

Chapter 4

Work-Life Balance During COVID-19 Pandemic and Remote Work: A Systematic Literature Review

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Abstract

The COVID-19 pandemic has caused many negative and drastic changes in contemporary organizations with regard to employees. Human resources management faces the challenge of developing ways to mitigate the negative effects of work during the pandemic. Factors such as feeling threatened, isolation, working from home or insecurity have all contributed to the well-being of employees. They pose a significant challenge for managers who need to adapt management tools to new realities. It is also necessary to ensure the well-being of employees in order to work efficiently. An important element that requires analysis and development of further support schemes is work-life balance. Remote working has caused an accumulation of professional activities in private places. The spatial boundary separating the workplace from the resting place has also been blurred. Additionally, due to the extension of working time at home, time limits have also changed. As a result, the work-life balance was disrupted, negatively affecting the mental health of employees. The systematic literature review in this chapter concerns the analysis includes an analysis of key research areas of work-life balance related to remote working. The study analyzes various aspects of the imbalance between home and work as well as the most acute effects of new forms of work introduced as a result of the pandemic.

Keywords: COVID-19, Work-life Balance, Remote Work, Well-being

INTRODUCTION

Ensuring the proper work-life balance (WLB) is an important concern for contemporary organizations. Wood, Oh et al. (2020) point out that WLB is a topic of interest for both practitioners and researchers in relation to promoting employee well-being (Jones et al., 2013; Kinnunen et al., 2015; Wagner et al., 2014). Previous research had indicated that WLB has a positive impact on employees welling and positive energy at work (Russo, Shteigman & Carmeli 2016). Moreover, it has been demonstrated that WLB is linked to job engagement and turnover intentions (Jaharuddin, Zainol 2019). In addition, research indicates that remote working and various forms of flexible employment allow WLB to be maintained (Chung, Lippe, 2020) and facilitate the development of a balance between private and professional life.

Until recently, however, remote working, although more and more common, was not the prevailing form of work arrangement. Despite the growing popularity of this solution, many organizations, such as Yahoo for example, have been withdrawing from implementing such measures (Felstead, Henseke, 2017). Changes in the sudden and widespread use of remote working were caused by restrictions implemented worldwide in connection with the COVID-19 pandemic in March 2020 (Ozimek, 2020).

For many employees, the increase in remote work, combined with the reduction of social mobility, means significant changes in the organization of their lives. Furthermore, studies to date show that one of the key challenges of remote working is to maintain WLB (Felstead, Henseke, 2017; Palumbo, 2020). Indeed, research suggests that remote working significantly disrupts WLB among employees (Muralidhar et al. 2020). Songsangyos and Iamamporn (2019) also point to the conflict of roles related to remote work and resulting from the need to combine different responsibilities in one physical space. Therefore, despite the many benefits, remote working often contributes to WLB disturbance. However, the need to implement such solutions requires a reflection on possible measures to mitigate the negative effects of remote working on WLB.

In this chapter, we present a systematic review of the literature on WLB. Although, we review the entirety of existing literature, we focus on the WLB in the context of and remote working. Our analysis allows us to diagnose key areas indicating the need for further empirical research on WLB issues in relation to remote working.

The main arguments and contributions we offer are: the identification of key areas contributing to improving WLB among remote workers and the analysis of critical fields requiring further study of the challenges of balancing work and private life in a remote working environment. The global spread of remote working associated with epidemiological restrictions contributes to the need to develop guidance on how to mitigate the negative effects of working from home on WLB.

This chapter is structured as follows: first we introduce the definitions and ways of conceptualizing WLB. Then we present a systematic analysis of the literature on WLB. Finally, we propose research areas and recommendations for further research on remote working as well as literature-based approaches to the maintenance of WLB by employees performing their work remotely.

WORK-LIFE BALANCE CONCEPTUALIZATION

At the beginning of the discussion it is important to define the understanding of the term work life balance. There are various approaches to this term in the literature. WLB is considered to describe the relationship between an individual's professional responsibilities and his/her private life, with satisfactory WLB referring to the preservation of time devoted to private life. (Kelliher et al. 2018). Furthermore, WLB can be defined as a positive perception of the integration of the diverse spheres of an individual's life, concerning both family and work, and minimizing the conflict between the different roles (Jang, Zippay, 2011). Brough et al. (2014) describes work-life balance as the individual's perception of the compatibility of different activities of the individual and the support of self-development and achievement of one's life priorities. Clark's (2000) definition also emphasizes that WLB means a situation where the conflict between an individual's commitment to family and professional responsibilities is minimized. Thus, minimizing conflict between work roles and nonwork roles is considered a desired state of individual satisfaction, called WLB (Sirgy, Lee, 2018). There are two approaches characterizing the research perspective of WLB. The first one refers to the improvement of the condition of family life and the second to the minimization of the above-mentioned conflict of roles (Sirgy, Lee, 2018). In this chapter, the conceptual analysis focuses on minimizing the role conflict that results from remote working. Therefore, for the purpose of the analysis, a perspective has been adopted, assuming the need to pursue conflict minimization as well as ensuring satisfaction and proper resource management (Fisher, et al., 2009).

The consequences of WLB can be categorized into work-related and nonwork-related outcomes (Sirgy, Lee, 2018). Past research shows that the work-related outcomes of WLB include: job performance increase (Blazovich et al., 2014; Whiston, Cinamon 2015). Moreover, WLB's relationship with job satisfaction is also indicated (Haar, Brougham 2020, De Simone et al., 2014; Hasan, Teng, 2017; Gagnano et al., 2020). Additionally, organizational engagement is linked to WLB satisfaction (Jaharuddin, Zainol, 2019; Talukder 2019, Haar, Brougham, 2020). In addition, the promotion of positive WLB among employees benefits from reduced absenteeism and turnover intentions (Wayne et al 2004; Abdien, 2019). Therefore, WLB results in a number of important organizational benefits.

Another category of important consequences of a satisfactory WLB is the nonwork-related outcomes. The researchers indicate that the main WLB outcomes include: increased life satisfaction (Anaton, 2013), decreased family conflict (Westman, Etzion, 2005) and improved family satisfaction (Whiston, Cinamon, 2015). Given both types of satisfactory WLB outcomes, this is an important element of effective employee management.

WORK-LIFE BALANCED AND REMOTE WORK SETTINGS

There is a lack of consistency in the literature with regard to the analysis of the impact of working from home on WLB (Palumbo, 2020). The main advantages of remote working are indicated as the possibility of better management of responsibilities and easier avoidance of role conflict through increased plasticity of the home environment (Beauregard, Henry, 2009). Whereas, an analysis of the negative consequences of working from home on WLB, indicates empirical data suggesting that remote working reduces satisfaction with WLB (Felstead, Henseke, 2017). Remote working can contribute to WLB disturbance by prolonging actual working hours (Tipping et al., 2012) and overlapping domestic and professional duties (Hyman, Baldry, 2011). It may also lead to increased conflict between work and nonwork roles (Fonner, Stache, 2012), and, as a consequence, negatively impacted on WLB (Palumbo, 2020). Since, in the light of research, remote working has a negative impact on WLB (Felstead, Henseke, 2017), it is important to determine what factors shape WLB. Another negative factor associated with the use of remote working is the difficulty in adapting employees to the culture of the organization

and their socialization and control practices (Popovici, Popovici 2020). This requires superiors to develop innovative solutions which, on the one hand, enable supervision and integration of employees and, on the other, will not deprive them of their autonomy.

The literature points to several factors that enable the satisfaction WLB of employees. The first one concerns organizational factors. Haar, Sune and Russo (2019) indicate that the supervisor support, understood as the perceived care and appreciation of the supervisor in the organization, will be an important factor driving WLB. Another factor that has a positive impact on WLB is work autonomy, which refers to the freedom of employees to self-manage their work without excessive control and supervision (Haar, Sune, Russo, 2019). So the independence of the job and the sense of support of the leader are important antecedents of WLB.

The second group of WLB antecedents concerns individual factors. Based on the analysis of the literature, it is concluded that factors relating in particular to the increased perception of work importance (May et al., 2004) as well as involvement in family life (Bulger, Fisher, 2012) are important predictors of WLB among employees. In addition, people with higher levels of self-efficiency also tend to be more satisfied with WLB (Mauno et al. 2007). Numerous studies also show that, with regard to personality traits, a low level of neuroticism is the most important factor determining satisfaction with WLB, by reducing the intensity of role conflict (Stavroula, Sulakshana 2016; Bulger, Fisher, 2012). In summary, the individual factors influencing WLB include family or professional involvement, as well as personality traits and self-confidence.

In view of the widespread use of remote working, it is necessary to enable employees who work from home due to the COVID-19 pandemic to maintain a satisfactory WLB. Therefore, the role of organizational factors determining WLB is increasing. It is up to the employer to provide instruments to improve the maintenance of WLB. WLB's strengthening measures make it possible to maintain employees' sense of well-being in situations of social isolation and remote working.

In a broader sense, there is a lack of data on specific tools to maintain the satisfaction of WLB for workers who work from home during a pandemic. It is therefore important to analyze the literature in order to diagnose conceptual clusters and to identify which areas need to be developed in order to provide valuable guidance on remote working.

The following figure (fig. 1) shows the WLB conceptual model based on literature analysis.

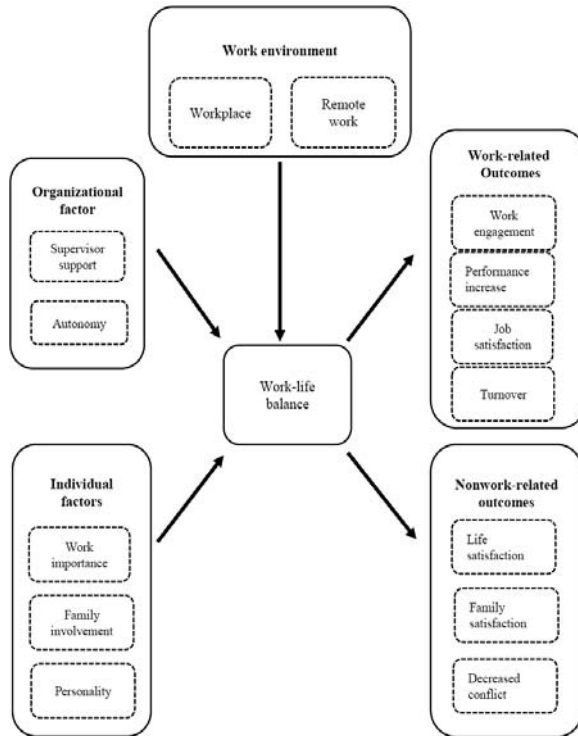


Figure 1. The conceptual model of WLB (Source: own elaboration)

LITERATURE REVIEW ABOUT EMPLOYEE WORK-LIFE BALANCE

The chapter uses bibliometric analysis using tools available in VOSviewer and the SCOPUS database. Described in this chapter the bibliometric review is based on the Scopus database with a selected sample containing all articles containing the key words "Work-life balance". According to Freire (2013), bibliometry is a technique to evaluate and measure the results of bibliographic research on a specific research question. Bibliometric analysis is also used to track change/progress and identify areas for future research (Opejin et al. 2020). The search for peer-reviewed publications was conducted on 27 December 2020 in Elsevier Science Scopus. The SCOPUS database offers a comprehensive and high quality catalogue for this analysis and includes information on social and international sciences. According to Elsevier, Scopus is the

largest database of summaries and quotations from peer-reviewed scientific literature. The category of “Business, Management, and Accounting” was used in order to contain only research results that are about work-life balance. As a result, 1034 publications from 2010 to the present year 2020 was exported and used in further analysis. The following techniques were used for the bibliometric analysis: the method of co-occurrence of words and clustering (cluster analysis) as well as the mind mapping method. The VOSviewer, XMind software was used, as well as the data analysis tools available in the database SCOPUS. The process of preliminary analysis resulted in $k=1034$ sources for inclusion in our literature review.

RESULTS

In this section, we present the results of the review of the studies that were identified through our search for “work-life balance”. Interest in research in the area of WLB is growing from year to year. Fig. 2 shows the number of publications per year that were published in the period 2010-2020. Already in 2010, there were 50 articles on the subject, while in 2016 it was already 106 publications, and in 2020. The great interest in work-life balance results from the increasing attention paid to the needs of the employee in the workplace, but also when working from home.

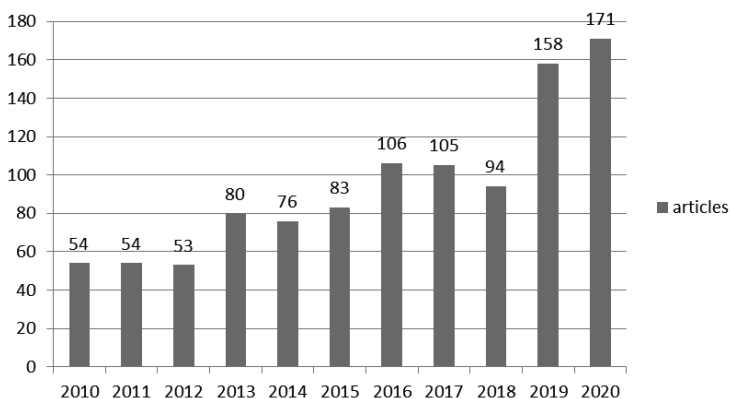


Figure 2. Number of publications in the period 2010-2020 concerning work-life balance.
Source: own work based on the Scopus database.

The interest in the studied area was diversified territorially. As shown in Figure 3, most attention was paid to this topic by researchers from the United States, United Kingdom, India and Australia. In the United States 212 articles were published. In the group of countries where about 50 articles have been published are: Canada, Germany, Spain. Figure 3 shows the number of publications from countries where authors published more than 15 articles in 2010-2020. The topic of work-life balance is a subject taken up by researchers from 51 countries.

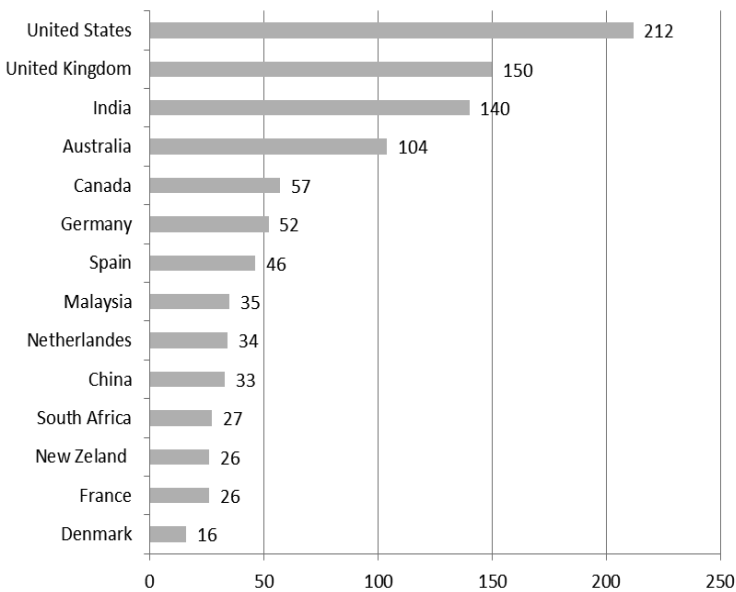


Figure 3. Number of publications on WLB by country
 Source: own work based on the Scopus database

The top 8 journals with the largest number of publications are as follows: International Journal of Human Resource Management (42), Personnel Review (31), Work Employment and Society (27), Human Resource Management (23), Gender work and Organization (22), Gender in Management (22) and Employee Relations (21) (tab.1). All 1034 papers analysed are scientific articles.

Table 1. Top 34 journals that published research articles related to work-life balance (2010-2020)

Journals	Number
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	of articles
International Journal of Human Resource Management	42
Personnel Review	31
Human Resource Management International Digest	28
Work Employment and Society	27
Human Resource Management	23
Gender Work and Organization	22
Gender in Management	22
Employee Relations	21
New Technology, Work and Employment	15
International Journal of Recent Technology and Engineering	15
International Journal of Manpower	14
Equality, Diversity and Inclusion	14
Journal of Managerial Psychology	10
Human Relations	8
International Journal of Entrepreneurial Behaviour and Research	7
European Management Journal	7
International Journal of Organizational Analysis	7
Journal of Asian Finance, Economics and Business	7
International Journal of Workplace Health Management	6
International Journal of Entrepreneurship	6
International Journal of The Legal Profession	6
Organization Science	6
Advances in Developing Human Resources	5
Construction Management and Economics	5
Employee Responsibilities and Rights Journal	5
Employee Responsibilities and Rights Journal	5
European Journal of Training and Development	5
European Journal of Work and Organizational Psychology	5
Human Resource Development Quarterly	5
International Journal of Public Administration	5
Journal of Business Research	5
Journal of Human Values	5
Journal of Management and Organization	5
Journal of Psychology: Interdisciplinary and Applied	5

TERM CO-OCCURRENCE NETWORK MAP

The next step in the analysis of literature was the map of the co-occurrence network. The initial process of text data analysis in VOSviewer, including the title, keywords and abstract text, generated 21447 cumulative terms, then all words that have less than 10 speeches were excluded. Only 795 conditions met this threshold. Using the VOSviewer's hit ratings, we have established calculations for the level to which the deadline is specific and informative or general and non-informative (Van Eck, Waltman 2013). Only the terms within the highest 60% of the relevance scores were selected, reducing the number of terms to 477. The terms were then

checked by hand to remove words that discussed the research process (e.g. date, article, Scopus, author, keywords) or concerned countries such as Germany, India, UK. Excluding such general terms left us 224 phrases (terms, expressions) on the web.

Figure 4 shows the generated terms and their network of co-occurrences.

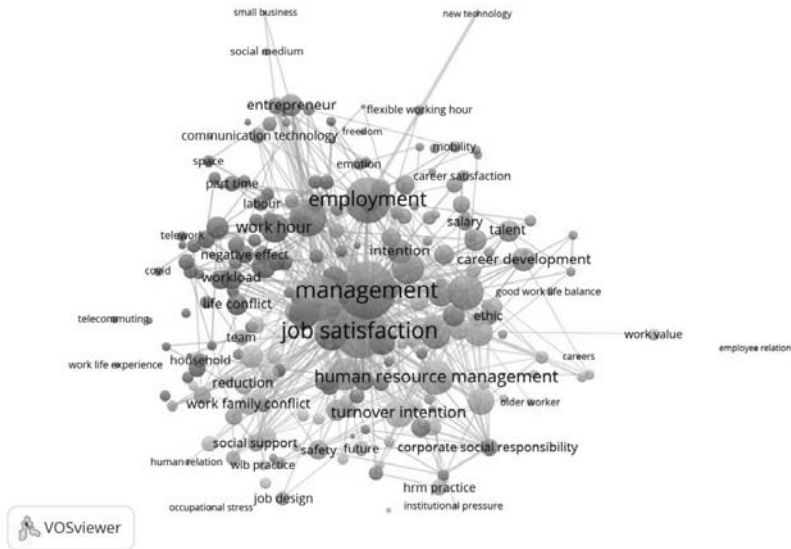


Figure 4. Network of terms from publication abstracts, title and key words
Source: Authors' Vosviewer analysis.

From Figure 4 it can be concluded that WLB is a research area linked to very many aspects of the organisation's functioning, human resources management and the individual needs of employees.

The last element of the bibliometric analysis is the analysis of co-occurrence of words, which was used for grouping, that is, the analysis of clusters reflecting research sub-areas. In the visualization of a bibliometric network, VOSviewer uses colors to indicate the cluster to which a node has been assigned.

Cluster analysis of work-life balance literature showed the existence of seven main clusters (fig 5). The first cluster (**red**), can be described as *work condition*. This cluster (55 items) includes studies on the following aspects of environment and working conditions: working hour, flexible work, part time, self-employment, telework, teleworking, telecommuting, work condition, job quality, leisure time.



Figure 5. The clusters of work-life balance publications
Source: Authors' Vosviewer analysis

The second cluster (**green**) refers to *employee deployment*. The cluster consists of 44 items. The research in this area concerns WLB from the perspective of the employee and the employer. There have been some phrases here as: career development, career choice, mobility, job characteristic, job security, human capital, health care, talent management, retention, recruitment, training, employer branding.

The third cluster (**dark blue**) focuses on *work engagement* with 34 items such as employee satisfaction, career success, employee engagement, employee health, private life, wellbeing, organizational commitment, job performance, co-worker, leadership style, supervisor support.

The fourth cluster (**yellow**) can be classified as *perception of organization*. It includes 30 items, such as: WLB practices, human resources practices, availability, burnout, employee perception, job autonomy, reduction, turnover intention, and WLB policy.

The fifth cluster (**violet**) is considered as *technology management*. It contains 21 items such as: communication technology, new technology, globalisation, employment, entrepreneur, work satisfaction, emotion,

Sixth cluster - *human resource management* (**light blue**) 20 units: generation Y, generation X, employee relation, older worker, millennium, HRM practice, stress management.

The seventh (**orange**) encompasses research aimed at *job satisfaction*, which includes 20 items, e.g.: job control, organizational culture, team, job demand, human relations, investment.

The results of the clustering of literature confirm that the topic of WLB is very diverse and covers many aspects. Most attention was paid to working condition. The areas of employment conditions that have gradually emerged in the practice of companies, such as flexible forms of employment (Smith et al., 2019; Perrigino et al., 2018, Jackson, Fransman, 2018), have been addressed primarily for the well-being of employees and WLB (Kelly et al., 2020; Fontinha et al. 2019; Soni, Bakhru, 2019).

The subject of employee development is of great interest among scholars studying WLB. The research covers the employer's activities concerning WLB that will help to retain the employee in the organization through career development opportunities and trainings (Gupte 2020; Sheehan et al. 2019; Sirbu, Alexandrescu 2014; Shibiti 2019). In addition, factors that determine the retention of an employee are analyzed, such as career development opportunities (Al-Asfour et al., 2019), salary (Hammami et al., 2020; Suryaprakash, Hema Mary 2019).

Another key area of research is work engagement (Wood, Oh et al. 2020; Harini et al. 2020; Chan et al. 2017). The main focus of the investigation was on the impact of WLB on employee engagement resulting in improved work-related outcomes (Dilmaghani, 2020; Hutagalung et al. 2020) organizational commitment (Shabir, Gani 2020; Oyewobi et al. 2020) and the supervisor support (Kaur, Randhawa, 2020; Rahim et al., 2020)

The research covering perception of organization mainly concerned the organizational factors influencing WLB. Attention is drawn to WLB and HR practices in companies (Rashmi, Singh 2020; Martínez-León et al. 2019; Stavrou, Ierodiakonou 2016). An organization that seeks to meet the needs of employees, provides job autonomy (Mas-Machuca et al. 2016; Wood, Daniels et al. 2020), reduces turnover intention (Zahari et al. 2020; Kaur, Randhawa 2020; Kashyap, Rangnekar 2014) and prevents burn-out (Geraldès et al. 2019; Cain et al. 2018).

At a time when information and communication technologies are developing, their use in the workplace is increasing (Wang et al. 2019; Hari 2017; Bardoel, Drago 2016). Technology management is another important aspect of WLB and job satisfaction (Peter, Kavitha 2020; Lee, 2019, Rao et al. 2019). Providing access to technological solutions increases work efficiency and enables, among others, work in virtual teams (Ruppel et al. 2013). Technology supports the process of communication, knowledge sharing and enables remote work (Naveena, Geevarghese 2019; Chen, Casterella 2019).

Another area of research is the management of different groups of workers. The research concerns the perception of WLB by employees of generation X, generation Y or employees with extensive experience (Hassan et al. 2020). The attention paid to HR practices targeting different groups results in a better recognition of employees' needs, influencing the reduction of professional stress and improving mutual relations (Capnary et al. 2018).

The last very important area of research is the role of WLB in achieving job satisfaction (AL-Omari et al. 2020; Adriano, Callaghan 2020; Pasko et al., 2020). Intra-organizational processes that are examined in this respect include e.g. work control, teamwork, and organizational culture (Peters et al. 2020; Panda, Kumar, Sahoo 2017; Espasandín-Bustelo et al. 2020; Kwon et al., 2019).

WLB AND REMOTE WORK

The research to date has addressed the problems of teleworking and telecommuting as forms of employment chosen by employees. However, very little attention has been paid to remote working as a necessity caused by a pandemic, which was a new way of working for both the employee and the employer. WLB in remote working conditions was included in 9 articles, which are listed in Table 2.

The studies to date covering WLB and remote work are primarily quantitative studies. They include statistical analysis of data from large national surveys (Germany, UK, USA) or European Working Conditions Survey. The surveys, despite being published in 2020, include an analysis of statistical data from 2015-2016, thus not taking into account the remote working conditions caused by the pandemic. Remote working is carried out by choice and with the employee's consent.

Table 2. Overview of studies on WLB in the context of remote working

Author Year of publication	Country of origin Methodology Population(s) studied	Results
Bellmann, L., Hübner, O 2020	Germany Quantitative research Linked Personnel Panel 2012-2016 2012/2013 (N = 7,508), 2014/2015 (N = 7,282), 2016/2017 (N = 6,779)	No clear effects of remote work on job satisfaction are revealed, but the impact on work-life balance is generally negative
Palumbo, R. 2020	European countries Quantitative research Sixth European Working Conditions Survey (EWCS) N=9877, 2015 year	Home-based telecommuting negatively affected the work-life balance of public servants. Employees who remotely worked from home suffered from increased work-to-life and life-to-work conflicts. Telecommuting from home triggered greater work-related fatigue, which worsened the perceived work-life balance. Work engagement positively mediated the negative effects of working from home on work-life balance
Palumbo, R., Manna, R., Cavallone, M. 2020	European countries Quantitative research 2,046 people employed in the education sector; 2015 year	The study suggests that home-based telecommuting may trigger work-to-life and life-to-work conflicts, due to the blurring of boundaries between work and everyday life. Soft tools, such as organizational meaningfulness (OM) and work-related well-being (WB), mediate the relationship between working from home (HW) and work-life conflicts (WLC), lessening the negative implications of working from home on work-life balance
Thulin, E., Vilhelmson, B., Johansson, M.	Sweden Quantitative research Logistic regression	Results indicate that subjective time pressure is not associated with job type in terms of distinguishing between bounded case work and more independent analytical

Author Year of publication	Country of origin Methodology Population(s) studied	Results
2020	456 home-based teleworkers employed by six governmental agencies in Sweden	work. Time pressure is intensified by family-related factors, telework performed outside of working hours, and part-time work, and is moderated by the private use of smartphones. We find no significant associations between subjective time use control, job qualifications, and teleworking practice
Grant, C.A., Wallace, L.M., Spurgeon, P.C., Tramontano, C., Charalampous M. 2019	United Kingdom Quantitative research Exploratory factor analysis 260 e-workers, from 11 organisations, across three sectors	Exploratory factor analysis supported a 17-item scale assessing four factors: work-life interference, productivity, organisational trust and flexibility. Individual well-being was measured and a pattern of significant correlations against four factors as indicators of general health were found, including mental health and vitality
McDowall, A., Kinman, G. 2017	United Kingdom Quantitative research Descriptive analysis 374 employees	Over half of the organisations sampled do not have clear policies, guidance or training in place regarding work-life balance and supporting employees with regards to technology enabled working and communications. The authors identify as key challenges the sheer volume of e-mail traffic, lack of training and infrastructure to support ICT-enabled working and an absence of appropriate support.
Felstead, A., Henseke, G. 2017	United Kingdom Quantitative research Descriptive and statistical analysis Labour Force Surveys 1992-2015 Skills and Employment Survey	the detachment of work from place is a growing trend. This article shows that while remote working is associated with higher organisational commitment, job satisfaction and job-related well-being, these benefits come at the cost of work intensification and a greater inability to switch off
Eddleston, K.A., Mulki, J. 2017	USA Quantitative research Descriptive statistics and correlations; multi-method approach	This study revealed that working from home creates unique challenges for remote workers because the work role becomes embedded in the family domain such that their home comes to be associated with the work role, work physically and psychologically intrudes upon their family,

Author Year of publication	Country of origin Methodology Population(s) studied	Results
	315 responses	and habits and norms form that induce remote workers to be preoccupied with work when home. Our findings therefore revealed that working solely from home encourages remote workers to overwork and to allow their work to infringe on their family role.
Grant, C.A., Wallace, L.M., Spurgeon, P.C. 2013	United Kingdom Quantitative research Longitudinal models 11 in-depth interviews with e-workers, across five organisations and three sectors	Adverse impacts were found on well-being, due to over-working and a lack of time for recuperation. Trust and management style were found to be key influences on e-worker effectiveness

Studies focusing on the impact of home office work on WLB also highlight the negative consequences of such work arrangements. These studies suggest a negative impact of homework on workers' WLB (Bellmann, Hbiler, 2020; Palumbo, 2020). In addition, they suggest that working from home makes it more difficult for workers to switch off and rest, which can, in the long term, disrupt WLB. (Felstead, Henseke, 2017). Moreover, studies indicate that there is a possibility of intensifying the conflict of roles due to the interplay of boundaries between professional and family responsibilities (Eddleston, Mulki, 2017; Thulin, Vilhelmson, Johansson, 2020). The results of these studies indicate the need to develop clear personnel policies to support employees working remotely (McDowall, Kinman, 2017). In conclusion, studies on the relationship between remote working and WLB point to the challenges faced by organizations in providing an appropriate system of support for employees. Intensification of work, extension of the actual time spent in front of the computer, as well as increased role conflict and the burden of technological overload are real difficulties resulting from the use of work from home. Therefore, it is important to identify possible ways in which these challenges can be addressed through appropriate management practices in organizations.

CONCLUSION

The structure of WLB research was mapped and then presented in seven conceptual clusters: cluster no 1 identifies working condition, cluster no 2 combines employees development, cluster no 3 links work engagement, cluster no 4 concerns perception of organizations, cluster no 5 refers to technology management, cluster no 6 covers human resource management and cluster no 7 ties job satisfaction. The findings of this chapter contribute to the further development of the research in the WLB. The identified clusters have highlighted key areas of WLB conceptualization.

When analyzing the outlined research areas in the context of the COVID-19 pandemic and the need to work remotely, it is worth considering which management practices will enable WLB to be improved when working from home. Identifying the most important aspects of supporting employees in achieving WLB and maintaining mental well-being while working remotely is a valuable information resource for both managers and those who work from home.

Technology is an essential factor in supporting WLB in remote working conditions. As empirical research on remote working has shown, technology can enable a better connection with colleagues and also better monitoring of work by superiors (McDowall, Kinman, 2017; Popovici, Popovici 2020). Ensuring the socialization of employees through appropriate use of technology is an important factor in increasing WLB among home workers (Dolot, 2020). This is all the more valuable because research suggests that workers feel depersonalized and isolated during the COVID-19 pandemic (Almonacid-Nieto, Calderón Espinal, Vicente-Ramos, 2020). An important area of research on WLB is the career development of employees. One of the main factors influencing the positive perception of an organization and willingness to stay at work is the opportunity for employees' development and training. This is in line with research Wolor, Solikhah, Fidhyallah, and Lestari (2020), which suggests a significant impact of e-training on employee productivity during the COVID-19 pandemic.

In the context of job satisfaction in remote working conditions, the results of the literature analysis correspond to the empirical research of workers working from home during the pandemic implying that remote working - especially at the beginning - significantly increases job satisfaction (Bellmann, Hübler, 2020; Hashim, Bakar, Noh, & Mahyudin, 2020). However, that technology-intensive remote working can reduce job satisfaction (Suh, Lee, 2017). Further research is therefore needed into the relationship between WLB and job satisfaction in remote working conditions. Ensuring the engagement of employees during remote working hours is also another important challenge (Pattnaik, Jena 2020). Since one of the work-related outcomes of WLB is precisely engagement, further research should explore reinforcing mechanisms for WLB in order to build engaged remote workers. The above analysis of the literature has provided scientific contributions to the WLB concept in two ways. Firstly, it presented research areas and structured WLB's conceptualizations in the literature. Secondly, it identified key areas for further research related to a deeper understanding of WLB in remote working environments. Additionally, it outlined a set of prescriptive recommendations for further development and WLB investigations. In general, this chapter highlights the need to elaborate on WLB in the context of working from home.

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