

THE INFLUENCE OF WORK LIFE BALANCE AND WORK FROM HOME ON WORK PRODUCTIVITY: A SYSTEMATIC LITERATURE REVIEW (SLR)

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ABSTRACT

This study develops the influence of organizational support on work productivity with systematic literature reviews that have been carried out as needed and beneficial to work life balance and work from home, with professional involvement that results in performance and responsibility in personal life can reduce conflict and is performance-based. The research method used uses two qualitative and quantitative approaches, in the form of a systematic literature review (SLR) using PRISMA and bibliometric analysis using the VOSviewer application. With the results of research WFH has a significant positive impact on individual emotional well-being and balance, increasing happiness, reducing emotional sensitivity, and increasing time efficiency and productivity. Good management and a balanced approach are essential to ensure the implementation of WFH provides maximum benefits to individuals and organizations. The success of WFH depends on the ability to overcome these challenges and create a productive and healthy work environment for all parties involved. WLB and the implementation of policies that support employees' work-life balance, such as flexibility in time, location, work schedules, and leave provisions.

Keywords:

Work Life Balance, Working from home, bibliometric analysis, systematic literature review, and employee productivity.

INTRODUCTION

Implementing work from home during the Covid-19 pandemic can also lead to an imbalance between personal life and work, which leads to not achieving a work-life balance for employees (Palumbo, 2020). Factors that cause difficulties in achieving work-life balance include unsupportive home conditions, family demands, and other factors that cause difficulty achieving work (García- Martín et al., 2019). Some studies reveal that work-life balance and working from home are interrelated, which can cause conflicts between personal and external interests. Work-life balance is a way for employees to have a healthy life, so it influences employee performance (Lonska et al., 2021). It is in line with research conducted (Mendis & Weerakkody, 2017), where work-life balance can help people and businesses to increase motivation and productivity while reducing stress and absenteeism. Employees are more likely to experience stress and become less productive if they do not balance their personal and work lives (Markus et al., 2021). Work-life balance is a condition of individuals who can manage time well and balance work and personal life (Anugrah & Priyambodo, 2021) and (Kifor et al., 2022). Companies have a social responsibility to create a work-life balance for their workers. Thus, companies are expected to develop a balanced work environment in the workplace to balance the multiple responsibilities carried out by their workers (Andriyana & Supriansyah, 2021).

The overall positive impact of WLB was obtained by 44 scientific articles which stated that it was significant to work productivity, for example, in the research proposed by (Dima et al., 2019), which states that the results obtained are significant because they provide insight into the potential individual and social implications of telework and remote work can contribute to a better work-life balance and the development of remote work capabilities specifically for individuals while producing sustainable effects on long-term labour management and potential problems at the local community level. Meanwhile, there are 11 scientific articles that state (insignificant influence), one of which was proposed by (Adekoya et al., 2021), with the related topic "", which states that longer working hours,

minimal workplace support, and the physical presence required in the workplace form a workplace culture and effects that harm the health, productivity and family and personal lives of lecturers, so this does not have a significant impact on WLB on employee work productivity. The novelty in this research topic is the addition of using two Bibliometric and SLR methods, and this research was collected from 2014 to 2023 in the hope that it can be a reference for further research. This research is intended to help companies and employees better understand the impact of WFH and WLB on work productivity and learn more about work-life balance and working from home after Covid-19.

Implementing the work-from-home policy affects employee productivity (Sultana et al., 2021). Productivity measures the extent to which an employee can complete his work following the quality and quantity set by the company. Various factors can influence productivity, including those directly related to labour conditions and company policies. Productivity has two dimensions, namely effectiveness and efficiency. Effectiveness refers to what can be achieved with less effort, such as achieving time, quality, and quantity goals. Efficiency is an attempt to compare the actual use of inputs with how work is done. However, the implementation of working from home poses challenges, one of which relates to performance achievement. In addition, some workers mistakenly believe that working from home is the same as taking a vacation, which results in poor performance (Suranto, 2020). Employees' Limitations and obstacles include longer working hours than when working from the office. Increased household costs for electricity, credit and not enough space, an unfavourable atmosphere for working at home, inadequate internet quality, incomplete devices or lack of technical support (Mungkasa 2020).

The novelty in this research topic is the addition of using two Bibliometric and SLR methods, and this research was collected from 2014 to 2023 in the hope that it can be a reference for further research. This research is intended to help companies and employees better understand the impact of WFH and WLB on work productivity and learn more about work-life balance and working from home after Covid-19.

Based on the described phenomena above, the researchers are interested in conducting research titled “the effect of *work life balance* and *work from home* on the development of work productivity: systematic literature review (SLR)”.

Definition of Work from home (WFH)

WFH is a change that occurs in an organization by giving tasks and responsibilities to its employees by prohibiting employees from working in offices, gathering in rooms, and encouraging employees to work at home (Mustajab et al., 2020). Working from home is one of the concepts of working with a teleworking system (Belzunegui- Eraso & Erro-Garcés, 2020). Meanwhile, according to (Mungkasa, 2020) and (Karácsony, 2021), the remote work system has various terms such as telecommuting, flexy work and telework. *Work from home* (WFH) was first promoted as telecommuting or telework in the late 1960s, which is a new method of taking work from different locations using technology (such as the workplace, home, or other places (Deselm et al., 2011). Since lockdowns keep employees at home, most businesses are trying to implement the WFH concept. The employees are expected to *work from home* according to certain rules and standards to support the business (Dubey & Tripathi, 2020).

Definition of Work-Life Balance (WLB)

Work-life balance is the extent to which a person can balance work and personal life. Balance Work-life can have expected t an impact on employee productivity (Adnan Bataineh, 2019). Meanwhile, according to the company's view, work-life balance (WLB) is a challenge to develop a supportive workplace culture where employees can concentrate on

their duties while working. Work-life balance is the harmony between work-life and non-work life, such as family, friends, and community (Al- Rahmi et al., 2022) and (Katili et al., 2021). A healthy work-life balance can improve employee performance by reducing absenteeism and resignation rates (Preena et al., 2021).

Work Productivity

Productivity is very important for the purpose of carrying out work tasks. According to (Sutrisno et al., 2017), productivity is a measure of efficiency and comparison between inputs in the form of cash, materials, and labour and outputs in the form of services or goods. Productivity measures the quality and quantity of work, considering the cost of the resources used to do the work. Productivity is defined as the level of efficiency in producing goods or services. While philosophically, productivity is a view of life and a person's mental attitude in trying to improve the quality of life, today is better than yesterday, and tomorrow must be better than today (Mulyadi, 2018). Meanwhile, performance is an evaluation process by comparing how well workers do their jobs based on certain standards and communicating them with these workers (Mathis, 2014). In short, productivity is a comparison of the use of resources as input and the results of achievement as the output of the role of workers in doing their work, namely the way an individual provides the best performance results through a process with certain standards so that it can be evaluated.

METHOD

The research design was formulated to achieve the target of the research topic. This research uses two qualitative and quantitative approaches in the form of a systematic literature review (SLR) using PRISMA (Haniyah & Soebagyo, 2021) and (Donthu et al., 2021). Bibliometric analysis by utilizing the Vosviewer application (Sassanelli et al., 2019) and (Stout et al., 2018). Studies focused on WFH and employee work productivity. Research using systematic literature review (SLR) as a data search instrument, this researcher uses the filtering stage in the research procedure (Rejeb et al., 2022).

Systematic Literature Review (SLR)

A *systematic literature review*, or SLR or systematic literature review, identifies, evaluates, and interprets all findings on a particular research topic (Tupan & Rosiyan, 2022). The ability to find, assess and collect all relevant sources of empirical evidence is a key requirement of SLR-based research. In particular, empirically-based paradigms rely heavily on applying SLR (Haniyah & Soebagyo, 2021). A systematic literature review (SLR) is a systematic, explicit, thorough, and reproducible approach to finding, analyzing, and summarizing the entirety of works and writings produced by researchers and practitioners. A literature review should be objective and open-minded regarding topic selection, how it may change over time, and whether it supports the author's desire for additional research (Okoli & Schabram, 2010).

Bibliometric Analysis

Bibliometric analysis (Prasetyo, 2021) outlines that bibliometrics, known as scientometrics, is part of the evaluation methodology for research assessment, as well as from a variety of literature that has been produced and allows for bibliometric analysis using certain procedures. In addition, bibliometric analysis efficiently tracks and identifies the initial set of relevant studies (Biancone et al., 2020). The bibliometric analysis also facilitates the preparation of systematic reviews of articles to provide a comprehensive summary of the literature. Bibliometric analysis reviews are used in conceptually reviewing research trends and providing a complete picture that will be useful in identifying research

over time (Ingale & Paluri, 2022). The results of bibliometric analysis in determining inclusion and exclusion criteria refer to the selected and analyzed databases.

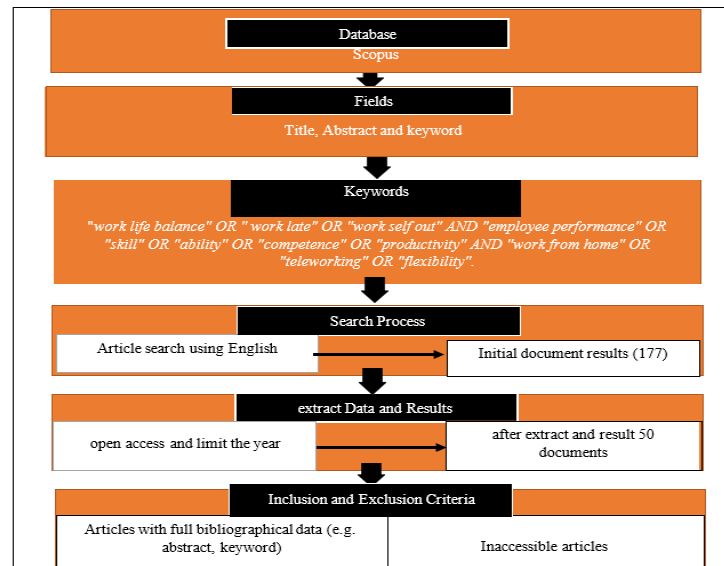


Figure 1 Research Procedure (Sumber: Rejeb et al. 2022)

In this study, a bibliometric analysis of the literature was carried out using VOSviewer. The function of VOSviewer is to examine and visualize the Bibliometric network in the study. The reason for using VOSviewer is its ability to process large data and provide a variety of visuals, analysis, and interesting investigations to obtain novelty from this research. In addition, VOSviewer can also generate various maps such as *Co- Authorship*, *Co-Accurrence and Citation*, which are based on citations shared in the network (Hudha et al., 2020).

A. PRISMA (Preferred Reporting Items for Systematic Reviews and Meta- analyses)

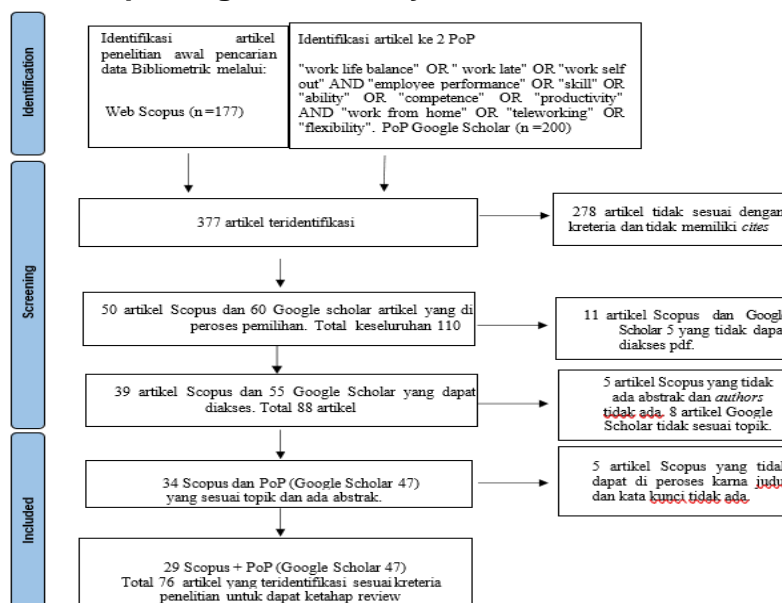


Figure 2. PRIMA Diagram Shapes

RESULTS AND DISCUSSION

To evaluate data effectively and efficiently, bibliographic learning in bibliometrics analyzes and visualizes data on bibliometric networks for study. It is done using the VOSviewer software. Considerable data collection with visible, in-depth, and adaptable observations is available (van Eck & Waltman, 2010). Through the keyword mapping cycle of co-citation matching, VOSviewer can also generate publication networks, research schemes, and article descriptions in shared fragments (Nur et al., 2020).

Classification of titles, keywords and publishers (WFH)

Figure 2. PRIMA Diagram Shapes Presents information on the titles, keywords, and publishers of articles highly relevant to Work From Home (WFH). The first article is titled "Work-From-Home Productivity and Job Satisfaction: A Double- Layered Moderated Mediation Model" and has keywords such as "work-life balance; job satisfaction; work from home; emotional exhaustion; work stress; moderated mediation; India" This article was published by the MDPI AG journal. The article "Increased Working From Home in Vocational Counseling Psychologists During COVID-19: Associated Change in Productivity and Job Satisfaction" is in second place. The keywords in this article are "work from home (WFH), telework, remote work, vocational counselling, COVID-19 pandemic, productivity, job satisfaction, published by the journal Frontiers Media S.A. Meanwhile, the article in third place is entitled "Is working from home good for work-life balance, stress, and productivity, or does it cause problems?" with the keyword criteria in the article Working from home, work-life balance, Work stress, Work productivity, Performance, Covid-19, and published through the journal Conscientia Beam.

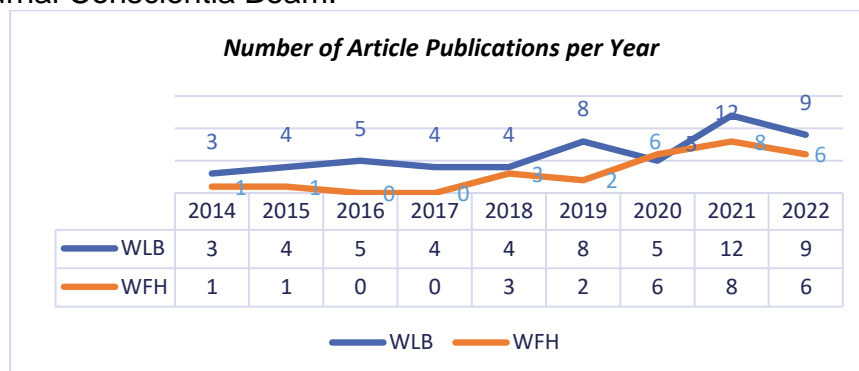


Figure 3. Comparison of the Number of WLB and WFH Publications 2014-2023

Classification of publications per year based on WLB and WFH

Analysis of keywords based on the year of publication of the article. The year mapping was done to find out the trend of topics that have been done in the last nine years and to find out whether the application of WLB and WFH is still effective in the coming year. In the picture 3 It can be seen that the one that has experienced an increase in publications every year is WLB in 2021, namely 12 published articles while WFH in 2021, namely 8 published articles that discuss the topic of WFH, while the smallest research data and no data for data that appeared during the search were in 2016 and 2017. So the data needed for analysis is very limited for WFH research; it can be seen that the most discussed is related to WLB.

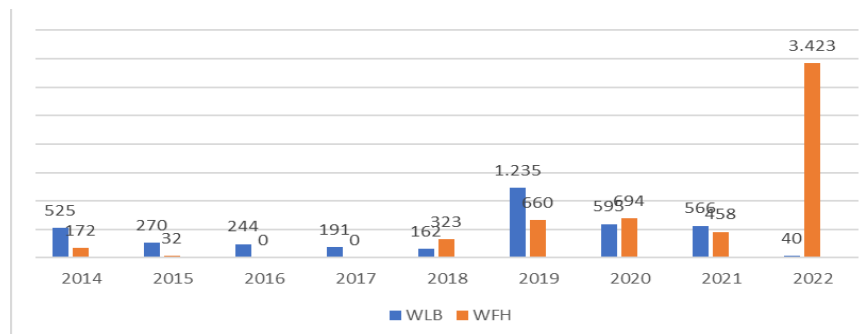


Figure 4 Comparison of WLB and WFH Based on Citation and Year of Article Publication

There is a decrease in the number of citations each year, especially in 2022, especially for the topic of Work-Life Balance (WLB), which recorded 40 citations. Meanwhile, for the topic of Work-From-Home (WFH), article data was not found in the search process through Web Scopus and PoP in 2016 and 2017. However, there was a rapid upward trend in the number of citations on WLB topics in 2019, reaching 1,235. As for the topic of WFH, in 2022, there was a significant increase in the number of citations to reach 3,423 citations of some of the same articles. Thus, the analysis shows that the number of citations for WLB and WFH topics changes yearly. Although the number of WLB citations showed a downward trend in 2022, there was a rapid increase in 2019. Although there is no data in 2016 and 2017 for WFH, the number of citations increased significantly in 2022.

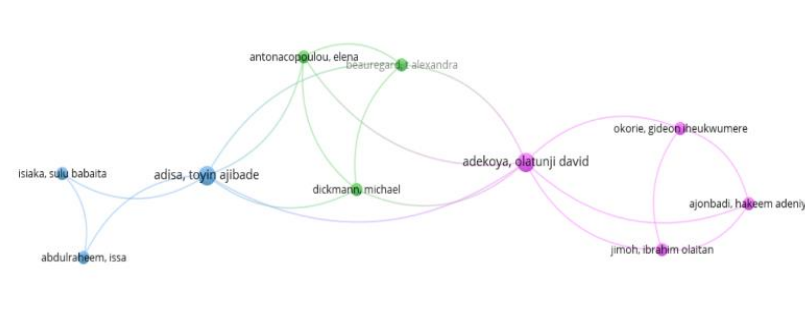


Figure 6. Network Visualization of Co-Authorship Metadata (Author Name)

Classification of author names based on Bibliometric Analysis (VOSviewer)

The results of the analysis using VoSviewer can be seen to show the existence of three clusters of author networks related to the research topic of Work-Life Balance (WLB) and Work-From-Home (WFH), with a total of 19 links. Connects the clusters. Each cluster has a relationship with each other through their publications. Green clusters indicate author networks that are highly influential in applying work-life balance (WLB), especially in work-from-home or remote work (WFH). Purple clusters indicate that these author networks still significantly influence the research topic under study. Meanwhile, blue clusters indicate that the author's network has the least impact on implementing WLB and WFH regarding work productivity for the company's employees. This analysis provides an understanding of the relationships and interrelationships between authors in the Context of WLB and WFH research topics. Green clusters indicate groups of authors who contribute to the understanding and development of the application of WLB, especially in working from home or remote work (WFH). Purple and blue clusters also play a role in the research but may have a smaller role in the research topic.

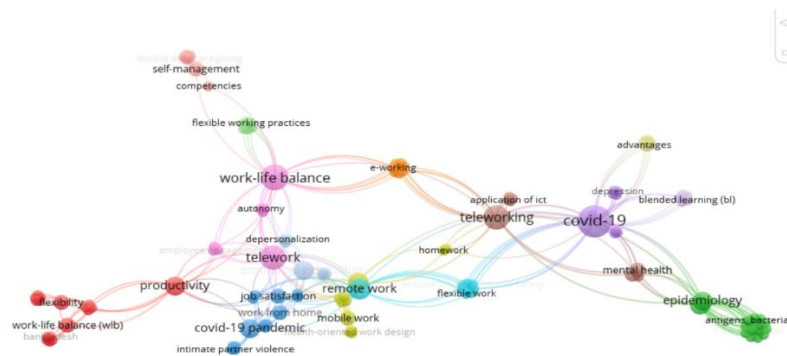


Figure 5. Network Visualization of Co-Occurrence Metadata (Keywords).

Keyword classification based on Bibliometric Analysis (VOSviewer)

That the field of WLB and WFH on work productivity has only begun to develop in the last 10 years, meaning that this is a relatively new field that has vast opportunities for further exploration. Figure 5 shows that research interest in this field is increasing exponentially. The data obtained from the keyword approach regarding work-life balance and work from home on employee work productivity, which was analyzed through Vosviewer, is very diverse; there are 14 clusters and 541 links and a total link strength of 562. Of the several existing clusters, the purple cluster has the largest size, indicating that WLB and WFH topics and related keywords such as teleworking, work-life balance, productivity, COVID-19 pandemic, and work from home, often appear and are related. closely related to other topics of discussion. The complementary data from the Network Visualization also aligns with the Density Visualization below.

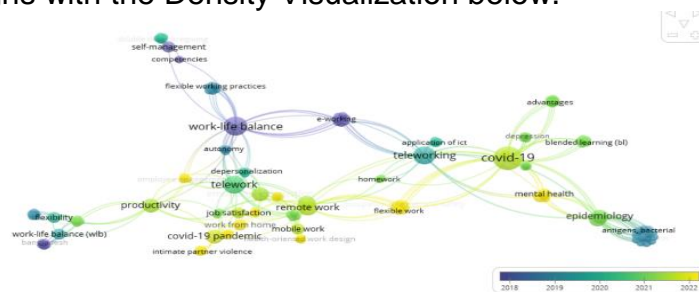


Figure 7. Co-Occurrence (Overlay Visualization)

Author name classification based on Overlay Visualization (VOSviewer)

In addition to mapping based on the relationship between keywords, it is then continued to find out the relationship of keywords from various clusters that have the most recent dominant relationship seen from the last 5 years, according to the search for themes on the topic of this research, namely work-life balance and work from home on employee work productivity. This mapping illustrates the distribution of research keywords based on the colour of the network, the colour of the nodes and connecting lines, representing the year of publication of the article. Based on Figure 7, the colour variation from blue to yellow indicates the level of publication novelty, which illustrates the novelty of research keywords. While the cluster keywords are blue, the longer the research is carried out. The figure can be seen that the research themes revealed from the evolving research of teleworking towards work-from-home applications obtained from the keyword mining analysis of articles

in the dataset allow mapping of how the field of WLB and WFH has evolved over the years based on the year of publication and published.

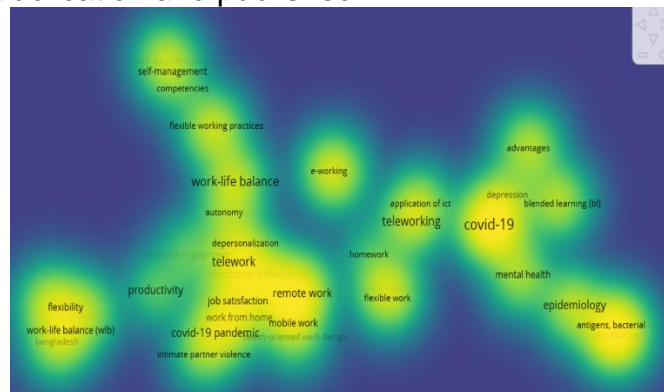


Figure 9. Co-Occurance (Density Visualization)

Classification of author names based on Density Visualization (VOSviewer)

Based on Figure 9, the VOSviewer analysis shows different clusters with different brightness levels. WLB and WFH are not significantly related in one group or cluster in the organizational context. WLB and WFH have their own separate clusters. WLB tends to relate to flexibility, while the WFH cluster is still small and relates to job satisfaction and remote work and other topics. WFH is still classified as a relatively new topic in this research and has not been directly linked to WLB. On the other hand, in the context of productivity, a lot of research has been done so that the light on productivity is less clear.

Discussion

Based on the results of data obtained from Web Scopus and PoP with the focus of this research aims to analyze the effect of Work-Life Balance (WLB) and Work-From-Home (WFH) on work productivity in the last 10 years, starting from 2014 to 2023. This research uses a combined approach of Systematic Literature Review (SLR) and Bibliometric Analysis with the help of the VOSviewer application as a tool for managing the database of articles obtained from Web Scopus. The Prisma Systematic Literature Review method is used to find broader information from the use of SLR and search for data sources so that the data collected is more detailed and follows the research objectives. The data retrieved includes title, keywords, year of publication, country, publisher, publication, gender, software, DOI, and ISSN of relevant articles. This study also sought findings from previous research materials in journal articles to complement the analysis. Data processing in bibliometric analysis is carried out using the VOSviewer application, which accurately provides data mapping results such as researcher names, keywords, citations, titles, and abstracts. The results of this mapping can be a growing source of reference for further research in the future. With the combined approach of SLR and Bibliometric Analysis and the utilization of VOSviewer, this research presents comprehensive data. It can provide deep insight into the influence of WLB and WFH on work productivity. The findings are expected to contribute significantly to further research and development of reference sources in the Context of Work-Life Balance and Work-From-Home.

The Effect of *Work-Life Balance (WLB)* on Work Productivity Before Covid and After Covid-19.

This paper presents the results of research on the topic of Work-Life Balance (WLB) based on two graphic images (3 and 4). The number of publications on WLB continues to increase every year, reaching 12 articles in 2021. However, the number of

citations for this topic has decreased from 2019 (1,235 citations) to 40 citations in 2022. This shows that WLB continues to attract the interest of researchers, but the level of influence and reference fluctuate from time to time. This research is consistent with previous research (Hossen et al., 2018) which states that WLB has a positive impact on work productivity and contributes to employee welfare and satisfaction, potentially increasing the productivity of an organization's Human Resources (HR). These findings encourage the implementation of more inclusive and effective WLB initiatives, such as providing flexibility in time, location and work schedule, as well as adequate leave provisions for employees. However, the findings of this study differ from other studies (Adekoya et al., 2021) which state the negative impact of longer working hours, minimal workplace support, and required physical presence at work. This creates a workplace culture that adversely affects health, productivity, and personal and family life. Therefore, further research is needed to understand the effects of WLB in various fields of work and work culture more comprehensively

Work-Life Balance (WLB) refers to the action and self-management of separating work and personal life to maintain a balance between employees in carrying out two roles or tasks. People try to balance their two roles by focusing on work-life balance. Meanwhile, WLB is a theory that, according to Clark (2000) explains how people can manage engagement between their work environment and personal life, such as family, to achieve a balance between the two. The number of male employees is more than female employees in this study; this makes sense considering that the company is engaged in the real estate development industry, which requires male employees to have leadership skills, energy to cope with stress at work, and physical stamina to complete heavy tasks. Anti-women are more required to work in productive offices to take care of the mental work of employees at the company's headquarters, handling organizational, administrative tasks, purchasing office supplies, and other tasks. Only a few female employees can work in the field or outside the office.

This dual balance is needed to avoid conflicts due to employees taking on multiple responsibilities simultaneously, especially when doing WFH. Employees are expected to divide and balance the two responsibilities when doing WFH, namely job-Life Balance (WLB), to overcome the challenges of allocating time to complete homework and office work. It is consistent with Crosbie & Moore's (2004) explanation that a balance between activities at home and working from home can be achieved if workers can manage their time while considering their circumstances. Such support includes encouragement from supervisors and coworkers through motivational words and flexibility in work schedules during WFH, where employees can exercise and do homework before starting office work, which can help people successfully realize a good WLB and overcome challenges during WFH. Families can also help by providing time and space for workers to work while offering other forms of support. Individual performance will improve during WFH when people can cope with changes in working hours, routines, getting help, and working styles. It is when people reach WLB. In addition, Wirawan (2015) claims that elements outside the corporate environment, such as one's economic and social life, impact employee performance. Employees' performance will increase due to fulfilling the obligations of a stable professional and personal life. However, there is a decline when the outbreak hits.

According to Lazar et al. in Dina (2018), employees who have achieved good WLB show devotion and loyalty to the company, greater productivity, job satisfaction, and decreased levels of physical and mental fatigue, all of which correspond to the benefits of WLB. Conversely, workers with poor WLB will exhibit poor behavioural deviations, such as

overworking and becoming physically and mentally fatigued. As a result, this causes employees to become less concentrated, which jeopardizes their safety in situations where field instructional work plays a role in the field of work at PT.X. Frequent absences and tardiness without notifying the employer or supervisor indicate additional deviant behaviour. Therefore, productivity and performance in handling office work and homework will also improve if employees achieve good WLB and successfully balance work and home.

Personal life. To give workers a time limit when dividing and juggling two responsibilities or jobs at once.

It is corroborated by the research of Lukmiati et al. (2020) with the title "The Effect of Work-Life Balance on Employee Performance in Production Staff Employees at P.T. Muara Tunggal Cibadak, Sukabumi" which shows the same findings, namely the positive and significant effect of WLB on employee performance, meaning that the more WLB increases, the higher employee performance will be. As stated earlier, the results of basic regression analysis showed that the WLB variable contributed 45.2% (R Square) to the employee performance variable, while other variables outside this study contributed 54.8%. Another factor is the organizational culture that the company has established to help people get the job done to meet their professional and personal goals.

Increased productivity, job satisfaction, and physical and mental health are all benefits of WLB. The concept of WLB from an Islamic perspective, which also includes observation of physical and psychological health, is in line with the need to maintain and protect the five objectives of Islamic law, namely the protection of religion, intelligence, teachers, offspring, and property (Sugiyanto, 2015). Individuals who have good, successful, and quality WLB can foster or improve physical and mental health. These five objectives must make sense to build a balanced work-life balance following Islamic values, whether in terms of beliefs, relationships, or daily activities (Sugiyanto, 2015).

The effect of *Work From Home (WFH)* on work productivity after Covid-19

Based on the research results from graph 3, it can be seen that there is a decrease in the number of publications that discuss the effect of Work From Home (WFH) on work productivity from year to year. In 2021, 8 published articles discussed the topic of WFH, but in 2022, the number of publications decreased to 6. However, an interesting thing on the topic of WFH is revealed in Graph 4. Although the number of publications decreased in 2022, there was a significant increase in the number of citations. The number of citations increased dramatically to 3,423 citations of some of the same articles in 2022. It shows that the topic of WFH still attracts the interest and attention of many researchers, despite the decrease in the number of publications. The potential and impact of WFH on work productivity remains a relevant topic, and the topic of WFH is still relevant gain recognition through a high number of citations. The findings of this study corroborate previous research by Mustajab (2020), who found that working from home has several advantages, including making people happier and less irritable. The ability to complete tasks at a time that is more convenient for you, the absence of strict working hours, the ability to avoid paying for fuel, the ability to reduce stress levels, and the availability of sufficient free time are some of the additional benefits of working from home (Purwanto, 2020). Meanwhile, according to the Ministry of Finance (2022), working from home (WFH) benefits include reduced operational costs, increased productivity, and a potential work-life balance.

According to the Ministry of Finance (2022), the benefits of working from home (WFH) include reducing operational costs, significantly increasing productivity in both time and speed and minimizing the impact of environmental disruptions on work and work-life balance. It shows that if a teacher works from home in a flexible work environment, they

can prevent stress disorders, reduce self-pressure from the work environment, be more productive at work, maintain a work-life balance, and think more creatively. Due to the lack of work support resources such as computers and internet networks, as well as other distractions such as the boredom of spending much time in one place and the prohibition of social activities with coworkers due to social distancing rules, the productivity of most employees who do WFH can decrease. In addition, working from home impacts women's dual roles, causing female employees to become overworked and experience work stress for those who are married and have children. Employees need to pay more attention between working and spending time with their families due to social distractions from their families and the usual work mindset (Mustajab et al., 2020). The extent to which conditions are favourable for working from home can affect the success of WFH implementation and employee output. Working from home will offer varying convenience and productivity depending on the type of work, available technology, psychological factors, and personal preferences. Therefore, not all workers or all types of work can be done effectively from home (Hendytio, 2020). For the right people, working from home can increase productivity. Employees in some sectors, such as information technology, research and development, and other professions requiring long hours of detail and concentration, are usually suited to working from home because they can use the time that would otherwise be spent going to the office instead of travelling.

CONCLUSIONS

Based on the results and discussion obtained from Web Scopus and PoP, it can be concluded that this study conducted a mapping of keywords based on the year of publication of the article publication for the next ten years, intending to know the trend of topics discussed and the effectiveness of the application of WLB (Work-Life Balance) and WFH (Work From Home) in the coming years, starting from 2014 to 2023. With a combined approach of systematic literature review (SLR) as an instrument for searching research data using Prisma, then continued bibliometric analysis as data processing which was analyzed using VOSviewer software. The result of SLR is in the form of mapping data on titles, keywords, year of publication, country, publisher, publication, gender, software, DOI, and ISSN, while the results of mapping from VOSviewer are in the form of researcher names, keywords, keywords (Overlay Visualization), keywords (Density Visualization) or titles and citations accurately. Accurately can be used as a development of future research references. This research was obtained from various journal search keywords "work-life balance" OR "work self out" AND "employee performance" OR "skill" OR "ability" OR "competence" OR "productivity" AND "work from home" OR "teleworking" OR "flexibility".

Although the number of publications on Work From Home (WFH) has decreased over the years, the number of citations in 2022 increased to 3,423 citations, signaling high interest and attention from researchers to this topic. WFH has a significant positive impact on individuals' emotional well-being and balance, increasing happiness, reducing emotional sensitivity, and improving time efficiency and productivity. The flexibility of WFH enables work-life balance (WLB). However, challenges such as social isolation and time management difficulties need to be managed wisely. Good management and a balanced approach are important to ensure the implementation of WFH provides maximum benefits to individuals and organizations. The success of WFH depends on the ability to overcome these challenges and create a productive and healthy work environment for all parties involved.

Meanwhile, Work-Life Balance (WLB) research has increased in the number of publications every year. In 2021, there were 12 articles published on WLB. Although this topic attracted researchers, the number of citations decreased from 2019 (1,235 citations) to 40 in 2022, indicating fluctuations in the level of influence and references in articles on WLB. The results of this study are consistent with previous research, which shows the positive impact of WLB on work productivity, a relaxed work atmosphere, and employee well-being, potentially increasing the organization's HR productivity. However, this study differs from other studies that found negative impacts of longer working hours and lack of workplace support. This discrepancy highlights the complexity of the WLB issue and warrants further research. The implication of this research is the importance of attention to WLB issues and the implementation of policies that support employees' work-life balance, such as flexibility in time, location, work schedules, and leave provisions. Effective implementation of WLB is expected to increase workforce productivity and provide benefits to employees and the organization as a whole.

Acknowledgment

It is hoped that WLB and WFH can assist organizations in creating a more balanced work environment and have a positive impact on employee welfare and productivity and to improve employee welfare and productivity as well as provide benefits to the organization.

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