

Examining Work Intensification in New Normal Work Patterns through a Bibliometric Approach

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ABSTRACT

Background

The shift to new normal work patterns, accelerated by the COVID-19 pandemic, has fundamentally transformed how work is organized and performed. Work intensification, characterized by increased workload, longer working hours, and heightened job demands, has emerged as a critical concern affecting employee well-being and organizational productivity.

Objective

This study aims to examine the intellectual structure, research trends, and emerging themes in work intensification literature within the context of new normal work patterns using bibliometric analysis.

Materials and Methods

A bibliometric approach was employed to analyze scholarly publications on work intensification from 2020 to 2026. The Scopus database was used to retrieve relevant articles, and data analysis was performed using VOSviewer and Biblioshiny software. Performance analysis and science mapping techniques, including co-authorship, co-citation, and keyword co-occurrence analysis, were conducted.

Results

The analysis reveals a significant growth in publications on work intensification since 2020, with key research clusters identified including remote work, digital transformation, employee well-being, work-life balance, and job stress. The findings indicate that work intensification is closely associated with the adoption of digital technologies, blurred work-life boundaries, and increased job demands. Leading countries contributing to this research domain include the United States, United Kingdom, China, and India.

Conclusion

This bibliometric study provides a comprehensive overview of work intensification research in the new normal era, identifying key research themes, influential authors, and emerging trends. The findings offer valuable insights for researchers, practitioners, and policymakers seeking to understand and address the challenges of work intensification in contemporary work environments.

Keywords: Work intensification, new normal, remote work, bibliometric analysis, VOSviewer, employee well-being, work-life balance.

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1. Introduction

The earliest record of work intensification mostly focuses on labour productivity, with literature addressing role overload, trade unions, and working conditions, predominantly in Europe. The term "role overload" was introduced in relation to the concept of work intensification, which emerged in the early 21st century (Kelliher C.; Anderson D. 2009). Subsequently, it emerged as a significant topic of discourse in the 2000s and is more pertinent to contemporary work patterns and technological utilization. Even more

relevant when it comes to understand the well-being aspect of employees in any change. In the extracted dataset, the most common topic in all three phases were job satisfaction, work condition, High performance work systems. The first decade where the topic research mainly revolves around few terms like Mobile phones, Time pressure, quality of work. The research witnessed a significant shift in the 2011s, with the work intensification where Work-home enrichment; work-life balance; work-life interference; Work-life overspill like term were considered to part of research. This phase also studies high-involvement work systems that

benefits by increasing employee participation at the cost of heightened work intensity and diminished well-being (Boxall P. & Macky K.2014). Lately the terms like sustainability, flexible work and well-being are specially researched. Lastly the current trend of Work Intensification significantly analysis on the current increase of digital overload and blurred boundaries leads to work load and negative effect on employee wellbeing (Kubicek, B., Mauno, S.,2023). Sustainable HRM; Perceived organizational support, leadership , This recent researches gave a new perspective of study where the role of organization and management were highlighted. Table 1 shows a detail. Despite the increasing scholarly attention given to work intensification, the existing literature remains fragmented and theoretically dispersed. Prior studies have reported diverse and sometimes contradictory findings regarding the drivers and consequences of work intensification in contemporary workplaces. While some studies emphasize the role of digital technologies, flexible work arrangements, and performance-oriented cultures in escalating workloads and time pressures, others highlight the potential of flexible practices to enhance autonomy and employee control over work. Furthermore, there is limited systematic understanding of how research on work intensification has evolved over time, particularly in relation to emerging themes such as hybrid work, digital transformation, employee well-being, and technology-enabled surveillance. In addition, theoretical perspectives including the Job Demands–Resources (JD–R) model, Labour Process Theory, Social Exchange Theory, and Boundary Theory have been applied inconsistently across studies. To address these gaps, a bibliometric analysis is particularly appropriate, as it enables a comprehensive mapping of the intellectual structure of the field, identification of influential contributors and thematic clusters, and visualization of the evolution of research trends within the work intensification literature.

2. Conceptual Background of Work Intensification

2.1. Definition of work intensification

Work intensification (WI) refers to the phenomenon where employees experience increased workloads, demands, or expectations in work (Green, 2004; Kubicek et al., 2015; Mauno et al., 2021). “Intensification of work is concerned with ‘the effort employees put into their jobs during the time that they are working’” (Burchell, 2002). It often involves a situation where employees are required to accomplish more tasks, handle greater responsibilities, or meet tighter deadlines with a proportional increase in resources or support. High levels of involvement at work, increasing demands, long or excessive hours worked, "doing more," and an increasing need for multitasking are some ways that work intensification is commonly defined. There is also a concept proposed by Green 2001 stating there are "extensive" and "intensive" efforts made by employee

to accomplish their task. An Extensive effort denotes the time spent at work or the volume of tasks whereas an intensive effort relates to physical and mental input, i.e. focuses on the depth of engagement and cognitive demands placed on employees.

2.2. Causes of work intensification

The growing use of information and communication technologies allows employees to stay linked to work outside of regular hours, which typically means more work and less time (Chesley, 2014).

Workplace demands are stresses that have a negative impact on employees' motivation, health, and well-being and WI can be one of them. The current work demand particularly Information Technology sector, have hybrid work culture.

2.3. Effects on employees

As a job demand, WI has typically been justified as having costs to employees' motivation and well-being because it demands energy and effort from employees, which exhausts their resources and leads to stress and other detrimental stress-related effects (Mauno & Kinnunen,2021).

Earlier, WI It is also conceivable that there would be diversity in the relationships between WI and its outcomes considering various interpretations of WI.

There are few studies on work intensification have prevailed in the current work practices especially hybrid work. perceive the effects of digitalization on business and HR in practice. Numerous authors have reviewed previous studies on HR digitalization. For example, Asatiani and Norström’s (2023) study primarily deals with information systems in the workplace, whereas Kambur and Yildirim (2023) dealt with smart HR management. Suravi (2024) focused on training and development, emphasizing a hybrid working environment for structural change. Lee et al. (2024) revealed that IHRM research has gone th

There is a growing academic interest in work intensification specially based on current work environment and this has led to a notable increase in journal article publishing. There is systematic review (Mauno, S., et al. 2022) which have discussed work intensification as end result of a phenomena or encompassing the growth of work intensification in current work trend but they

The prior studies have analyzed that intensification of work has had negative outcomes for workforces (Boxall and Macky, 2014; Fairris and Brenner, 2001). The concept of work intensification linked to teleworking relates to the volume of specialized business knowledge that may be cultivated and disseminated informally through this kind of employment. (Barker and Christensen 1998).

2.4. Why research on this topic has grown

Recently, the concept of work intensification has evolved concerning work patterns and settings. A Study by Rebelo, G., Almeida, A., & Pedra, J. (2024) attest that employees believe teleworking gives them greater availability. Employers' use of flexible scheduling as a

benefit is associated with employee emotions of reciprocity, which causes work to increase (Mauno, S. et al., 2023). It has been found that flexible work employees engage in high levels of job intensification (Rofcanin, Y., & Anand, 2020), even after having greater control over their work schedules or locations. The result means that employees face more work or role overload. Prior study has indicated that excessive use of technology may lead to "work extensification and intensification" and excessive work-life diffusion (Currie and Eveline, 2011). Several variables, including technology improvements, globalization, and an increase in demand for 24-hour services, cause work intensification (Kubicek and Korunka 2018). Workload and job intensity issues are related to a broad concern, majorly focusing on social life. The authority to guide and manage teleworking is executed through equipment and ICT (information and communication technology) allocated for the worker's tasks. Employees may intensify their labor in exchange for flexible working conditions by putting in more time or effort. A study explores how work intensification in hybrid workplaces can lead to increased perception of exploitation and negative work outcomes among employees (Alsaad A., et al., 2025).

Work intensification is widely acknowledged to be associated with negative occupational safety and health outcomes, but establishing a direct statistical and causal link between it and its impacts on employee health and well-being remains challenging, as highlighted by the European Agency for Safety and Health at Work (EU-OSHA, 2007).

This academic work examines the growing phenomenon of work intensification, characterized by increased demands and pressures within professional environments, and its profound impact on the work-life balance and overall well-being of individuals, particularly within family contexts (Dupret & Pultz, 2021; Lemos et al., 2022). This intensification often manifests as longer work hours, accelerated work places, and technological changes, all contributing to elevated stress levels and diminished job satisfaction among employees (Abdoolla & Govender, 2017).

Bibliometric analysis shows how different lines of study are connected, which sheds light on the structure, trends, and new directions in this subject that is changing quickly. By showing how different types of study are linked, bibliometric analysis helps make the structure, trends, and new directions in this field more clear. So, this study aims to achieve three specific goals: RQ1. To put together a list of all the literature on Work Intensification from around the world, showing the most important authors, magazines, and collaboration networks.

RQ2. To look at the intellectual and thematic structure of the field by using methods like keyword co-occurrence, and co-citation.

RQ3. To suggest directions for future study based on the theoretical, methodological, and cultural gaps that have been found.

3. Research Methodology

The data for this study is collected from the Scopus database, which is known for its extensive coverage, systematic indexing, and strong quality control (Amin et al., 2023; Zhu and Liu, 2021; Pranckutė, R. 2021). Scopus is widely used for review-based studies in business management and social sciences and is often considered reliable and, in some cases, superior to other databases such as Web of Science (WoS) (Nogueira et al., 2022; Pranckutė, R. 2021). The sample was additionally validated by cross-checking the results with the Web of Science (WoS) database to ensure an unbiased representation of the works and the inclusion of highly cited publications (Marzi et al., 2024). To reduce coverage bias, the study employed a cross-referencing technique. This involved analysing highly cited documents from the Web of Science (WoS) database and comparing them with the Scopus dataset. The results showed that the WoS documents were also indexed in Scopus, ensuring a comprehensive and unbiased dataset (Negi et al., 2025). Therefore, the present study utilizes the Scopus database to obtain the documents for this assessment.

To determine the inclusion of all relevant studies, we thoroughly analyse the existing literature on work intensification and utilize keywords in accordance with the parameters established by Mauno et al. (2023). The data was extracted with the following keyword "work intensification" or "work intensify" from "Article Title/Abstract/Keywords" field of Scopus. The first data set comprises of 631 recorded documents from Scopus. In study design, it is crucial to establish appropriate inclusion and exclusion criteria, as these decisions can influence the external validity of the findings (Patino and Ferreira, 2018). Figure 1 illustrates that the articles must be screened based on established inclusion and exclusion criteria (Paul et al., 2021). During the screening stage, publications in the English language were preserved, as the authors are proficient English speakers, and translating extensive datasets is impractical (Hassan et al., 2023), resulting in 567 articles with publication year filtered ranging from 1996 to March 2026. The second criterion for analysing was the document type, which generated 464 articles. This study has involved the screening of articles and reviews, excluding book chapters. We are analysing the dataset on a framework that requires scientific writing, which is different from book chapters. We excluded book chapters and conference papers as they represent thoughts and opinions that have yet to undergo scholarly analysis. After screening, the research articles extracted were 463 out of which 3 were book series. These book series were further removed and the final number of articles we attain for the study was 460. We analysis the final data by Bibliometric Analysis which is both scientific and performance-based analysis

(Kumar et al., 2021). For the analysis, bibliometric tool called Vos Viewer was used (Van Eck & Waltman, 2010). VOS viewer displays a bibliometric network such citations, author collaborations, and keyword co-occurrences.

This study adopts the PRISMA 2020 framework to guide the systematic review process. PRISMA provides standardized guidelines for reporting systematic reviews and ensures transparency, quality, and reproducibility in the literature search and selection process (Page et al., 2021; Pérez-Neri et al., 2022). Figure 1 displays a PRISMA diagram (Page et al., 2022) that details how the primary studies was chosen and Table 1 gives the descriptive analysis of the data collected. This description reduces the probability of insufficient study procedures by encouraging replicability and clarity (Paul et al., 2021). This study has concluded with discussion of the data analysis which also concise the understanding and gives the avenues future research.

4. Results based on Performance Analysis

4.1. Descriptive analysis

Descriptive analysis provides a comprehensive overview of the data by summarizing and organizing data that highlights important patterns, trends, and appearances. It provides a summary of the yearly output, prominent authors, the growth in the quantity of articles, significant journals, and the nation's contribution to the subject which elucidates RQ1. The dataset is extracted from the Scopus database is provided in Table 1. This dataset consists of 464 research articles, 160 Authors and also 160 source titles which was published between 1996 to 2026. The productivity rate of the dataset is 12 publication per year. The total number of references are and average citations are . The annual growth rate of the topic is of 35.4 % each year which seems a decent increase in contribution to the topic. Out of 464 Publications % was coauthored and were the single authored which signifies all most equal number individual authors and collaborated authors have contributed to the topic.

Description	Results
Timespan	1996-2026
Sources	Scopus
Documents	464
Annual Growth Rate	33.2
No. of Contributing Author	160
No. of Single Author	
Co-Authors per Doc	
Total Citation	
Average citations per doc	
References	
Keywords	
Author's Keywords	

4.2. Publication

4.2.1. Annual Publication Trends between Year 1996–Year 2026

Publication analysis emphasizes on the quantitative assessment of published research output and aiming to analyse the performance analysis of the dataset. The illustration in figure 2, shows an identifiable rising trend as scholarly interest in this subject has grown significantly. The yearly publication trend of research articles on work intensification shows a steep rise in the research publication can be stressed after pandemic where as a very few studies specifically focusing on work intensification before to 2011. During the late 1990s and early 2000s, the number of publications remained relatively low, generally ranging between 2 and 8 documents per year, reflecting limited scholarly attention. The publications appeared in 1996 with three documents, indicating the initial stage of research in this area whereas in the year 2025 shows publication around 48 articles. During covid pandemic 2020, there is exponential rise in number of articles. This notable rise in 2020 to 2025 likely be linked to the pandemic's impact, rigorous adoption of technology, the adoption of flexible work environment by companies. The cumulative publication from 2020 to 2025 is 262 out of the 464 datasets, reflecting an outstanding rise in topic. The growth occurred in this period of past six years (2022–2026) accounted for 57.78% of the total publications whereas yearly average publication rate is approximately 32.2 percent of the total publications. The current the year 2026 has recorded 8 publications, a number that may rise as the year advances. The overall trend of publications of the topic, from 1990 to 2026 indicates a notable rise in recent years. This sharp increase indicates the growing academic interest and expanding research focus on work intensification in recent years.

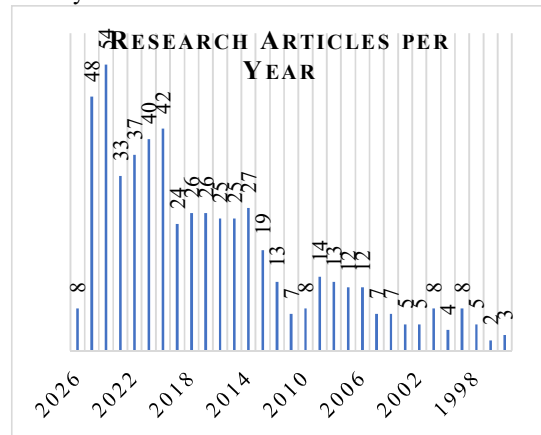


Figure 2. Exhibits the research articles on a yearly basis

4.2.2. Publication Trends Countrywide

The Table 2. illustrates the 20 countries with the highest volume of articles authored by individuals from respective countries. The country analysis shows

that the majority of publications originate from developed economies while emerging economies such as Brazil and China also contributed to the literature. Canada and India rank third and fourth, respectively, with 45 and 19 research publications. Notwithstanding the volume of publications is almost 521 from all these top contributing nations which has remarkably given the direction to the topic. The inclusion of both developed and developing nations demonstrates the broad acknowledgment of the potential of work intensification research.

Sr. No	Country	No of Research Publication	Country Status (as per world bank)
1	United Kingdom	147	Developed
2	Australia	86	Developed
3	Canada	45	Developed
4	United States	27	Developed
5	Germany	27	Developed
6	New Zealand	19	Developed
7	India	19	Developing economy
8	Finland	17	Developed
9	Brazil	16	Developing economy
10	Austria	15	Developed
11	Undefined	14	Developed
12	Sweden	13	Developed
13	France	12	Developed
14	Italy	11	Developed
15	Ireland	11	Developed
16	Denmark	11	Developing economy
17	Spain	10	Developed
18	Portugal	8	Developed
19	China	7	Developed
20	Netherlands	6	Developed

Table 2. Country with most number of articles

4.3. Journals Analysis

The table establishes the most significant source titles impacting the research domain, determined by the number of publications and the H-index, which indicates the citation impact and academic importance of each journal. Human Relations exhibits the greatest H-index (230) among the sources, although having published just seven papers, signifying its substantial academic importance and the significant citation

impact of its works. The International Journal of Environmental study and Public Health (H-index = 205) and the International Journal of Human Resource Management (H-index = 198) exhibit considerable scholarly influence, underscoring their prominence as premier publication venues in this study field.

Regarding productivity, Work, Employment and Society lead with 22 publications, followed by Labour and Industry with 13 publications, and Economic and Industrial Democracy with 12 publications. These publications are crucial in communicating research related to employment relations, labour studies, and workplace dynamics. Furthermore, periodicals including New Technology, Work and Employment, Employee Relations, and Journal of Industrial Relations significantly enhance the literature by sharing research centred on workplace transformations and employment developments.

Numerous prominent journals, such as Frontiers in Psychology, Human Resource Management Journal, Organization, and Sustainability, exhibit elevated H-index values, signifying robust citation performance and interdisciplinary contributions. The distribution of publications among these sources indicates that the study field is bolstered by high-impact journals from several disciplines, including management, industrial relations, psychology, and environmental research, underscoring the multidisciplinary character of the topic.

Sr. No	Source Title	No. of Publications	H-index*
1	Work, Employment and Society	22	160
2	Labour and Industry	13	36
3	Economic and Industrial Democracy	12	70
4	Employee Relations	11	60
5	International Journal of Human Resource Management	11	198
6	New Technology, Work and Employment	11	77
7	Canadian Journal of Educational Administration and Policy	8	22
8	International Journal of Environmental Research and Public Health	8	205
9	Journal of Industrial Relations	8	54
10	Human Relations	7	230
11	Frontiers in Psychology	6	173
12	International Journal of Manpower	6	92
13	Personnel Review	6	95
14	Work	6	58

15	Asia Pacific Journal of Human Resources	5	63
16	Human Resource Management Journal	5	123
17	Organization	5	142
18	Administrative Sciences	4	34
19	Sustainability (Switzerland)	4	167
20	Australian Educational Researcher	3	61
Average		161	

Table 3.

Top 10 Journals contributing the topic Source Courtesy by Author

4.4. Author’s Contribution

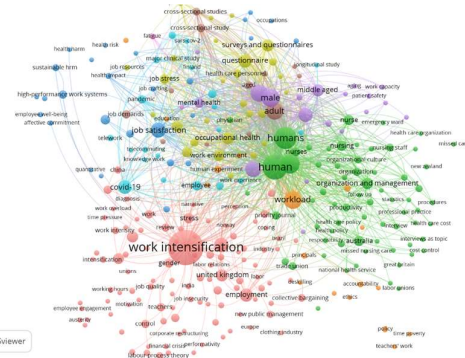
The table presents the most productive and influential authors in the field, based on the number of publications, total citations, and the h-index. Among the authors, Willis, E. ranks as the most productive contributor with 12 publications, followed by Mauno, Saija and Kubicek, Bettina, each with 10 publications, indicating their significant contribution to the development of the research are Boxall, P. has the highest citation impact with 682 citations from only five articles, indicating a significant influence in the field. Kubicek, Bettina (464 citations) and Korunka, C. (415 citations) exhibit significant intellectual influence via extensively cited works. In terms of the h-index, Saija Mauno has the greatest value (h-index = 48), followed by E. Willis (h-index = 42) and P. Boxall (h-index = 36), reflecting sustained citation performance over numerous publications. Scholars like Feldt, T. and Korunka, C. demonstrate significant academic impact, possessing h-index values of 35.

Sr . No	Author	Number of Publication	No of Citation	h- index
1	Willis, E.	12	276	42
2	Mauno, Saija	10	240	48
3	Kubicek, Bettina	10	464	24
4	Feldt, T.	8	206	35
5	Wang, Fei	7	128	11
6	Toffoli, L.	7	164	15
7	Minkkinen, J.	7	153	16
8	Henderson, J.	7	165	16
9	Pollock, Katina	6	267	12
10	Korunka, C.	6	415	35
11	Cunningham, I.	6	142	28
12	Stacey, M.	5	301	18
13	Boxall, P.	5	682	36
14	Verrall, C.	4	151	12

15	Thompson, G.	4	210	24
16	Stanton, P.	4	116	26
17	Morris, J.	4	48	27
18	McGrath-Champ, S.	4	132	21
19	Mariappanadar, S.	4	192	13
20	Hogan, A.	4	210	18

4.5. Keyword Analysis

A minimum occurrence threshold was applied to ensure the inclusion of only the most significant and relevant keywords. It is closely connected with other high-frequency terms such as workload, job stress, occupational health, job satisfaction, employment, and mental health. The prominence of these keywords suggests that the literature primarily focuses on both the causes and consequences of intensified work. Keywords such as workload and job stress indicate that intensification is frequently conceptualized as an increase in job demands and time pressure. At the same time, the strong presence of occupational health and mental health highlights growing scholarly concern regarding the well-being implications of intensified work environments.



4.6. Thematic Clustering of Keywords

The co-occurrence network reveals five major thematic clusters, each reflecting a different dimension of work intensification research. The node's dimensions of various size and labels, underscore its importance, while its closeness to other nodes indicates correlation (Anand et al., 2021).

4.6.1 Cluster 1 (red): theoretical and conceptual development of work intensification

The largest and most central cluster, represented in red, is anchored by the keyword work intensification, which emerges as the dominant node in the network. This cluster encompasses terms such as employment, working hours, stress, job quality, job insecurity, labour, collective bargaining, trade unions, and organizational restructuring. The prominence of these keywords indicates that a substantial portion of work intensification scholarship remains grounded in labour process perspectives and industrial relations frameworks.

This cluster reflects the traditional understanding of work intensification as a structural consequence of changing employment relations, economic pressures, and managerial demands for increased productivity. The frequent co-occurrence of terms related to employment insecurity and organizational restructuring suggests that scholars continue to examine how flexible employment arrangements, downsizing, and efficiency-driven organizational changes contribute to increased workload and performance expectations.

The presence of keywords such as motivation, employee engagement, and job quality indicates an expansion of this stream beyond structural labour-market analyses toward understanding employee-level outcomes. This suggests an increasing scholarly recognition that work intensification cannot be understood solely as an organizational phenomenon but must also be examined through its implications for employee experiences and perceptions.

4.6.2 Cluster 2 (green): impact of Work Intensification on the travel and hospitality industry

The green cluster represents one of the most prominent applied research domains in the work intensification literature. This cluster is centered around keywords such as human, humans, nursing, nurses, organization and management, patient safety, healthcare policy, professional practice, and missed nursing care.

The density and centrality of this cluster indicate that healthcare settings—particularly nursing environments—have become a major empirical context for studying work intensification. This reflects the growing concern over increasing patient loads, staffing shortages, administrative demands, and performance accountability mechanisms within healthcare systems. The strong connections between workload, patient safety, and organizational management suggest that contemporary scholarship increasingly examines work intensification as a systemic issue with implications extending beyond employee well-being to service quality and organizational performance. In healthcare settings, intensified work processes are frequently associated with reduced care quality, increased clinical errors, and professional burnout. This cluster also reveals the managerial and policy-oriented dimensions of work intensification research. The appearance of terms such as healthcare policy, responsibility, and accountability suggests that researchers are increasingly examining how institutional policies and organizational governance structures shape workload expectations and professional practice.

4.6.3. Cluster 3 (Yellow): Occupational Health and Methodological Foundations

The yellow cluster represents the methodological and occupational health dimensions of the field. Key keywords include occupational health, surveys and questionnaires, cross-sectional studies, longitudinal studies, work environment, and healthcare personnel. This cluster indicates that empirical research on work intensification relies heavily on quantitative methodologies, particularly survey-based approaches.

The prominence of cross-sectional studies suggests that much of the existing literature examines work intensification at a single point in time, often focusing on associations between workload indicators and employee outcomes. The appearance of longitudinal study as a smaller but visible node suggests an emerging methodological shift toward more robust designs capable of capturing temporal changes in work intensity and their cumulative effects. The close linkage between occupational health and methodological terms indicates that work intensification research is strongly embedded within occupational health scholarship. This reflects an emphasis on measuring psychosocial risks, exposure to excessive demands, and health-related outcomes associated with intensified work practices.

4.6.4. Cluster 4 (Purple): Demographic and Workforce Characteristics

The purple cluster focuses on workforce demographics and population-specific analyses, including keywords such as male, female, adult, middle-aged, aging, and work capacity. This cluster reflects growing scholarly attention to differential experiences of work intensification across demographic groups. The presence of gender-related keywords suggests that researchers increasingly investigate how work intensification is experienced differently by men and women, particularly in relation to role expectations, caregiving responsibilities, and occupational segregation. Similarly, the inclusion of aging-related terms indicates interest in understanding how intensified work demands affect older employees, particularly regarding work capacity, resilience, and long-term employability. This cluster contributes to the literature by emphasizing that work intensification is not uniformly experienced across the workforce but is mediated by demographic, social, and occupational factors.

4.6.5. Cluster 5 (Light Blue):

The blue cluster focuses on psychological and behavioural dimensions of work intensification. Key terms include: job satisfaction; mental; health pandemic; employee well-being. This cluster reflects the growing research interest in remote work, telecommuting, and employee mental health, especially after the COVID-19 pandemic. The inclusion of telework and pandemic-related keywords suggests that scholars are increasingly investigating how digital and hybrid work environments affect job satisfaction, emotional exhaustion, and work engagement. The cluster also aligns with theories such as the Job Demands–Resources (JD-R) model.

5. Conclusion

Overall, the thematic investigation demonstrates that research on work intensification has shifted from traditional workload concerns toward broader discussions involving employee mental health, occupational well-being, digital transformation, and hybrid work environments. The findings reveal that contemporary research increasingly acknowledges the

influence of technological advancement, telework, and organizational flexibility on employees' work experiences. Furthermore, the dominance of quantitative approaches highlights the need for future qualitative and longitudinal investigations to better understand the complex dynamics of intensified work environments and sustainable organizational practices. The era of digitalization has completely transformed the economy and technology in a variety of ways, especially in the area of HR. These contemporary organizations require a well-functioning system in which new digital technologies are used to enhance the operations of the HR department and subsequently improve the performance of the organization. However, even though HR contributes significantly to traditional HR processes, its role in the internet and information technology enhancement processes is often ignored. However, the digitization of HR is not only a trend in the workplace, but also a necessity for businesses in the 20th century. Through digital technology, organizations can meet the requirements of the state of the market, create learning-oriented cultures and make decisions based on evidence. This change has led to an expansion in the scope of HRM

7. Implications

An extensive investigation of the work intensification elucidates its profound and extensive impact on its further study. Diminutive work on work intensification as construct has been addressed, apparently the topic has studied both in qualitative and quantitative context by Green, 2009. First, it clarifies that organizations should consider HR digitalization not as an extra activity but as one of the core activities within the systemic improvement approach. The findings of this study further reinforce the importance of having baseline and applicable requirements formulated for supporting measures for enhancing HR processes and establishing a culture of continuous learning and data-driven decision-making.