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SOKSZÍNŰ VÁLASZOK**

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DIVERSE RESPONSES**

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**WORK-LIFE BALANCE
ASSESSING POST COVID-19 PRACTICE OF WORK-LIFE
BALANCE AND EMPLOYEE JOB PERFORMANCE:
A LITERATURE REVIEW**

**MUNKA ÉS MAGÁNÉLET EGYENSÚLYA
A MUNKA ÉS A MAGÁNÉLET EGYENSÚLYÁNAK
COVID-19 UTÁNI GYAKORLATÁNAK ÉS A
MUNKAVÁLLALÓK MUNKATELJESÍTMÉNYÉNEK
ÉRTÉKELÉSE: IRODALMI ÁTTEKINTÉS**

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ABSTRACT

The concept of work-life balance has been studied for decades, but continuous changes in lifestyles, changes in working conditions, changes in the economy and technology, and increasing of demanding jobs always require an examination of the right balance between personal and work life, for the purpose of maintaining the well-being and safety of the employee and the productivity of the company. Exploring the concept helps to optimize the well-being and safety of the employee and the productivity of the company. This study aims to systematically review the research studies' focus and trends observed in organizational practice of work-life balance in the last five years. The last five years have been marked by a major phenomenon (Covid-19), which has significantly changed business practices and introduced new methods of work and provided research agendas for researchers who want to triangulate and test new work models. The introduction of new flexible work arrangements has contributed to maintaining work-life balance. However, the new development of new work models is a hot topic and the loss of boundaries between personal life and work life is open to debate and researches. It is highly recommended to study the importance and contribution of employees' work-life balance from different dimensions.

ABSZTRAKT

A munka és a magánélet egyensúlyának fogalmát évtizedek óta vizsgálják, de az életmód folyamatos változása, a munkakörülmények változása, a gazdaság és a technológia változásai, valamint az egyre nagyobb koncentrációt követelő munkakörök növekedése mindig szükségessé teszi a magánélet és a munka közötti helyes egyensúly újabb elemzéseit, a munkavállalók jólétének és biztonságának, valamint a vállalat termelékenységének fenntartása érdekében. A koncepció feltárása segít a munkavállalói jólét és biztonság, valamint a vállalati termelékenység optimalizálásában. E tanulmány célja, hogy szisztematikusan áttekintse a kutatások fókuszát és a munka és a magánélet egyensúlyának szervezeti gyakorlatában az elmúlt öt évben megfigyelhető tendenciákat. Az elmúlt öt évet egy fontos esemény (Covid-19) határozta meg, amely jelentősen megváltoztatta az üzleti gyakorlatot. Új munkamódszereket vezettek be, ezzel új kutatási témákat adva a kutatóknak. Az új, rugalmas munkamódszerek bevezetése

hozzájárult a munka és a magánélet egyensúlyának fenntartásához. Ezeknek az új munkamodellnek a megjelenése rendkívül aktuális téma, a magánélet és a munka közötti határok elmosódása számtalan vita és kutatás tárgyát képezi. Rendkívül fontos tehát a munkavállalók munka és magánélet egyensúlyának többszempontú vizsgálata.

INTRODUCTION

Work is one aspect of our life and our work life is an expression of our identity. Keeping our work life in balance with our personal life and non-work activities is the biggest and most pressing issue these days. Some studies advocate that there may be benefits associated with creating a healthy work-life balance for employees, including potential increases in productivity, job satisfaction, and employee retention. According to some recent studies, meagre changes have been revealed in employer's recognition of the benefits of creating a healthy work-life balance for their employees. Nevertheless, it is important to note that the extent of companies' recognition and implementation of such practices may vary.

It is vividly shown how difficult it is to maintain a balance between career and personal life. Our schedules are becoming more hectic now, which often puts a stop to our work or personal life. Nowadays, it is quite common to observe incongruence between the family demand of workers and their work. The incompatibility of family needs and work that creates conflict has made the employee to be called upon a way to maintain and manage the work-life balance. Work-life balance is a growing topic that comes with people's needs to maintain life balance because employees currently have some issues related to efficiency at work. Work-life balance can help maintain an attractive organizational culture, avoid work-life conflicts, and show employees how to be more efficient in their various work roles. This balanced operation is providing care and

protection to the employees (Majumder, Biswas, 2023). Since work-life balance helps to improve employees' quality of life, it is clear that the concept of work-life balance is the major focus of HRM in prioritizing employee satisfaction and promoting employees' work-life balance. Work-life balance is not just about the number of hours an individual spends on work and personal activities, but also the quality of time they spend on these activities. It involves finding a healthy balance that allows individuals to prioritize and manage their time effectively, without sacrificing one aspect of their life for the other. Achieving work-life balance can lead to greater job satisfaction, improved mental and physical health, better relationships, and increased productivity.

Review Objective

This systematic review aims to provide a comprehensive synthesis of the literature on the relationship between work-life balance and employee job performance. In reviewing the literature, the reviewer tries to explicate the following research questions in the review process.

- What are the prevailing trends in the practice of work-life balance in recent years?
- What are the key research themes emerging in the field of employee work-life balance during the review period?
- What are observed changes in the trends of employees' work-life balance?

Significance of the review

The review work on the post-COVID-19 practice of work-life balance and its effect on employee job performance complements the existing body of knowledge in quite a lot of remarkable ways, offering scientific empirical novelty in its approach and findings.

Primarily, while earlier studies have explored the connection between work-life balance and employee outcomes, this review provides a contemporary and comprehensive synthesis of empirical evidence precisely focusing on the post-pandemic era. By probing research articles published between 2019 and 2023, the review provides an overview of recent developments and trends in work-life balance practices and reveals how organizations and employees have adapted to the challenges posed by the Covid-19 pandemic.

In addition, to ensure that the selection process is rigorous and comprehensive, the review adopts a systematic approach to tracing and sorting out articles in the Scopus database. The review methodologically filters through a wide range of literature to distil key empirical findings on the complex interplay between work-life balance and employee performance, using inclusion criteria to identify relevant studies.

The comprehensive nature of working life balance practices in a post pandemic setting is emphasized by empirical evidence synthesized from this study. Basing its analysis on empirical research findings, this review deepens our understanding of the mechanisms through which work-life balance practices and their outcomes, offering actionable insights for organizations looking to maximize their work-life balance strategies.

Moreover, the assessment revealed new themes and trends regarding to work-life balance in the wake of the pandemic with a particular emphasis on increasing adoption of remote working arrangements as well as the importance of organizational support and resources in promoting an optimal equilibrium between work and family life. These findings have practical implication for organizational policy and practice in addition to adding to the theoretical knowledge of the dynamics of work-life balance.

In summary, this literature review signifies a new development in the area and contributes to the field by synthesizing empirical data on work-life balance and

employee productivity in the post-Covid-19 period. The review advances our knowledge of the changing work-life scenarios through systematic analysis of contemporary research findings and gives practitioners, researchers as well as policymaker's insightful information.

METHODOLOGY

To find and analyze articles across the databases, systematic literature reviews have been implemented. This review aims to cover research articles from Scopus for the past five years, between 2019-2023. In the determination and identification of keywords in the area, this review paper used “work-life balance” AND “employee” AND “Job-Performance”. In various fields of study, the database provides a wide range of peer reviewed scientific articles (Valenzuela-Fernandez et al., 2019). The reviewer has run 76 peer-reviewed research articles based on the keywords mentioned above. In getting the listed figure and limiting the scope of the search the reviewer used a five-year publication period (2019-2023), limited to the subject area of business, management and accounting, and social sciences. The reviewer applied inclusion-exclusion criteria to ensure that the research articles meeting those criteria remained with the required articles.

Table 1. Article search process

Search Mechanisms	Process and results	Last Outcomes
Database	Scopus	
Search date	11/04/2023	
Keywords	work-life balance, Employee job performance	"work-life balance" AND "Employee" AND "job-Performance" OR " employee job-Performance")
Total articles generated with the keywords	76	After limiting (inclusion and exclusion)
Article Filtration Limited to	Publication year	2019-2023
	Subject area included	Business, management and accounting, Social sciences
	Document type	Article
	Publication stage	Final
	Language:	English
TITLE-ABS-KEY	("work-life balance" AND "Employee" AND "job-Performance" OR "employee job-Performance") AND (LIMIT-TO (SRCTYPE, "j")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI")) AND (LIMIT-TO (PUBYEAR,2023) OR LIMIT-TO (PUBYEAR,2022) OR LIMIT-TO (PUBYEAR,2021) OR LIMIT-TO (PUBYEAR,2020) OR LIMIT-TO (PUBYEAR,2019)) AND (LIMIT-TO (LANGUAGE, "English"))	

Source: Author's compilation, 2023

LITERATURE REVIEW

Work-life balance- Historical roots and connection to contemporary studies

Since the early 20th century, academics have studied work-life balance, looking at the complex interactions that exist between professional and personal responsibilities. Comprehending the background of work-life balance literature offers important insights into how concepts and practices have changed over time and how they continue to influence discussions on the contemporary subject matter of work-life balance.

As mentioned above the study of work-life balance began in the early 1900s, a period of significant social and economic transformation brought about by

urbanization and industrialization. Researchers like Elton Mayo and Mary Parker Follett pioneered early studies into the social and psychological aspects of work-life balance, setting the stage for later studies (Mayo, 1933; Follett, 1925). Mayo's groundbreaking Hawthorne investigations, carried out from 1924 to 1932, demonstrated how social interactions and work environment factors shape employees' attitudes and behaviors. These enquiries emphasized the need of taking human aspects into account in organizational settings and the highlight the intrinsic connection between employee well-being and organizational effectiveness (Mayo, 1933).

Similarly, Follett promoted a holistic approach to management that integrated the demands of both individuals and organizations in his work, emphasizing the importance of human relationships and cooperation in creating productive work environments (Follett, 1925). These early contributions prepared the groundwork for later work-life balance research, which in turn paved the way for the creation of contemporary frameworks and theories.

Work-life balance literature's historical underpinnings continue to influence current scholarly work and research in the area. Building on the knowledge gained from earlier research, contemporary scholars have broadened the focus of their investigation to include a wide range of subjects and viewpoints. Theories that offer frameworks for comprehending the intricacies of work-life balance and its effects on employee well-being and organizational performance include the conservation of resources theory (Hobfoll, 1989) and the job demand-resource theory (Bakker & Demerouti, 2007). According to the conservation of resources proposition, people work to preserve their well-being and manage stress by acquiring and safeguarding important resources, such as social, psychological, and physical resources (Hobfoll, 1989).

In line with this, the job demand-resource theory emphasizes how crucial it is to strike a balance between job demands and available job resources in order to

promote employee engagement and reduce stress (Bakker & Demerouti, 2007). In addition to serving as a basis for empirical study and intervention initiatives targeted at enhancing worker well-being and organizational effectiveness, these theories provide insightful understandings into the mechanics behind work-life balance.

Comprehending work-life Equilibrium

Work-life balance is the degree to which a person can manage both work and non-work responsibilities while still leading a fulfilling and healthy life (Allen, French, Dumani, & Shockley, 2015). According to Greenhaus and Allen (2011) it's a condition in which a person can strike a balance between their commitments to their family, their own interests, and their obligations at work and at home. Work-life balance refers to both the quantity and quality of time spent on work-related and personal activities (Kalliath & Brough, 2018). Another definition of work-life balance involves managing a balance that allows people to fulfill their obligation and responsibilities at work while simultaneously maintaining their well-being and pursuing their personal interests (Clark, 2000).

In explaining Work-life balance it is simply a creation of harmony between personal and professional life. The effort to maintain a balance between work and non-work life can be an important aspiration for all categories of workers and managers (Ibrahim et al., 2021). Work-life balance advocates agree that the concept aims to create a state of equilibrium between the demands of work and personal life outside of work. Work-life balance is the creation of equity in terms of time and satisfaction of an individual's multiple life roles (Kalliath, Brough, 2008). In order to reduce work-life conflict and keep employees productive and focused on work, it is important to reduce work-life imbalance and introduce organizational programs and culture changes that can accommodate the practice of work-life balance. To avoid employee confusion and dilemma regarding work

duties and personal or familial responsibilities, employers must create a supportive culture that helps employees attune their focus on work (Lockwood, 2003). The idea of work-life balance is significant because it offers a framework for comprehending the connection between work-life balance and performance.

Theoretical underpinning of the review

The theory that substantiates the concept of work-life balance is the conservation resource theory which narrates the motives pursuing new resources as we are maintaining the current one. The conservation resource theory that was reckoned by Hobfoll (1989) explains that people make an effort to accumulate (resources like physical, psychological, social, and material resources) and defend their resources. It is possible to think of work-life balance as a resource that people must manage and conserve in order to preserve their well-being and avoid exhaustion of resources. When an individual is capable of managing the balance between their work and non-work, personal compulsions they are more likely to have the resources they need to function successfully at work.

Bakker & Demerouti (2007) proposed the job demand resource theory which articulates the existence of excessive demand of job (physical, emotional, and psychological demand) with minimal job resources (positive resources) overwhelms an employee, causing stress. Increment of positive resources (such as supervisor support and autonomy) offsets the job demand problem and drives employee engagement and satisfaction. Work-life balance can be considered a professional resource that can mitigate the detrimental impact of job demands on wellbeing and productivity.

Another interesting theory that backs up the idea of work-life balance is the work-life integration theory, which argues that people are not limited to roles in one specific domain, their actions in one domain can affect others. According to the proposition of work-life integration theory, work and personal life domains are

interrelated and can be successfully integrated by individuals to increase fulfilment and satisfaction in both. In order to validate the theories, various empirical studies have been conducted to test their applicability and practicality. Different studies conducted in the areas show that employees who regard their job and personal lives domains as complementary and integrated exhibit greater levels of accomplishment, job satisfaction and performance (Greenhaus et. Al., 2011).

The role conflict theory of Kossek and Lee (2017) states that work-life conflict occurs as individuals occupy different roles and the role may be incompatible. When there is an incompatibility between the job demand and responsibilities of work and personal life ultimately creates work-family conflict which is responsible for a negative outcome and experience in productivity. Role conflict can lessen its negative impacts and increase job performance when there is organizational support for work-life balance, such as flexible work schedules and family-friendly policies. The study of Hu and colleagues (2021) looked at the connection between work-family balance and productivity at work. The findings indicate that enhancing work-life balance has a positive effect on employee performance as it is positively related to job performance. Allen and colleagues (2015) conducted a meta-analysis to investigate the effects of work-family conflict on both people and their families as well as the association between work-family conflict and individual and family outcomes. They discovered that work-family conflict was positively connected to psychological discomfort and turnover intentions, and adversely related to job satisfaction, life satisfaction, and well-being. Initiatives to promote work-life balance may benefit firms and their workers by enhancing employee wellbeing, decreasing turnover and absenteeism, and boosting productivity and innovation (Kossek, Baltes & Matthews, 2011).

RESULT ANALYSIS & DISCUSSION

The organizational practice of work-life balance

Work-life balance has become an increasingly important issue for organizations and employees alike (Anita et al., 2020). Employers have recognized the benefits of creating a healthy work-life balance for their employees, such as increased productivity, job satisfaction, and employee retention (Saraih et al., 2019, Susanto et al., 2022). One of the most common ways organizations have been promoting work-life balance is by offering flexible work arrangements, such as remote work, compressed workweeks, or flexible schedules. The COVID-19 pandemic has accelerated the adoption of remote work (Ng, Lit & Cheung, 2022), with many organizations transitioning to remote work to keep employees safe and maintain business continuity (Majumder - Biswas, 2023; Chowhan - Pike, 2022). Organizations have also been investing in mental health and Wellness programs, such as fitness classes or healthy eating initiatives to support their employees' well-being. Besides, paid time off (PTO) policies have also been used to promote work-life balance (Boulet, Parent-Lamarche, 2022). Promoting valuable employees' job performance through the creation of an environment that is healthy and compliant with emerging technological advancement (Borgia et al., 2022, Du, Bakker & Derks, 2020, Duan, Deng & Wibowo, 2023).

Trends in employees' work-life balance

The epidemic has reshaped traditional work patterns and featured the importance of work-life balance. Trends such as increased workload, remote work adoption, and organizational support for work-life balance have emerged in response to changing work dynamics (Chowhan & Pike, 2022). Despite challenges associated with remote work, organizations are increasingly recognizing the need to prioritize employee well-being and promote work-life balance initiatives (Du,

Bakker & Derks, 2020; Duan, Deng & Wibowo, 2023). Highlighting some of the observed trends after the pandemic are:

- Increased Workload and Work-Family Conflict creating an imbalance between work and family responsibility.
- Introduction of new work methods in the job design. Remote and flexible working are widely adopted. This new method was also subject to criticism eliminating the boundaries of work and personal life, and creating social isolation.
- Increment of Organizational support and resources for promoting work-life balance and employee job performance.

Themes of the review article

- The review reveals all of the studies found a positive relationship between work-life balance and employee job performance/productivity besides different methods, techniques and environments. This suggests that employees who have a better balance between work and personal life tend to perform better at work.
- Most justify Job satisfaction mediating the relationship between work-life balance and job performance.
- Importance of work-life balance policies.
- Despite the positive findings, some studies note the need for further research to better understand the relationship between work-life balance and employee job performance as there are a lot of factors intervening and mediating the relationship.

SUMMARY OF THE REVIEW

The epidemic caused many firms and individuals to adjust to remote work arrangements and posed new challenges to maintaining a good work-life balance. Employee work performance has suffered as a result of this change. Remote employment gave employees greater freedom over their schedules, freeing them from the confines of typical office hours. Individuals were able to better manage their personal duties and spend time to self-care, family, and other non-work activities as a result of this flexibility. Employees reported lower stress levels and greater general well-being, which boosted their job performance. Remote employment reduced the need for a daily commute, saving time and energy. Employees might utilize this time to participate in activities that promote a healthy work-life balance, such as fitness, hobbies, or spending time with family and friends. This greater degree of personal contentment was directly related to increased motivation and productivity at work.

During the epidemic, however, there were also issues with work-life balance. For many people, the barriers between work and personal life increasingly blurred as the distinction between the two became less obvious. Longer work hours, greater workloads, and problems detaching from work-related tasks were common outcomes of remote employment. This mismatch significantly influences job performance, resulting in burnout, decreased productivity, and worse job satisfaction. Organizations who understood the value of work-life balance and took proactive steps to help their workers received the advantages. Companies who offered resources and tools for efficient remote work, promoted frequent breaks, and created a work-life balance culture saw higher levels of employee engagement, retention, and job performance. Flexible work hours, mental health initiatives, and open communication channels all led to better work-life integration. Work-life balance has gained significant attention over the past five

years, with a growing recognition of its importance for employee well-being and organizational success. Continued efforts and adaptations will be necessary to address the challenges and ensure that work-life balance remains a priority in the ever-evolving work landscape.

Table 2. Review summary table

Author	Research topic	Objective	Methodology	Major Findings	Conclusion
Sekhar,C.; Patwardhan,M. (2021)	Flexible working arrangement and job performance: the mediating role of supervisor support	investigate the influence of flexible working arrangements (FWAs) on employee job performance	Hypothesized model, cross-sectional data were collected from 214 employees working in 46 service firms in India. The data were analyzed by structural equation modelling	Supervisor's support mediated the relationship between FWAs and job performance. highlight the importance of shared experiences, values and norms, which reciprocate with change-supportive behaviors and abilities	supervisors' support transmits signals through which employees feel more valued and eventually affect their job performance
Parray, Shah & Islam (2022)	Psychological capital and employee job attitudes: the critical significance of work-life balance	to examine the work-life balance as a mediating factor in the association between psychological capital and employee attitudes including job satisfaction, organizational commitment and turnover intentions	Cross-sectional survey Structural Equation Modelling (SEM) was applied for analyzing the data	psychological capital and employee job attitudes is completely mediated by work-life balance	Organizations should promote work-life balance and psychological capital to improve job performance
Wiradendi Wolor (2020)	The importance of work-life balance on employee performance millennial	To explore at various theories regarding the effect of the influence of work-life	The qualitative method in a systematic review	work-life balance affects the performance of millennial generation employees	To achieve high company and employee performance, the company must provide a work-life

	generation in Indonesia	balance on employee performance. developing work-life balance strategies to improve the welfare of organizations and individual workers			balance policy for its employees so that employees can be motivated and commit to working optimally in the company.
Sekhar,C.; Patwardhan,M. (2021)	Flexible working arrangement and job performance: the mediating role of supervisor support	investigate the influence of flexible working arrangements (FWAs) on employee job performance	Hypothesized model, cross-sectional data were collected from 214 employees working in 46 service firms in India. The data were analyzed by structural equation modelling	Supervisor's support mediated the relationship between FWAs and job performance. highlight the importance of shared experiences, values and norms, which reciprocate with change-supportive behaviors and abilities	supervisors' support transmits signals through which employees feel more valued and eventually affect their job performance
Anita et al. (2020)	Married female employees' work-life balance and job performance: The role of affective commitment	aimed to examine the relationship between work-life balance, affective commitment, and job performance among married female employees in Indonesia	employed a quantitative research approach and collected data through a questionnaire survey from a sample of 132 married female employees working in various industries	The study findings revealed a positive and significant relationship between work-life balance and job performance. affective commitment played a mediating role in the relationship between work-life balance and job performance	Better the work-life balance, the better the job performance of married female employees. work-life balance is important for employees to develop a positive attachment to their organization, which in turn improves their job performance
Saraih et al. (2019)	The Influences of job	aimed to investigate the relationships	implemented a quantitative research	Job performance, work-life	Work-life balance plays a significant

	performance, work-life balance and organizational justice on employees' career satisfaction	among job performance, work-life balance, organizational justice, and career satisfaction among employees in a public university in Malaysia	approach and collected data through a survey questionnaire	balance, and organizational justice were positively and significantly related to employees' career satisfaction. employees who reported higher levels of job performance, work-life balance, and organizational justice also reported higher levels of career satisfaction	role in mediating the relationship between job performance and career satisfaction. This indicates that employees who perceive a better work-life balance are more likely to have higher levels of career satisfaction, even if their job performance is not high
Susanto et al. (2022)	Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors	aimed to examine the relationships among work-family conflict, work-life balance, supportive work environments, and job performance among nurses in China	quantitative research approach and collected data through a survey questionnaire	Work-family conflict was negatively related to both work-life balance and job performance. However, work-life balance was positively related to job performance	Work environments played a significant moderating role in the relationship between work-family conflict and job performance. Specifically, the negative relationship between work-family conflict and job performance was weaker among nurses who perceived a more supportive work environment.
Ng, Lit & Cheung (2022)	Remote work as a new normal? The technology-organization-environment	Aimed to investigate the factors that influence the effectiveness of remote work and	An online cross-sectional survey of knowledge workers engaged in	external (technological competence, government support) and internal (work flexibility,	Suggest that to ensure a successful transition to the new normal, governments

	(TOE) context	Moreover, explore the relationships between remote work and job performance and emotional exhaustion.	remote work in Hong Kong	attitude, perceived behavioral control) factors are significant predictors of successful remote work. Remote work is positively associated with job performance but has no association with emotional exhaustion.	and organizations should provide technical support to employees engaged in remote work
Borgia et al. (2022)	Relationship between Work-Life Balance and Job Performance Moderated by Knowledge Risks	To investigate the moderation effects of technological knowledge risks on the relationship between work-life balance and job performance during the pandemic period in employees of cooperative credit banks	A quantitative approach that involved gathering surveys was adopted	Technological knowledge risks have a significant impact on the relationship between work-life balance and job performance.	encourages to create and maintain a healthy work environment that promotes valuable employees' job performance while also evaluating the use of new technological advances and their related risks.
Du, Bakker & Derks (2020)	Capitalization on positive family events and task performance: A Perspective from the work-home resources model	aims to investigate the family-to-work enrichment process.	Respondents were recruited by posting recruitment messages to personal and professional networks. Two stages of data collection. multilevel analyses	revealed that the relationship between job demands and task performance was positive when employees had a resourceful home life.	capitalization is an important behavioral mechanism that prolongs the resourceful experiences in the family domain and benefits the work domain
Chowhan, Pike (2022)	Workload, work-life interface, stress, job satisfaction	explore the pressures of workload, work-life interface and	A cross-sectional sample of employees at seven	A partial mediation JD-R model was supported,	Mitigation approaches to addressing some of the negative

	and job performance: a job demand–resource model study during COVID-19	subsequent impacts on employee stress and job satisfaction, with implications for employee job performance, in the context of working from home during the COVID-19 pandemic	universities and structural equation path analysis regression models are used for the analyses	where job demands (such as workload and actual hours worked) and job resources (including expectations, support and job security) have relationships with work interference with personal life and personal life interference with work. Job satisfaction is positively related to employee job performance.	impacts on workers and enhances the positive outcomes. Timely adjustments to job demands and resources can aid in sustaining balance for workers in an uncertain and fluid environmental context
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Source: Author compilation, 2023

CONCLUSION

The COVID-19 epidemic has fundamentally transformed the work landscape, blurring the boundary lines between professional responsibilities and personal life. The pandemic raised cognition emphasizing the importance of work-life balance in maintaining employee well-being and organizational effectiveness. Organizations and individuals are compelled to reassess their practices and approaches to achieving a work-life balance. The practice of remote work arrangements has provided newfound flexibility, but they have also introduced challenges in sustaining work-life balance. Empirical findings of various studies vowed to organizations to recognize the importance of prioritizing employee well-being, and implementing initiatives that foster mutual success.

RECOMMENDATION

The study findings suggest that work-life balance is an important factor in employee productivity and engagement. Increased interest in examining the role of work-life balance policies and practices in organizations. A recognition that work-life balance is a complex issue that requires a multifaceted approach. Many of the studies explore the interplay between work and non-work factors, such as family responsibilities, personal values, and organizational culture. Looking ahead, organizations must continue adapting to the evolving needs of their workforce by embracing innovative solutions and fostering a culture of trust and flexibility. By prioritizing work-life balance and investing in employee well-being, organizations can navigate the challenges of the post-pandemic era and drive sustainable success in an ever-changing work environment. By nurturing a culture of trust, open communication, and flexibility, organizations can empower employees to realize greater work-life integration and augment their overall job satisfaction and performance.

LIMITATION

The research technique is restricted to using a single database and a lesser number of keywords when looking for articles on the study issue, and the exclusion criteria may miss significant publications that would limit how broadly the review findings may be applied. Additionally, generalizability is difficult and might not apply to other situations or periods due to the particular circumstances of the pandemic. Depending on the industry and type of work, work-life balance has varying effects on performance. The discussion presented is not grounded in particular empirical research findings, but rather in the limited number of reviewed articles. Although there is anecdotal evidence that links work-life balance to job outcomes, more empirical research is needed to draw strong and definitive conclusions. Subsequently, it is important to proceed with care and acknowledge that

additional study and context-specific consideration would be necessary to fully appreciate the nuances of work-life balance.

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