explicitly discussed WLI variables, including its antecedents and consequences. Meanwhile, articles written in languages other than English, not available in full text, published before 2014, classified as opinion pieces, editorials, or non-scientific reports, or that only mentioned WLI implicitly without in-depth discussion, were excluded from the analysis.

Following the selection process, two reviewers independently assessed the methodological quality of each selected article. The assessment covered aspects such as clarity of research objectives, transparency and rigor of methods, completeness of result reporting, and relevance and contribution to the research questions. Any discrepancies between reviewers were resolved through discussion until consensus was reached. Articles that met the quality standards proceeded to the analysis and synthesis stages to generate research findings.

### 4. Results

The electronic databases utilized in this study included Scopus, Web of Science, and Google Scholar, with the search limited to international journal articles published between 2020 and 2025. The search strategy employed primary keywords and Boolean combinations designed as follows: “work-life integration” AND “antecedents,” “work-life integration” AND “consequences,” and (“work-life integration” OR “WLI”) AND “employee” AND “Gen Z.” Additional terms such as “flexibility,” “well-being,” and “remote work” were expanded contextually to capture relevant literature comprehensively. The search results were exported into reference management software (such as Zotero or Mendeley). Each entry was then independently screened in pairs by two researchers to assess its suitability according to the inclusion criteria. The inclusion criteria required empirical studies exploring antecedents or consequences of Work-Life Integration (WLI) and studies focusing on employee populations, specifically research targeting Generation Z. Articles deemed irrelevant, such as those addressing topics outside of WLI, popular reviews,

or editorials, were excluded immediately. Articles that passed the initial screening were downloaded in full-text format and subjected to a more in-depth evaluation. The eligibility assessment considered the following criteria: clarity in the definition and measurement of Work-Life Integration (WLI); presentation of antecedent data (e.g., work flexibility, institutional support) and/or consequences (e.g., well-being, job performance); and adequacy of the research methodology, whether quantitative, qualitative, or mixed-methods. This rigorous appraisal ensured that only studies meeting these standards were included for subsequent analysis and synthesis.



**Figure 1:** Summary of the Selection Process Using the PRISMA Framework

The journal selection process for this study was systematically conducted using the PRISMA framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). This approach was employed to ensure that only relevant, recent, and scientifically rigorous literature was included in the research. The focus was on research findings where the issue of work-life integration was discussed within the contexts of organizational and leadership settings. A total of 105 articles were

identified through searches across various reputable academic databases and publishers, concentrating on the topic of work-life integration. These articles were then screened based on criteria of topical relevance, scientific quality, and methodological clarity. During the screening phase, 78 articles were excluded for failing to meet established standards, such as topic mismatch, low quality, or lack of methodological transparency. Subsequently, 27 articles that met the criteria were thoroughly reviewed in full-text form. The outcome of this process yielded 27 articles deemed eligible and included in the qualitative synthesis for further analysis in this systematic review.

The studies analyzed in this research consist of 27 scholarly articles published within the past five years. These articles were selected based on predefined inclusion and exclusion criteria, focusing on studies that describe the relationship between Work-Life Integration (WLI) and factors identified as antecedents or consequences through a literature analysis process. To understand the scope and focus of the analyzed studies, a classification was conducted based on three main characteristics: publisher, industry sector, and research methodology.

**Table 1:** Characteristics Based on Publisher

<b>Publisher</b>	<b>Frequency</b>
Emerald	6
Elsevier	5
Sage Pub	2
Science Direct	2
MDPI	1
Collabryzk	1
AkiNik Publications	1
Zibeline International Publishing	1
American Medical Association (AMA)	1
Universiti Malaysia Sarawak (UNIMAS Publisher)	1
International Organization of Scientific Research (IOSR)	1
Wolters Kluwer Health	1
KMAN	1
HRMARS	1
Starnet College	1
IJCRT	1
<b>Total</b>	<b>27</b>

Baed on Table 1, articles come from reputable publishers such as Emerald (6 articles) and Elsevier (5 articles), followed by Sage Publications and Science Direct with 2 articles each. Additionally, there are articles from other publishers like MDPI, Wolters Kluwer Health, and UNIMAS Publisher. Some articles also originate from independent publishers and academic institutions such as Collabryzk, KMAN, and

Starnet College. This variation indicates that the topic of Work-Life Integration has garnered attention from various academic circles, including both highly reputable publishers and emerging and institutional publishers.

**Table 2:** Characteristics of WLI Research in the Last Five Years Based on Industry

Industry	Frequency
Healthcare	8
Multi-sector	6
Academic	5
Hospitality and Tourism	2
IT	2
Banking	1
Total	24

Table 2 shows that the issue of Work-Life Integration (WLI) has been most extensively researched within the healthcare context (8 articles), given the sector's challenging work dynamics and high demands for role balance. Additionally, six articles examined WLI across multiple sectors (multi-sector), while five focused specifically on the academic field. Other research topics include hospitality and tourism (2 articles), information technology (2 articles), and banking (1 article). These findings suggest that WLI is an increasingly relevant issue across various work domains, with particular emphasis on high-intensity work environments.

**Table 3:** Characteristics Based on Research Methodology

Method	Frequency
Quantitative	14
Literature review	9
Qualitative	4
Total	27

Based on Table 3, the majority of studies employed a quantitative approach (14 articles), indicating the dominance of empirical research based on numerical data in explaining the relationships between Work-Life Integration (WLI) and various other variables. Nine articles utilized literature review methods, reflecting the need to synthesize previous findings and understand emerging conceptual trends. Meanwhile, four articles adopted a qualitative approach, focusing on exploring employees' experiences and perceptions regarding the integration of work and personal life. This methodological diversity demonstrates that the topic of WLI is examined from multiple methodological perspectives; however, there remains room to strengthen more in-depth and contextual qualitative research.

The classification of antecedents of Work-Life Integration (WLI) can be grouped into several main categories. Organizational factors include flexible work

arrangements (FWAs) such as flexible hours, shifts, remote work options, mentoring programs, leave policies, and employee empowerment. These factors have been widely discussed in studies by Nabila et al. (2023), Ghosh-Choudhary et al. (2022), Bulut et al. (2024), Godara and Dua (2024), Wairia et al. (2025), Baskaran (2023), Mary and Ramesh (2020), Harrini U et al. (2021), Oladejo et al. (2022), and Blumentritt et al. (2024). Socio-demographic factors, such as gender, age, marital status, and family structure, also play a significant role in influencing WLI. These factors are highlighted in studies by Tawfik et al. (2021), Sengupta and Al-Khalifa (2022), Godara and Dua (2024), Paradis et al. (2021), and Mary and Ramesh (2020). Individual factors, including resilience, emotional reflexivity, courage, and adherence to the ideal worker norm, have been explored in studies conducted by McGill-O'Rourke and Allan (2024), Jena et al. (2021), and Godara and Dua (2024). Technological factors, such as the availability and use of flexible work technologies and digital tools, are also crucial antecedents of WLI, as discussed by Wairia et al. (2025), Kumar et al. (2023), and Caringal (2023). These various antecedents collectively shape the way individuals and organizations approach and experience Work-Life Integration.

The consequences of Work-Life Integration (WLI) can be classified into both positive and negative impacts. In terms of positive impacts, several outcomes have been identified. Psychological well-being includes aspects such as mental health, overall well-being, and emotional stability, as discussed in studies by Badri et al. (2023), Sengupta and Al-Khalifa (2022), Bulut et al. (2024), and Baskaran (2023). Satisfaction and engagement, which cover job satisfaction, work engagement, and life satisfaction, are highlighted in the works of Yadav et al. (2022), Nabila et al. (2023), Baskaran (2023), and Shanafelt et al. (2022). Productivity and performance outcomes, such as employee performance, productivity levels, and opportunities for career advancement, are examined in the studies by Godara and Dua (2024), Bulut et al. (2024), and Caringal (2023). Loyalty and retention, which encompass affective commitment, employee retention, and organizational commitment, are addressed by Ghosh-Choudhary et al. (2022), Oladejo et al. (2022), and Baskaran (2023). Furthermore, gender equality impacts, including women's career success and gender empowerment, are discussed by Ghosh-Choudhary et al. (2022) and Godara and Dua (2024).

On the other hand, the negative impacts of WLI have also been documented. Emotional exhaustion and fatigue, including emotional depletion, exhaustion, and overall fatigue, are highlighted in the studies by Blumentritt et al. (2024), Mary and Ramesh (2020), Shanafelt et al. (2024), Tawfik et al. (2021), and Tiwari et al. (2024). Role conflict, which involves work-life conflict, role overload, and parental burden, is discussed by Paradis et al. (2021) and Harrini U et al. (2021). Lastly, isolation and disengagement, which refer to social isolation and detachment from work, are explored by Shanafelt et al. (2024) and Blumentritt et al. (2024).

## 5. Discussion

A systematic review of 27 articles indicates that the success of Work-Life Integration (WLI) is significantly influenced by the dynamic interaction among organizational factors, individual readiness, socio-demographic conditions, and technological advancements. Work flexibility, supervisor support, and leave policies constitute the primary organizational pillars supporting WLI (Baskaran, 2023; Godara & Dua, 2024; Jena et al., 2021; McGill-O'Rourke & Allan, 2024; Yadav et al., 2022). However, flexibility without strategic guidance and clear expectations may lead to role ambiguity or pseudo-freedom, ultimately resulting in excessive workload and emotional exhaustion (Chung & van der Lippe, 2020).

At the individual level, resilience, emotional regulation, and self-reflective capacity are essential prerequisites for the healthy utilization of work flexibility (Jena et al., 2021; McGill-O'Rourke & Allan, 2024). Without psychological readiness, individuals tend to be more vulnerable to emotional exhaustion and role conflict, particularly in work environments that demand high responsiveness (Blumentritt et al., 2024; Shanafelt et al., 2024; Shanafelt et al., 2022). Moreover, socio-demographic factors such as gender, age, and family structure underscore the considerable variation in WLI experiences. Women, single parents, and those with substantial domestic role burdens generally face more complex challenges in role integration (Paradis et al., 2021; Tawfik et al., 2021).

The role of digital technology, while offering convenience and accessibility, also presents new challenges in the form of an always-on culture and expectations of constant availability. This phenomenon places unique pressure on employees to remain responsive to work demands beyond formal working hours (Shanafelt et al., 2024) and in some cases, contributes to technostress (Oladejo et al., 2022). Without proper management, these conditions can exacerbate emotional exhaustion and disrupt psychological recovery, which is essential for long-term well-being, while also potentially weakening individuals' regenerative capacity and workforce sustainability.

These findings reinforce the view that Work-Life Integration (WLI) is not merely a productivity strategy but a critical element within a sustainable work ecosystem (Bulut et al., 2024; Ghosh-Choudhary et al., 2022; Nabila et al., 2023). Organizations need to reconsider work design, provide space for personal capacity development, and create technological systems that are not only efficient but also humane. Furthermore, WLI strategies and policies should be tailored to sector-specific characteristics and the diverse needs of employees to ensure effective and sustainable work-life integration.

Although the literature on Work-Life Integration (WLI) has been expanding, several significant gaps remain that future research needs to address. Most studies continue to focus on emotional aspects and well-being, while the impact of WLI on individuals' cognitive, social, and physical capacities has not been explored in depth (Rizqulloh & Kuncoro, 2022; Chauhan & Rai, 2024). Additionally, the majority of research originates from developed countries and formal sectors, leaving the

dynamics of WLI in developing countries or informal sectors such as the gig economy underrepresented (Tawfik et al., 2021; Wanajma, 2024). The role of digital technology in blurring the boundaries between work and personal life also poses new challenges that require further investigation, particularly concerning effective adaptation strategies across diverse cultural and organizational contexts. Therefore, future research should broaden its scope and methodologies to develop a more comprehensive and applicable understanding of WLI.

Theoretically, the findings of this study further underscore the relevance of Boundary Theory (Ashforth et al., 2000; Clark, 2000) in understanding the dynamics of Work-Life Integration in the modern work era. The review's findings indicate that successful role integration depends not merely on the extreme separation or blending of roles, but rather on the ability of individuals and organizations to adjust role management according to needs and context. This aligns with the core principles of Boundary Theory, where flexibility and adaptation in managing work and personal life roles are key to achieving well-being and productivity. Thus, this study not only reinforces the applicability of Boundary Theory within the context of WLI but also encourages the development of a more dynamic and contextual understanding of role management in today's workplace.

## **6. Conclusion**

This systematic review confirms that Work-Life Integration (WLI) is a strategically relevant approach in the era of flexible and digital work. WLI enables individuals to navigate role demands adaptively, thereby enhancing well-being, job satisfaction, and productivity especially when supported by clear organizational policies, healthy use of technology, and individual adaptive capacity. However, without appropriate interventions, WLI may also give rise to new pressures such as emotional exhaustion and role conflict.

Effective implementation of Work-Life Integration requires concrete actions from organizations, such as designing structured and easily accessible flexible work policies and ensuring the establishment of clear core working hours. Organizations also need to develop training programs that assist employees in enhancing their adaptability, self-reflection, and flexible management of role transitions. Furthermore, strengthening supervisor support and fostering a culture of peer support are essential to help employees address the challenges of role integration, particularly in sectors characterized by high flexibility, such as the gig economy and remote work. Regular workload evaluations and providing access to psychological counseling services should also be implemented to prevent emotional exhaustion and role conflict. Adjustments to WLI strategies and policies should consistently consider sector-specific characteristics and the diverse needs of employees to ensure that work-life integration is effective and sustainable.

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