How Work-Life Balance Factors and Employee Performance are Systematically Reviewed Based on Moderation and Mediation Factors in the Digital and Hybrid Work Era?

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ABSTRACT

This study aims to conduct a systematic review of the relationship between Work-Life Balance (WLB) and employee performance (EP), and to identify factors that moderate and mediate the relationship in the context of the digital and hybrid work era. The review was conducted by analyzing research literature from 2018-2024 published in the Scopus scientific journal. Inclusion criteria include studies that examine the relationship between WLB and EP, as well as the factors that influence the relationship. Exclusion criteria include studies that are not relevant to the digital and hybrid work context. Furthermore, article selection was carried out using the PRISMA approach and content analysis to extract key findings. The results of the review indicate that WLB has a positive relationship with EP, with several factors that moderate and mediate the relationship. Psychological well-being mediates the relationship between WLB and EP, while factors such as organizational support, workload, work flexibility, and technostress moderate this relationship. The theoretical implications of these findings are that they can broaden the understanding of the mechanisms that link WLB and EP in the digital and hybrid work era. Meanwhile, the practical implications of these findings can provide guidance for organizations in determining policies both in practice in human resource management (HRM) in an organization that supports employee WLB, so as to improve EP and achieve organization goals.

Keywords: *Work-Life Balance, employee performance, moderating factors, mediating factors, digital and hybrid work era*.

1. INTRODUCTION

The development of digital technology and changes in work patterns due to the Industrial Revolution 4.0 have brought significant transformations to the world of work. One of the main changes is the emergence of digital and hybrid work models, which allow flexibility in location and working hours (Paulus Robert Tuerah et al., 2024). Although providing benefits in increasing efficiency and flexibility, this work model also presents new challenges related to WLB. An imbalance between work and personal life demands can impact employee well-being and reduce their performance (Stachová et al., 2023).

In the literature, WLB is associated with various aspects of individual performance, including productivity, work engagement, and job satisfaction (Ahad et al., 2024). However, this relationship is not linear and is influenced by various moderating and mediating factors, such as psychological well-being, organizational support, workload, and use of technology in the workplace (Na-Nan et al., 2021). For example, in a hybrid work environment, the use of technology can increase work efficiency but also has the potential to create technostress, which can ultimately hinder the balance between work and personal life (Widjaja et al., 2024).

Several previous studies have discussed the influence of WLB on EP, but there is still a gap in understanding the role of moderating and mediating factors that influence this relationship, especially in the context of the digital and the hybrid work era. Therefore, this study aims to conduct a systematic review of studies that have been conducted on WLB and EP, highlighting the factors that moderate and mediate this relationship. This study is anticipated to offer more in-depth and comprehensive insights into the subject matter for human resource academics and practitioners in designing policies and strategies to create more optimal WLB in the modern work era.

2. LITERATURE REVIEW

The development of digital technology has changed the global work landscape, encouraging the adoption of flexible work models such as remote work and hybrid work. According to (Binaebi Gloria Bello et al., 2024), digitalization increases work flexibility but can also create challenges in maintaining a balance between work and personal life. According to (J.H. Greenhaus et al., 2011), Work-Life Balance (WLB) refers to the extent to which individuals can simultaneously meet the demands of their work and personal life without feeling stressed or exhausted, which ultimately can contribute to better performance and higher job satisfaction. An effective balance between work and personal life is crucial for enhancing an individual's well-being and their performance at work. Several studies have highlighted the impact of digital work on employee well-being. (Cijan et al., 2019) found that a work culture that supports WLB is positively associated with employee well-being and productivity. (Malik, 2023) stated that organizational policies that are adaptive to remote work contribute to increased job satisfaction and motivation.

Although flexibility has increased, (Qadri, 2024) stated that the techno-stress phenomenon can disrupt WLB, especially for workers who experience stress from continuous virtual communication. WLB has a significant positive impact on EP. Several studies confirm that employees who are able to maintain work-life balance tend to have better performance (Anggiwidya Garini et al., 2023; Permana Putra et al., 2024). Other studies explain that there is an improvement in performance among employees who can maintain work-life balance (Trianaa et al., 2022). In the context of hybrid work, (Hanzis et al., 2024) research shows that WLB contributes to increased job performance through increased job satisfaction and engagement.

Some key findings from previous literature, such as research by (Abdul Jalil et al., 2023), found that companies implementing WLB policies tend to have higher levels of profitability because they increase employee loyalty and productivity. Likewise, (Nazneen, 2023) stated that WLB has a positive effect on individual performance, especially when moderated by psychological well-being. Factors influencing the connection between WLB and EP include organizational support.

(Bataineh, 2019) found that HR practices that support WLB can increase employees' intention to stay in the long term. Next is job pressure, as (Maken et al., 2021) identified that stress due to excessive workload can reduce the benefits of WLB on performance.

Several studies have identified moderating factors that strengthen or weaken the relationship between WLB and performance. According to (Shaari et al., 2022), technology moderates the relationship between WLB and performance, depending on the extent to which employees can adapt to the digital environment. Meanwhile, (Borgia et al., 2022) stated that a leadership style that supports WLB increases employee productivity. Similarly, (Saim et al., 2021) stated that organizations with strong WLB policies are more likely to retain high-performing employees. In addition to moderating factors, several variables also act as mediators that explain how WLB affects EP. A study conducted by (Haider et al., 2018) stated that WLB improves psychological well-being, which then has a positive impact on performance. Meanwhile, according to (Isa et al., 2023), job satisfaction acts as a mediator that strengthens the positive impact of WLB on productivity. (Ng et al., 2024) stated that employees with high levels of engagement are more likely to show better performance in a flexible work environment.

3. RESEARCH METHOD

This study used the Systematic Literature Review (SLR) method with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach. The PRISMA approach was applied to ensure that the article selection process was carried out transparently and systematically and can be replicated (Mandracchia et al., 2019). Articles were collected from major academic databases with high credibility, namely Scopus. The search was conducted using keywords ("Work-Life Balance" OR "WLB") AND ("employee performance" OR "Job Performance") AND ("Hybrid Work" OR "Remote Work" OR "Digital Work Environment") and ("Mediator" OR "Mediation" OR "Moderator" OR "Moderation"). The search focused on articles published in the period 2018–2024 to ensure relevance to current digital and hybrid work conditions.

The document screening process in the PRISMA diagram begins with the **Identification** stage. In this stage, a total of 1,207 records were found from databases, but no records were found from registers. Next, a screening process was conducted to remove irrelevant records. In the **screening** stage, 477 records were screened, and from this number, 117 records were excluded because they did not meet certain criteria. Afterward, reports were sought for retrieval, resulting in 457 reports being requested. Of these, 20 reports could not be retrieved. Then, from the 273 reports assessed for eligibility, several reports were excluded based on criteria such as not matching the subject area (184 reports), not being in English (10 reports), not being open access (153 reports), not being in PDF format (12 reports), and not being related to the topics (89 reports).

After this process, 9 new studies were included in the review, represented by 9 new reports relevant to the research topic. The Systematic Literature Review (SLR) process was conducted to identify and analyze the factors that moderate and mediate the relationship between Work-Life Balance (WLB) and Employee Performance (EP) in the digital and hybrid work era. The SLR process was carried out in several stages, starting with the identification of new studies, followed by screening for studies relevant to the topic under investigation, and finally, a feasibility analysis to ensure that the studies included in the review met the established criteria. After the screening process, 9 relevant studies were included for further analysis. Each study identified mediating and moderating factors that affect the relationship between WLB and EP. The key findings from these studies were then summarized and presented in a table format.

The selection process consisted of four stages:1) Identification: Articles were collected from the Scopus database with predetermined keywords. All articles found were exported into Zotero reference management software to avoid duplication. 2) Screening: Duplicate articles removed. The title and abstract area of each article were reviewed to evaluate their relevance to the research objectives. 3) Eligibility: Articles that passed the screening were read to ensure compliance with the inclusion and exclusion criteria. 4) Inclusion in the Review: Articles that met all criteria were included in the systematic analysis.

Next, the inclusion and exclusion criteria are determined. The inclusion criteria in this study are 1) articles that discuss the relationship between WLB and EP. 2) Studies that highlight moderating or mediating factors in the relationship. 3) Research conducted in the context of digital or hybrid work. 4) Publication in reputable Scopus journals. 5) Studies that use quantitative, qualitative, or mixed methods that provide empirical evidence. Meanwhile, the exclusion criteria are 1) articles that do not discuss the impact of WLB on EP. 2) Studies that only focus on one aspect without considering moderation or mediation factors. 3) Literature in the form of opinions, editorials, or reviews without empirical basis. 4) Articles that are not available in full text.

Data extracted from selected articles will be analyzed using thematic methods and narrative synthesis:1) Data Extraction: Each article is coded based on the research framework, methodology, main results, and moderating and mediating factors found. 2) Thematic Categorization, Articles are grouped based on the main themes that emerge, such as the influence of technology, psychological well-being, and organizational strategies in supporting WLB. 3) Narrative synthesis and data visualization: The relationship between the factors found will be mapped using a summary table to identify common patterns and research gaps that can be recommendations for further studies.

The following is a PRISMA diagram of this research:
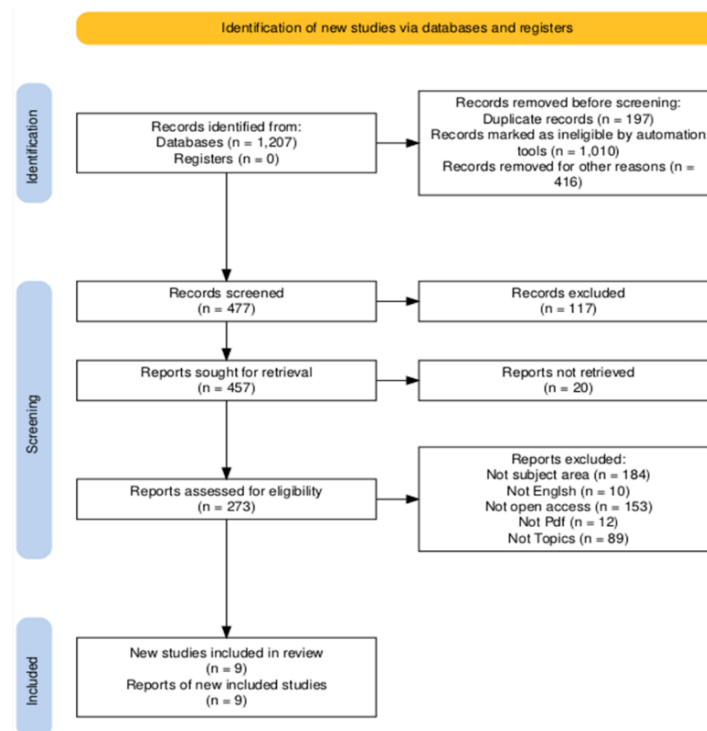
Figure 1. PRISMA Diagram Selected Article, Work-Life Balance and Employee Performance with Moderation and Mediation Factors in the Digital and Hybrid Work Era.

4. RESULTS AND DISCUSSION

4.1. RESULTS

The following table is a summary of research results related to factors that moderate and mediate the relationship between WLB and EP in the digital and hybrid work era:

Table 1| Relevant Research

No.	Authors	Mediating Factors	Moderating Factors	Key Findings
1	Haider et al., 2018	*Psychological well being*	Satisfaction with coworkers	Psychological well-being moderates the relationship between WLB and EP. Satisfaction with coworkers mediates commitment to the organization.
2	Ibrahim et al., 2021	*Technostress*	*Technostress*	Technostress negatively impacts WLB. High self-efficacy reduces the negative impact of technostress.
3	Wiradendi Wolor et al., 2021	*Work distraction*	*Work stress*	Working from home increases WLB but can cause stress and work impairment.
4	Manivannan et al., 2022	*Work stress*	N/A	Job stress has a negative impact on WLB. Policies need to support WLB in construction.
5	M. Hasanein et al., 2024	*Affective commitment*	*Affective commitment*	WLB has a positive impact on affective commitment, which in turn improves employee performance.
6	Isa et al., 2023	*Work-family conflict*	*Work-life balance*	Work-family conflict has a negative impact on WLB and EP. WLB mediates the impact of work-family conflict on performance.
7	Made Mulyadi et al., 2024	*Satisfaction with coworkers*	*Psychological well being*	Personal WLB is important for employee satisfaction but does not explicitly address mediation or moderation.
8	Gore, 2024	*Work distraction*	*Work stress*	WFH provides flexibility but causes stress and work disruption. The importance of organizational support is emphasized.
9	Borgia et al., 2022	*Technological knowledge risk*	*Digital knowledge risk, Cybercrime risk*	Technology risk moderates the relationship between WLB and EP.

Sources: Data processed (2025)

4.2. DISCUSSION

(Haider et al., 2018) research shows that psychological well-being mediates the connection between WLB and employee job performance. This psychological well-being includes mental and emotional conditions that support individual productivity and success at work (Bataineh, 2019). When employees achieve a balance between work and personal life, their psychological well-being tends to improve, positively affecting their performance. This is in line with the finding that psychological well-being plays a central role in increasing employee efficiency and commitment (Poelmans et al., 2008).

In addition, satisfaction with coworkers serves as a moderating factor, where interpersonal satisfaction can strengthen the positive relationship between WLB and performance. Research conducted by Krueger et al. (2002) states that social satisfaction and harmonious relationships with coworkers can increase employee morale and productivity, because they feel more connected to the team and organization.

(Ibrahim et al., 2021) research revealed that technological stress or technostress has a negative impact on WLB. In the digital era, work technology often blurs the boundaries between work and personal life, which increases work stress and reduces employee WLB. This is in line with the findings of (Scholarios et al., 2004) which state that technological stress arises from dependence on digital devices that interfere with employees' personal lives.

However, employees with high levels of self-efficacy—belief in their ability to overcome challenges—tend to be better able to cope with technostress. (Albert Bandura, 1997) indicates that self-efficacy mitigates stress by empowering employees with a greater sense of autonomy in their work, which supports the maintenance of WLB in technologically demanding environments. (Made Mulyadi et al., 2024) research highlights that psychological well-being and work stress act as mediators in the relationship between WLB and EP. High psychological well-being supports employees in achieving a better balance between their work and personal life, which in turn contributes to improved performance. This research is in line with the Job Demands-Resources (JD-R) theory by (Demerouti et al., 2001), which states that psychological well-being functions as a resource that reduces the impact of work stress, as well as increases motivation and performance.

Job stress also plays a very important role as a mediator, where excessive stress can reduce employees' ability to manage their work well. Unmanaged stressors can hinder their efforts to achieve a healthy balance and ultimately reduce performance (Ganster et al., 1991). (Wiradendi Wolor et al., 2021) examined the impact of telecommuting on WLB and EP and found that telecommuting can improve WLB because it provides more flexibility. However, work stress and work interference are problems, where unclear boundaries between work and home increase stress. This study confirms that although the flexibility of telecommuting time can be beneficial, companies need to consider the stress aspects that arise and provide appropriate support (Wentling, 1998).

(Gore, 2024) study stated that although working from home provides flexibility, many employees experience high stress and anxiety related to work disruption. This study highlights the importance of the role of organizational support in moderating these negative impacts. Previous research by (Hill et al., 1998) stated that flexible policies and social support from superiors and coworkers are very important in reducing stress related to work-life imbalance. In (M. Hasanein et al., 2024) study, WLB was positively related to affective commitment, which mediated the relationship between WLB and EP. High affective commitment drives employees to strive harder to achieve better performance because they feel more emotionally attached to the organization (Scholarios et al., 2004). This study supports the idea that affective commitment is a key factor linking WLB to workplace performance.

(Borgia et al., 2022) study emphasized that technological knowledge risks, including knowledge digitalization and cybercrime, can moderate the relationship between WLB and EP. This study states that when employees face higher technological risks, the positive impact of WLB on performance becomes stronger. This is in line with research by (Smith, 2009), which shows that technology can affect the way employees interact with their work and life, affecting their balance as well as the resulting performance.

(Manivannan et al., 2022) emphasized that work stress hinders WLB, especially in the construction industry. This study suggests that companies should adopt policies that support this balance, such as flexible working hours and health facilities. This is in accordance with the theory of (Gatrell et al., 2008), which shows that high stress in the workplace can reduce employees' ability to effectively balance their work and personal life responsibilities. (Isa et al., 2023) revealed that work-family conflict has a negative effect on WLB and EP, but WLB mediates this relationship. Low work-family conflict improves EP by improving their WLB. This is consistent with (Beauregard et al., 2009), who showed that conflict between work and family can reduce performance if not managed properly and emphasized the importance of WLB in reducing this negative impact.

The implications of comparing the findings of this study with previous research are as follows:

a. Practical Implications:

1. Importance of Organizational Policies: This study shows that policies that support work-life balance (WLB) can improve employee performance. It emphasizes the importance for companies to create adequate work flexibility policies, especially in the era of remote and hybrid work.

2. Support for Employee Well-being: The findings suggest that psychological well-being, affective commitment, and satisfaction with coworkers can enhance WLB and employee performance. Therefore, organizations need to pay more attention to these factors to create a supportive work environment.

3. The Role of Technology: Research by Ibrahim et al. and Borgia et al. highlights risks associated with technology (such as technostress and digital risks) that can impact WLB. Best practices include providing training to support the management of technology-related stress and implementing adequate security policies.

b. Theoretical Implications:

1. Development of Mediation and Moderation Theories: This study enriches the existing literature by adding new mediating and moderating factors linking WLB and employee performance, such as psychological well-being, affective commitment, and technology risks. This opens up new research pathways in industrial psychology and human resource management.

2. Contribution to WLB Studies: This research provides a new perspective in WLB studies by focusing on digital and hybrid aspects. Given the significant changes in work methods (such as working from home), existing theories on WLB need to be updated to be more relevant to the new work conditions.

3. Integration of Technology Factors in WLB: This study introduces technostress and technology risk factors as important mediators and moderators in the relationship between WLB and EP. This can encourage further research on how technology affects work-life balance in the digital era.

5. CONCLUSION

Based on the analysis, it is proven that WLB has a positive impact on EP. This finding indicates that these variables have a positive and significant impact. This shows that employees have implemented WLB well so that there is an increase in employee work performance.

Based on data analysis, it is proven that psychological well-being is able to mediate the relationship between WLB and EP. These findings highlight a meaningful and positive association between the examined variables, indicating that effective WLB contributes to enhanced psychological health among employees, which in turn improves their performance. The psychological well-being variable with the highest indicator value is environmental mastery.

This review highlights the pivotal role of WLB in enhancing EP, particularly within digital and hybrid work settings. Several studies have shown that WLB can serve as a mediator between work-family role conflict and performance and is moderated by factors such as organizational support, workload, and work flexibility.

Another important finding is that technostress, whether in the form of digital distractions, social isolation, or pressure from information overload, has a significant negative impact on WLB achievement. This is reinforced by (Gore, 2024) study, which noted high levels of stress and anxiety due to remote work, and (Borgia et al., 2022), which showed that technological risks such as cybercrime and excessive digitalization can hinder performance by weakening WLB.

Therefore, organizations need to consider aspects of digital literacy, information security, and flexible work boundaries in designing adaptive WLB policies. This study also opens up opportunities for further research with quantitative or qualitative approaches to test the mediation and moderation frameworks that have been formulated in different industrial contexts and work cultures.

6. LIMITATION AND IMPLICATION

6.1. Limitation

This study only relies on data and findings from previous research, so it does not include primary data or direct interviews. This limits the depth of understanding of the empirical context. Not all scientific literature is freely accessible. Articles are accessed only on Scopus, so articles from other sources are not included in this study. The search range for articles is only in the period 2018-2024.

6.2. Implication

The results of this study provide important implications for academics and practitioners of human resource management and organizational policy makers. In the context of digital and hybrid work, organizations need to develop WLB policies that not only provide flexibility in time and place of work but also take into account the psychosocial and technological risks that accompany it. Intervention programs such as digital well-being training, increasing digital literacy to manage information load, and mindfulness-based psychological support can be effective strategies to reduce technostress. In addition, organizations are advised to build e-leadership that is able to maintain social connectivity and empathy in a remote work environment in order to reduce levels of isolation and improve employee well-being.

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