

DOI: <https://doi.org/10.38035/dijefa.v5i1>

Received: 26 January 2024, Revised: 20 February 2024, Publish: 15 March 2024

<https://creativecommons.org/licenses/by/4.0/>

The Evolution of Work-Life Balance: Redefining Priorities in Human Resource Management

Ferdy Leuhery^{1*}, Sari Zulfiana Hasan², Vera Herlina Mustari³, Raden Rara Ayu Widaningsih⁴, Fatimah Malini Lubis⁵

¹Universitas Pattimura, Ambon, Indonesia, ferdyleuhery12@gmail.com

²Universitas Muhammadiyah Kupang, Kupang, Indonesia, sarizulfiana02@gmail.com

³Universitas Muhammadiyah Kupang, Kupang, Indonesia, veraherlinamukhsin1972@gmail.com

⁴Universitas AKI Semarang, Semarang, Indonesia, rarayu91@yahoo.com

⁵Politeknik LP3I Jakarta, Jakarta, Indonesia, lubisfm@gmail.com

*Corresponding Author: ferdyleuhery12@gmail.com

Abstract: The concept of work-life balance has undergone significant evolution in recent decades, reflecting shifting priorities and values in human resource management practices. This literature review explores the dynamic nature of work-life balance and its redefinition within contemporary organizational contexts. Drawing on scholarly works published from 2019 onwards, the review synthesizes key themes and trends surrounding work-life balance, encompassing factors such as technology integration, flexible work arrangements, and organizational culture. The analysis highlights the increasing emphasis placed on employee well-being and satisfaction, as organizations recognize the integral role of work-life balance in enhancing productivity and fostering a positive workplace environment. Moreover, the review examines the challenges and opportunities associated with achieving work-life balance amidst evolving societal norms and economic landscapes. By elucidating current perspectives and empirical findings, this paper contributes to a nuanced understanding of work-life balance dynamics and informs strategic approaches to human resource management in contemporary organizations.

Keywords: Work-life Balance, Human Resource Management, Evolution, Literature Review

INTRODUCTION

In contemporary organizational settings, the concept of work-life balance has garnered increasing attention from scholars and practitioners alike. The evolution of work-life balance reflects broader shifts in societal attitudes towards work, leisure, and well-being (Wong et al., 2021). As individuals strive to reconcile their professional responsibilities with personal pursuits, organizations are compelled to reassess traditional notions of work-life integration (Davidescu et al., 2020). This introductory paragraph sets the stage for a comprehensive exploration of the multifaceted dimensions of work-life balance and its implications for human resource management practices.

The evolving nature of work-life balance is intricately linked to advancements in technology and globalization, which have transformed the nature of work and reshaped organizational dynamics (Gragnano et al., 2020). With the proliferation of digital communication tools and remote work options, employees now have greater autonomy over their work schedules and locations (Ferrara et al., 2022). Consequently, organizations are tasked with designing policies and practices that accommodate diverse employee needs while maintaining operational efficiency and effectiveness.

Moreover, the pursuit of work-life balance is deeply intertwined with individual well-being and job satisfaction, both of which are crucial determinants of organizational success (Bocean et al., 2023). Research suggests that employees who perceive their organizations as supportive of work-life balance report higher levels of engagement and commitment (Weng et al., 2023). Therefore, fostering a conducive work environment that prioritizes work-life balance is imperative for attracting and retaining top talent in today's competitive labor market.

However, achieving work-life balance remains a complex and multifaceted endeavor, fraught with challenges and dilemmas for both employees and employers (Shouman et al., 2022). The blurring of boundaries between work and personal life, exacerbated by technological connectivity, has led to concerns regarding workaholism and burnout (Buono et al., 2023). Moreover, certain demographic factors, such as gender and caregiving responsibilities, can significantly influence individuals' perceptions and experiences of work-life balance (Pace & Sciotto, 2022).

Against this backdrop, scholarly research has increasingly focused on exploring innovative strategies and interventions aimed at enhancing work-life balance outcomes within organizations (Fazal et al., 2022). From flexible work arrangements to mindfulness-based interventions, organizations are experimenting with various approaches to promote employee well-being and productivity (Marais et al., 2022). By critically evaluating the effectiveness of these interventions, scholars contribute valuable insights to the ongoing discourse on work-life balance and human resource management.

Furthermore, the COVID-19 pandemic has underscored the importance of resilience and adaptability in navigating unprecedented disruptions to work routines and lifestyles (Šostar & Ristanović, 2023). As organizations grapple with the transition to remote work and digital collaboration, questions regarding work-life balance have taken on renewed urgency and relevance. Understanding how individuals and organizations adapt to these challenges is essential for informing future practices and policies in the post-pandemic era.

In light of these developments, this paper seeks to provide a comprehensive overview of the evolution of work-life balance and its implications for contemporary human resource management. Through a systematic review of the literature published from 2019 onwards, this study aims to identify key trends, challenges, and opportunities in the realm of work-life balance research. By synthesizing insights from diverse disciplinary perspectives, the paper offers valuable insights for scholars, practitioners, and policymakers seeking to foster inclusive, sustainable work environments that prioritize employee well-being and organizational performance.

METHOD

This article employs a systematic literature review methodology to examine the evolution of work-life balance and its implications for human resource management practices. The review process involves a comprehensive search of academic databases, including but not limited to PubMed, PsycINFO, and Google Scholar, to identify relevant scholarly articles, books, and research reports published from 2019 onwards. The search strategy incorporates a combination of keywords and Boolean operators, such as "work-life

balance," "human resource management," "evolution," and "literature review," to ensure the retrieval of pertinent literature across diverse disciplinary domains.

Following the initial search phase, the retrieved literature undergoes a rigorous screening process based on predefined inclusion and exclusion criteria. Inclusion criteria encompass scholarly works that address the concept of work-life balance within organizational contexts, examine its evolution over time, and offer insights into its implications for human resource management practices. Conversely, studies focusing solely on personal or non-work-related aspects of life balance are excluded from the review.

Subsequently, the selected literature undergoes a detailed analysis and synthesis to identify key themes, trends, and theoretical frameworks relevant to the study objectives. Data extraction techniques are employed to systematically capture relevant information, including authors' names, publication years, research methodologies, theoretical perspectives, and empirical findings. The extracted data are then organized and synthesized using thematic analysis techniques to elucidate patterns, discrepancies, and emerging trends within the literature.

Furthermore, this study adopts a critical interpretive lens to assess the quality, validity, and reliability of the reviewed literature. By critically evaluating the methodological rigor and theoretical robustness of each study, the review aims to provide a nuanced understanding of the evolving discourse on work-life balance and its implications for contemporary human resource management. Additionally, this methodological approach enables the identification of gaps, inconsistencies, and areas for future research, thereby contributing to the advancement of scholarly knowledge in this field.

In summary, the systematic literature review methodology employed in this study offers a structured and comprehensive approach to examining the evolution of work-life balance and its implications for human resource management. By synthesizing insights from diverse disciplinary perspectives and critically evaluating the existing literature, this study aims to contribute valuable insights to theory development, empirical research, and organizational practice in the domain of work-life balance.

RESULTS AND DISCUSSION

Trends in Work-Life Balance Research

The increasing scholarly attention towards work-life balance aligns with broader societal shifts towards prioritizing employee well-being and organizational effectiveness (E-Vahdati et al., 2022). Scholars have recognized work-life balance as a multidimensional construct encompassing various domains such as time, psychological well-being, and social support (Arslan, 2023). Consequently, research efforts have expanded to investigate the complex interplay between individual, organizational, and contextual factors that influence work-life balance outcomes (Borgia et al., 2022). This multidisciplinary approach underscores the dynamic and multifaceted nature of work-life balance research, which extends beyond traditional conceptualizations of work and personal life.

Moreover, the globalization of business operations and the rise of the knowledge economy have heightened awareness of work-life balance as a strategic imperative for organizational success (Mahdi et al., 2021). Organizations operating in diverse cultural contexts must navigate unique challenges related to work-life balance, such as differing societal norms, labor regulations, and family structures (Sánchez-Hernández et al., 2019). As such, work-life balance research has evolved to incorporate cross-cultural perspectives and comparative analyses to elucidate universal principles and context-specific nuances (Asfahani et al., 2023). By adopting a global lens, scholars contribute to a more inclusive and comprehensive understanding of work-life balance dynamics in today's interconnected world.

Furthermore, advancements in research methodologies and data analytics have facilitated more sophisticated approaches to studying work-life balance phenomena. Longitudinal studies, experimental designs, and mixed-methods approaches enable researchers to capture temporal dynamics, causal relationships, and contextual contingencies underlying work-life balance outcomes (Oncioiu et al., 2029). Additionally, the proliferation of big data analytics offers unprecedented opportunities to analyze large-scale datasets and identify patterns, trends, and anomalies related to work-life balance practices and outcomes. By leveraging innovative research methods and technologies, scholars can generate actionable insights and inform evidence-based interventions to enhance work-life balance and organizational effectiveness.

In summary, the increasing scholarly attention towards work-life balance research reflects its growing relevance and complexity in contemporary organizational contexts. By adopting multidisciplinary perspectives, incorporating cross-cultural insights, and leveraging advanced research methodologies, scholars contribute valuable insights to theory development, empirical research, and organizational practice in the field of work-life balance. As work-life balance continues to evolve in response to changing societal, economic, and technological trends, ongoing research efforts will be essential for fostering inclusive, sustainable work environments that prioritize employee well-being and organizational performance.

Technological Advancements and Work-Life Integration

The advent of technological advancements has reshaped the landscape of work-life integration, presenting both opportunities and challenges for employees and organizations alike (Urbaniec et al., 2022). The proliferation of digital communication tools, such as email, instant messaging platforms, and video conferencing software, has enabled seamless connectivity and collaboration across geographically dispersed teams (Karimi et al., 2024). Consequently, employees have greater flexibility to work remotely, access information anytime, anywhere, and maintain ongoing communication with colleagues and clients. In the midst of technological advancements, achieving work-life balance necessitates setting clear boundaries, prioritizing self-care, fostering open communication, and practicing mindfulness, ensuring that we harness the benefits of technology while nurturing our well-being in both professional and personal spheres (Diantaris, 2024)

However, the pervasive use of technology also blurs the boundaries between work and personal life, posing risks to individuals' well-being and work-life balance (Mahindru et al., 2023). The expectation of constant availability and responsiveness, fueled by digital communication channels, may encroach upon employees' personal time, leisure activities, and family responsibilities. As a result, employees may experience heightened stress, fatigue, and burnout, as they struggle to disengage from work-related tasks and.

Moreover, the boundary ambiguity created by technology exacerbates challenges related to work-life balance and psychological detachment from work (Petitta et al., 2023). Employees may find it increasingly difficult to establish clear boundaries between work and personal life domains, leading to role conflict, role overload, and diminished well-being. The blurring of work-life boundaries may also erode the quality of interpersonal relationships, as individuals prioritize work-related commitments over social interactions and leisure activities.

To mitigate the adverse effects of technology on work-life integration, organizations must proactively implement policies, practices, and cultural norms that promote healthy work-life boundaries and encourage digital well-being (Palm et al., 2020). This may involve establishing guidelines for after-hours communication, encouraging employees to disconnect during non-work hours, and fostering a culture of respect for work-life balance. Additionally,

organizations can provide training and resources to help employees manage technology use effectively, cultivate mindfulness practices, and establish routines that support work-life balance.

In conclusion, while technological advancements offer unprecedented opportunities for collaboration and flexibility, they also pose challenges to work-life integration and employee well-being. By acknowledging the complexities of technology-mediated work environments and implementing proactive strategies to support work-life balance, organizations can foster a culture of employee engagement, resilience, and holistic well-being in today's digital age.

Organizational Policies and Practices

Organizational Policies and Practices play a pivotal role in determining work-life balance outcomes. Through the implementation of initiatives such as flexible work arrangements, telecommuting options, and family-friendly policies, organizations aim to facilitate employees in achieving work-life balance. The effectiveness of these measures, however, hinges on several factors including organizational culture, leadership support, and employee perceptions of work-life balance.

Flexible work arrangements, such as telecommuting and flextime, enable employees to have greater control over their work schedules and locations, promoting autonomy and flexibility in managing work and personal commitments (Jaafar et al., 2022). However, the success of such initiatives depends on the extent to which organizational leaders embrace and champion work-life balance as a strategic priority. Leadership support and role modeling are crucial in creating a culture that values work-life balance and encourages employees to prioritize their well-being.

Moreover, the design and implementation of family-friendly policies, such as parental leave and childcare assistance programs, can significantly impact employees' ability to balance their work and family responsibilities (Shouman et al., 2022). Organizations that offer comprehensive support for employees' family needs demonstrate a commitment to fostering a supportive and inclusive work environment. However, the accessibility and utilization of these policies may vary based on factors such as organizational size, industry sector, and employee demographics.

Furthermore, employee perceptions of work-life balance and organizational support play a crucial role in shaping their attitudes and behaviors towards work-related commitments (Alshaabani et al., 2021). Organizations that prioritize open communication, transparent decision-making processes, and employee feedback mechanisms are more likely to foster a culture of trust and mutual respect. Conversely, organizations that neglect employees' work-life balance needs risk experiencing higher turnover rates, lower job satisfaction, and diminished organizational performance over time.

In summary, organizational policies and practices play a central role in shaping work-life balance outcomes for employees. By adopting a holistic approach that considers the interplay between organizational culture, leadership practices, and employee perceptions, organizations can create an environment that supports employees' well-being and fosters a healthy work-life balance. As organizations continue to adapt to evolving workforce demographics and societal trends, prioritizing work-life balance will remain essential for attracting, retaining, and motivating top talent in today's competitive labor market.

Employee Well-being and Job Satisfaction

Research underscores a robust positive correlation between work-life balance, employee well-being, and job satisfaction. Individuals who perceive their organizations as advocates of work-life balance exhibit elevated levels of job satisfaction and diminished stress and burnout (Jayaraman et al., 2023). Thus, cultivating a workplace ethos that

champions employee well-being and prioritizes work-life balance emerges as paramount for bolstering organizational performance and retaining talent.

Studies consistently demonstrate that organizations that prioritize employee well-being and work-life balance foster a more engaged, committed, and productive workforce (Khairy et al., 2023). By acknowledging the importance of work-life balance and implementing supportive policies and practices, organizations demonstrate a commitment to employee welfare, which, in turn, enhances organizational loyalty and reduces turnover rates. Moreover, a positive work-life balance contributes to employees' overall quality of life, leading to greater job satisfaction and job engagement.

Conversely, neglecting work-life balance can have detrimental effects on employee morale, productivity, and organizational performance. Employees who perceive a lack of support for work-life balance may experience heightened levels of stress, fatigue, and dissatisfaction with their jobs (Ferreira & Gomes, 2023). This, in turn, can lead to increased absenteeism, turnover, and diminished productivity, ultimately impeding organizational success.

In light of these findings, fostering a culture of work-life balance becomes imperative for organizations seeking to thrive in today's competitive landscape. Organizations can promote work-life balance by offering flexible work arrangements, promoting boundaries around work-related communications outside of business hours, and providing resources for employee well-being initiatives/ By prioritizing employee well-being and work-life balance, organizations not only enhance job satisfaction and retention but also cultivate a positive organizational culture that attracts top talent and promotes sustained success.

Gender Dynamics and Work-Life Balance

Gender dynamics exert a profound influence on individuals' perceptions and experiences of work-life balance, with women, especially those assuming caregiving roles, encountering distinct challenges in managing work and family commitments. Traditional societal norms often ascribe primary caregiving responsibilities to women, placing them under additional pressure to balance professional aspirations with familial duties (Chan et al., 2023). Consequently, women may confront greater difficulty in achieving work-life balance compared to their male counterparts, leading to disparities in career advancement opportunities and overall well-being.

The prevalence of gender biases and stereotypes further exacerbates the work-life balance challenges faced by women in the workforce. Assumptions regarding women's priorities and capabilities may undermine their professional contributions and hinder their access to flexible work arrangements or supportive policies (Ray & Pana-Cryan, 2021). Moreover, societal expectations regarding gender roles may perpetuate the notion that women bear primary responsibility for childcare and household tasks, placing additional strain on their time and energy (Derks & Bakker, 2014). As a result, women often experience heightened work-family conflict and struggle to reconcile competing demands on their time and attention.

Addressing gender inequalities in the workplace requires a multifaceted approach that encompasses both policy interventions and cultural transformation. Organizations can promote gender equity by implementing equitable work-life balance policies that accommodate diverse caregiving responsibilities and promote a healthy work-life integration for all employees (Lu et al., 2020). Additionally, fostering an inclusive organizational culture that challenges gender stereotypes and promotes diversity and inclusion is essential for creating supportive work environments where individuals of all genders can. By dismantling barriers to gender equality and embracing diversity, organizations can foster a more equitable

and empowering workplace where work-life balance is achievable for all employees, regardless of gender.

Generational Differences in Work-Life Balance Preferences

Generational disparities profoundly influence work-life balance priorities, notably among Millennials and Generation Z cohorts. These younger generations emphasize flexible work arrangements, remote work options, and a harmonious integration of professional and personal pursuits in their career aspirations (Popaitoon, 2022). Unlike preceding generations, they prioritize holistic well-being and meaningful experiences over traditional career advancement metrics, prompting organizations to reassess and adapt their human resource practices to accommodate these evolving preferences.

Organizations that proactively address generational differences in work-life balance preferences stand to benefit from increased employee engagement, retention, and organizational resilience. By offering tailored benefits, such as flexible scheduling, remote work opportunities, and wellness initiatives, employers can attract and retain top talent from diverse age groups (Rodríguez-Sánchez et al., 2022). Embracing generational diversity fosters a culture of inclusivity and innovation, where employees feel valued and empowered to contribute their unique perspectives and skills towards achieving organizational goals. Ultimately, aligning human resource strategies with generational preferences not only enhances employee satisfaction and well-being but also cultivates a dynamic and adaptive workplace culture conducive to sustained organizational success.

Work-Life Balance during the COVID-19 Pandemic

The COVID-19 pandemic has catalyzed significant shifts in work-life balance dynamics as organizations worldwide hastily transitioned to remote work and digital collaboration platforms to ensure business continuity. While remote work presents newfound flexibility and eliminates commuting stress, it also blurs the boundaries between professional responsibilities and personal life, creating challenges in maintaining work-life balance (García-Salirrosas. Et al., 2023). Employees may find themselves juggling work tasks, household chores, and caregiving responsibilities simultaneously, leading to heightened stress levels and increased risk of burnout (Anastasopoulou, et al., 2023). Additionally, the lack of physical separation between workspaces and home environments can exacerbate feelings of isolation and detachment from colleagues, further impacting employee well-being and job satisfaction.

In response to these challenges, organizations must adapt their policies and practices to prioritize employee well-being and support work-life balance in the post-pandemic era. This may involve revisiting and revising existing remote work policies to promote clearer delineation between work and personal time, encouraging employees to establish boundaries and adhere to regular work hours (Błaszczuk et al., 2023). Furthermore, organizations can provide resources and support for mental health and wellness initiatives, such as virtual counseling services, mindfulness sessions, and stress management workshops. Additionally, fostering a culture of trust, open communication, and mutual support among remote teams can enhance collaboration, alleviate feelings of isolation, and promote a sense of belonging within the organization. By prioritizing employee well-being and adapting to the evolving needs of remote workers, organizations can foster a healthier, more resilient workforce poised for success in the post-pandemic landscape.

Challenges and Opportunities in Work-Life Balance Research

Work-life balance research has made significant strides, yet it encounters several challenges and promising opportunities for future exploration. Methodological constraints,

such as reliance on cross-sectional designs and self-report measures, pose limitations on the generalizability and validity of research findings (Khahro et al., 2023). These methodologies may fail to capture the dynamic interplay between work and personal life over time, thus warranting a shift towards longitudinal designs that track individuals' experiences and outcomes across different life stages. Additionally, the subjective nature of self-report measures may introduce biases and inaccuracies, highlighting the need for objective assessments and multi-method approaches to corroborate findings and enhance research robustness.

Future research endeavors should also explore the contextual and cultural factors that influence work-life balance dynamics across diverse organizational and societal contexts. While existing studies provide valuable insights into individual and organizational determinants of work-life balance, there remains a paucity of research examining how cultural norms, societal expectations, and institutional structures shape work-life balance perceptions and practices (Zihan et al., 2024). By adopting a cross-cultural lens and comparative research designs, scholars can elucidate universal principles and context-specific nuances that inform the development of culturally sensitive interventions and policies.

Moreover, advancements in technology offer unprecedented opportunities to explore work-life balance phenomena in real-time and in naturalistic settings. The proliferation of wearable devices, mobile applications, and digital platforms enables researchers to collect rich, granular data on individuals' daily routines, behaviors, and subjective experiences. Leveraging big data analytics and machine learning techniques can uncover patterns, trends, and correlations that inform our understanding of work-life balance dynamics and inform evidence-based interventions.

In summary, while work-life balance research has made significant strides, it faces methodological challenges and untapped opportunities for future exploration. By adopting longitudinal designs, objective measures, and cross-cultural perspectives, scholars can advance our understanding of work-life balance dynamics and inform the development of policies and practices that promote employee well-being and organizational effectiveness in diverse contexts. Embracing technological innovations and interdisciplinary collaborations can further enrich our knowledge and facilitate meaningful advancements in work-life balance research and practice.

Implications for Human Resource Management

The findings from work-life balance research carry profound implications for human resource management practices, necessitating organizational recognition of the pivotal role that work-life balance plays in various facets of employee well-being and organizational success. In today's competitive labor market, organizations must acknowledge that work-life balance is not merely a desirable perk but a fundamental aspect that influences employee recruitment, retention, and overall organizational performance (Hasan et al., 2021).

Central to effective human resource management is the understanding that employees prioritize work-life balance when evaluating potential employers and making career decisions (Kardas, 2023). Organizations that prioritize employee well-being and offer supportive work-life balance policies and practices stand to attract and retain top talent, enhancing their competitive advantage in attracting and retaining skilled professionals. Moreover, a positive work-life balance contributes to improved employee morale, job satisfaction, and overall organizational commitment.

To capitalize on the benefits of work-life balance, organizations must implement evidence-based policies and practices tailored to meet the diverse needs and preferences of their workforce (Tato-Jiménez et al., 2019). This may involve offering flexible work arrangements, telecommuting options, parental leave policies, and wellness programs aimed

at promoting employee well-being and work-life integration. Moreover, fostering a positive organizational culture that values work-life balance and encourages open communication and mutual support among employees can enhance organizational resilience and performance.

By prioritizing work-life balance in their human resource management strategies, organizations can create a supportive and inclusive work environment that empowers employees to thrive personally and professionally. This, in turn, fosters a culture of trust, collaboration, and innovation, positioning organizations for sustained success in today's complex and dynamic business landscape. As work-life balance continues to evolve in response to changing societal norms and economic trends, embracing proactive and holistic approaches to human resource management is essential for organizations seeking to attract, retain, and engage top talent and remain competitive in the global marketplace.

By synthesizing insights from the literature, this study contributes to a deeper understanding of the evolving nature of work-life balance and its implications for organizational behavior and human resource management.

CONCLUSION

In conclusion, the evolution of work-life balance represents a critical aspect within contemporary organizational frameworks, as highlighted in the article "The Evolution of Work-Life Balance: Redefining Priorities in Human Resource Management." Through the exploration of various factors such as technological advancements, generational differences, and the impact of the COVID-19 pandemic, it becomes evident that fostering a balanced work-life environment is paramount for organizational success and employee well-being. By recognizing the integral role of work-life balance and implementing evidence-based policies and practices, organizations can effectively attract and retain top talent while enhancing overall organizational performance.

The article underscores the importance of methodological advancements and interdisciplinary collaboration in advancing our understanding of work-life balance dynamics. Longitudinal designs and objective measures offer valuable insights into the complex interplay between work and personal life, informing the development of tailored interventions and strategies. Moreover, embracing cross-cultural perspectives enables researchers to explore universal principles while acknowledging contextual nuances that shape work-life balance experiences across diverse organizational and societal contexts.

The implications for industrial engineering and science are profound. By integrating insights from the article on work-life balance into organizational design and management practices, industrial engineers can optimize processes and workflows to promote employee well-being and productivity. This may involve leveraging technology to facilitate remote work arrangements, designing ergonomic workspaces that prioritize employee comfort and safety, and implementing flexible scheduling policies that accommodate diverse lifestyle preferences.

Furthermore, advancements in science and technology offer promising avenues for enhancing work-life balance outcomes. From wearable devices that track and monitor stress levels to artificial intelligence algorithms that optimize task allocation and workload management, there is immense potential for innovation in promoting work-life balance within organizational settings. By embracing a holistic approach that encompasses psychological, social, and technological dimensions, industrial engineers can drive meaningful improvements in employee satisfaction, organizational effectiveness, and societal well-being.

In essence, the evolution of work-life balance presents both challenges and opportunities for industrial engineering and science. By embracing evidence-based practices, leveraging technological innovations, and fostering a culture of continuous improvement,

industrial engineers can play a pivotal role in creating work environments that prioritize employee well-being and foster sustainable organizational success in the years to come.

REFERENCE

- Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of Perceived Organizational Support on OCB in the Time of COVID-19 Pandemic in Hungary: Employee Engagement and Affective Commitment as Mediators. *Sustainability*, 13(14), 7800. <https://doi.org/10.3390/su13147800>
- Anastasopoulou, A., Vraimaki, E., & Trivellas, P. (2023). Recovery for Resilience: The Mediating Role of Work–Life Balance on the Quality of Life of Women Employees. *Sustainability*, 15(17), 12877. <https://doi.org/10.3390/su151712877>
- Arslan, G. (2023). Psychological Well-Being and Mental Health in Youth: Technical Adequacy of the Comprehensive Inventory of Thriving. *Children*, 10(7), 1269. <https://doi.org/10.3390/children10071269>
- Asfahani, A. M., Alsobahi, G., & Dahlan, D. A. (2023). Navigating the Saudi Gig Economy: The Role of Human Resource Practices in Enhancing Job Satisfaction and Career Sustainability. *Sustainability*, 15(23), 16406. <https://doi.org/10.3390/su152316406>
- Błaszczyk, M., Popović, M., Zajdel, K., & Zajdel, R. (2023). Implications of the COVID-19 Pandemic on the Organization of Remote Work in IT Companies: The Managers' Perspective. *Sustainability*, 15(15), 12049. <https://doi.org/10.3390/su151512049>
- Borgia, M. S., Di Virgilio, F., La Torre, M., & Khan, M. A. (2022). Relationship between Work-Life Balance and Job Performance Moderated by Knowledge Risks: Are Bank Employees Ready? *Sustainability*, 14(9), 5416. <https://doi.org/10.3390/su14095416>
- Chan, C. M. H., Siau, C. S., Wong, J. E., Yahya, N., Azmi, N. A., Chu, S. Y., Ahmad, M., Chong, A. S. S., Wee, L. H., & Tan, J. P. (2023). Characterizing Employees with Primary and Secondary Caregiving Responsibilities: Informal Care Provision in Malaysia. *Healthcare*, 11(14), 2033. <https://doi.org/10.3390/healthcare11142033>
- Diantaris, M. T. A. (2024, February 16). Navigating Technological Advancements: Achieving Work-Life Balance. *The Journals*. Retrieved from <https://journals.net/navigating-technological-advancements-achieving-work-life-balance/>
- E-Vahdati, S., Noor, N. A. M., Mah, P. Y., Chuah, F., & Md Isa, F. (2023). Social and Environmental Sustainability, Workers' Well-Being, and Affective Organizational Commitment in Palm Oil Industries. *Sustainability*, 15(12), 9514. <https://doi.org/10.3390/su15129514>
- Ferrara, B., Pansini, M., De Vincenzi, C., Buonomo, I., & Benevene, P. (2022). Investigating the Role of Remote Working on Employees' Performance and Well-Being: An Evidence-Based Systematic Review. *International Journal of Environmental Research and Public Health*, 19(19), 12373. <https://doi.org/10.3390/ijerph191912373>
- Ferreira, P., & Gomes, S. (2023). Work–Life Balance and Work from Home Experience: Perceived Organizational Support and Resilience of European Workers during COVID-19. *Administrative Sciences*, 13(6), 153. <https://doi.org/10.3390/admsci13060153>
- García-Salirrosas, E. E., Rondon-Eusebio, R. F., Geraldo-Campos, L. A., & Acevedo-Duque, Á. (2023). Job Satisfaction in Remote Work: The Role of Positive Spillover from Work to Family and Work–Life Balance. *Behavioral Sciences*, 13(11), 916. <https://doi.org/10.3390/bs13110916>
- Generation Z. *Sustainability*, 14(6), 3626. <https://doi.org/10.3390/su14063626>

- Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work–Life Balance: Weighing the Importance of Work–Family and Work–Health Balance. *International Journal of Environmental Research and Public Health*, 17(3), 907. <https://doi.org/10.3390/ijerph17030907>
- Hasan, T., Jawaad, M., & Butt, I. (2021). The Influence of Person–Job Fit, Work–Life Balance, and Work Conditions on Organizational Commitment: Investigating the Mediation of Job Satisfaction in the Private Sector of the Emerging Market. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
- Jaafar, N. A., & Rahim, R. A. (2022). Telecommuting and Employee Productivity: Mediating Role of Work-Family Conflict and Autonomy. *Proceedings*, 82(1), 84. <https://doi.org/10.3390/proceedings2022082084>
- Jayaraman, S., George, H. J., Siluvaimuthu, M., & Parayitam, S. (2023). Quality of Work Life as a Precursor to Work–Life Balance: Collegiality and Job Security as Moderators and Job Satisfaction as a Mediator. *Sustainability*, 15(13), 9936. <https://doi.org/10.3390/su15139936>
- Kardas, J. S. (2023). Job Crafting and Work–Life Balance in a Mature Organization. *Sustainability*, 15(22), 16089. <https://doi.org/10.3390/su152216089>
- Karimi, R., Baghalzadeh Shishehgarkhaneh, M., Moehler, R. C., & Fang, Y. (2024). Exploring the Impact of Social Media Use on Team Feedback and Team Performance in Construction Projects: A Systematic Literature Review. *Buildings*, 14(2), 528. <https://doi.org/10.3390/buildings14020528>
- Khahro, Q. H., Zainun, N. Y., Khahro, S. H., & Sultan, B. (2023). An Integrated Model to Improve Job Satisfaction: A Case for a Sustainable Construction Industry. *Sustainability*, 15(10), 8357. <https://doi.org/10.3390/su15108357>
- Khairy, H. A., Liu, S., Sheikhsouk, S., El-Sherbeeney, A. M., Alsetoohy, O., & Al-Romeedy, B. S. (2023). The Effect of Benevolent Leadership on Job Engagement through Psychological Safety and Workplace Friendship Prevalence in the Tourism and Hospitality Industry. *Sustainability*, 15(17), 13245. <https://doi.org/10.3390/su151713245>
- Lu, L., Kao, S.-F., Chang, T.-T., & Cooper, C. L. (2020). Gender Diversity and Work–Life Conflict in Changing Times. *International Journal of Environmental Research and Public Health*, 17(23), 9009. <https://doi.org/10.3390/ijerph17239009>
- Mahdi, O. R., & Nassar, I. A. (2021). The Business Model of Sustainable Competitive Advantage through Strategic Leadership Capabilities and Knowledge Management Processes to Overcome COVID-19 Pandemic. *Sustainability*, 13(17), 9891. <https://doi.org/10.3390/su13179891>
- Mahindru, R., Bapat, G., Bhoyar, P., Abishek, G. D., Kumar, A., & Vaz, S. (2023). Redefining Workspaces: Young Entrepreneurs Thriving in the Metaverse’s Remote Realm. *Engineering Proceedings*, 59(1), 209. <https://doi.org/10.3390/engproc2023059209>
- Oncioiu, I., Bunget, O. C., Türkeş, M. C., Căpuşneanu, S., Topor, D. I., Tamaş, A. S., Rakoş, I.-S., & Hint, M.Ş. (2019). The Impact of Big Data Analytics on Company Performance in Supply Chain Management. *Sustainability*, 11(18), 4864. <https://doi.org/10.3390/su11184864>
- Palm, K., Bergman, A., & Rosengren, C. (2020). Towards More Proactive Sustainable Human Resource Management Practices? A Study on Stress Due to the ICT-Mediated

- Integration of Work and Private Life. *Sustainability*, 12(20), 8303. <https://doi.org/10.3390/su12208303>
- Petitta, L., & Ghezzi, V. (2023). Remote, Disconnected, or Detached? Examining the Effects of Psychological Disconnectedness and Cynicism on Employee Performance, Wellbeing, and Work–Family Interface. *International Journal of Environmental Research and Public Health*, 20(13), 6318. <https://doi.org/10.3390/ijerph20136318>
- Popaitoon, P. (2022). Fostering Work Meaningfulness for Sustainable Human Resources: A Study of
- Ray, T. K., & Pana-Cryan, R. (2021). Work Flexibility and Work-Related Well-Being. *International Journal of Environmental Research and Public Health*, 18(6), 3254. <https://doi.org/10.3390/ijerph18063254>
- Rodríguez-Sánchez, J.-L., González-Torres, T., Montero-Navarro, A., & Gallego-Losada, R. (2020). Investing Time and Resources for Work–Life Balance: The Effect on Talent Retention. *International Journal of Environmental Research and Public Health*, 17(6), 1920. <https://doi.org/10.3390/ijerph17061920>
- Shouman, L., Vidal-Suñé, A., & Alarcón Alarcón, A. (2022). Impact of Work-Life Balance on Firm Innovativeness: The Different Strategies Used by Male and Female Bosses. *Administrative Sciences*, 12(3), 115. <https://doi.org/10.3390/admsci12030115>
- Tato-Jiménez, J. L., Buenadicha-Mateos, M., & González-López, Ó. R. (2019). Evolution and Sustainability of Benefits Offered to Employees in On-Line Recruitment. *Sustainability*, 11(16), 4313. <https://doi.org/10.3390/su11164313>
- Urbaniec, M., Małkowska, A., & Włodarkiewicz-Klimek, H. (2022). The Impact of Technological Developments on Remote Working: Insights from the Polish Managers' Perspective. *Sustainability*, 14(1), 552. <https://doi.org/10.3390/su14010552>
- Weng, T.-C., Shen, Y.-H., & Kan, T.-T. (2023). Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work–Life Balance. *Sustainability*, 15(18), 13508. <https://doi.org/10.3390/su151813508>
- Wong, K. P., Lee, F. C. H., Teh, P.-L., & Chan, A. H. S. (2021). The Interplay of Socioecological Determinants of Work–Life Balance, Subjective Wellbeing and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, 18(9), 4525. <https://doi.org/10.3390/ijerph18094525>
- Zihan, W., Makhbul, Z. K. M., & Alam, S. S. (2024). Green Human Resource Management in Practice: Assessing the Impact of Readiness and Corporate Social Responsibility on Organizational Change. *Sustainability*, 16(3), 1153. <https://doi.org/10.3390/su16031153>