Current and Future Research on Work-Family Balance: A Comprehensive Analysis Based on Literature

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ABSTRACT

For a long time, the issue of work-family balance has been a focus of research by scholars in organizational behavior, psychology, and other fields. In 2020, COVID-19 swept across the globe. The change in work and lifestyle brought about by the great closure blurred the boundary between work and life. The work-family balance faced unprecedented challenges, both for organizations and individuals. So, since the COVID-19 epidemic, what trends and achievements have emerged in the research on work-family balance? To clarify these issues, the author of this article searched 70 pieces of literature related to work-family balance published between 2020 and 2023 based on core databases including the SSCI, ESCI, and SCIE. After analyzing and summarizing the latest research focuses, conclusions, and future directions of retrieved literature, the author predicted the future research directions of the work-family balance.

1. Introduction

The relationship between work and family has received attention since the 1970s [1], Greenhaus and Beutell put forward the concept of work-family conflict in 1985, and Barnett first proposed that understanding the work-family relationship should include mutual conflict and enrichment between work and family in 1998. Since entering the 21st century, many scholars have begun to study work-family relations based on multiple dimensions. Frone proposed a four-factor adaptation model between work and family in 2003, pointed that work-family balance is a life experience that is compatible and conflicting due to the consideration of family and work. After half a century of delay, the research on work-family balance theory remains a hot topic in fields such as management, psychology, and sociology, showing characteristics of openness, dynamism, crossover, and development [2].

In 2020, COVID-19 swept across the world, and various regulatory measures changed the way people live and work globally. At the same time, the development of Internet technology has promoted working at home. The time and space boundaries between work and family are becoming increasingly blurred, which has influenced the relationship between work and family inevitably. Some studies have found that the blockade of COVID-19 aggravates women's housework, which leads to uncontrolled role conflict [3]. However, at the same time, flexible and mixed work schedules impact work-family relationships

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positively [4]. Based on this, Researchers of this article searched for journal articles publicly published from 2020 to 2023, with keywords such as work-family conflict, work-family balance, and work-family enrichment, using international core journal databases such as Web of Science, CSSCI, North Nuclear, and South Nuclear. This article aims to reveal the new focus and research trends of work-family balance, especially during and after COVID-19.

2. Profile of Literature

This study is based on the international core journal database from the year 2020 to 2023, and a total of 70 relevant journal articles were retrieved. From the perspective of journal sources, 52 articles (74.29 percent) were retrieved from the SSCI database, 15 articles (21.43 percent) were from ESCI, and 3 articles (4.28 percent) were from the SCIE. Among them, four articles were included in both SCIE and SSCI simultaneously. From the time of publication, there were 7 papers published in 2020, 16 papers published in 2021, 14 papers published in 2022, and 33 papers published in 2023. The number of articles published in 2023 is the highest, accounting for 47.14%, followed by 22.86% in 2021 and 20% in 2022. The number of articles published in 2020 is significantly lowest. The specific situation is shown in Table 1.

Table 1. Profile of Literature.

Database	Frequency	Percentage	Year	Frequency	Percentage
SSCI	52	74.29%	2020	7	10%
ESCI	15	21.43%	2021	16	22.86%
SCIE	3	4.28%	2022	14	20%
			2023	33	47.14%
Total	70	100%	Total	70	100%

From the perspective of research location, Europe has the largest number of pieces of literature, with 21 articles accounting for 30%, followed by 19 articles from Asia (27.14%). There are 15 articles from North America, accounting for 21.43%, and 5 articles from Oceania, accounting for 7.14%. The number of articles from South America and Africa is the same, both of which are 2. In addition, six articles did not specify the research location. In summary, the research data of these journal articles cover six continents worldwide and have good sample representativeness. From a national perspective, the number of studies from the United States is the highest, reaching 14, followed by the UK with 6, and China with 5. The specific national research location information is shown in Table 2.

Among the 70 retrieved literature, quantitative research was the most commonly used, accounting for 58.57%, while the literature using qualitative research was 26, accounting for 37.14%. In addition, 3 papers used a mixed research method combining quantitative and qualitative research. Among the articles using qualitative research, 5 pieces belong to literature reviews. Most of the research methods used are semi-structured interviews.

Table 2. Location Information of Literature.

Zone	Location	Frequency	Frequency	Percentage
Asia	Bahrain	1	19	27.14%
	Bangladesh	2		
	China	5		
	India	4		
	Indonesia	2		
	Malaysia	1		
	Pakistan	1		
	Singapore	1		
	United Arab Emirates	2		
Europe	Czech	1	21	30%
	Denmark	1		
	Finland	1		
	Greece	1		
	Iceland	1		
	Italy	4		
	Latvia	1		
	Montenegro	1		
	Netherlands	1		
	Spain	3		
	UK	6		
North America	Canada	1	15	21.43%
	USA	14		
South America	Chile	2	2	2.86%
Africa	Nigeria	2	2	2.86%
Oceania	Australia	4	5	7.14%
	New Zealand	1		
Unknown		6	6	8.57%
	Total		70	100%

Table 3. Research Method of Literature.

Research Method	Frequency	Percentage
Quantitative	41	58.57%
Qualitative	26	37.14%
Mixed	3	4.29%
Total	70	100%

3. Research focus of Literature

3.1 Keywords

Keyword is one of the most important elements for research focus. In this article, the author used statistical analysis to search for keywords in the literature and merge similar items. The specific information is shown in Table 4. WLB has many alternative terms, such as lifestyle balance and career balance [5]. In this section, for statistical convenience, the author of this article merged similar terms. Item of the work-family balance project includes multiple keywords such as work-family balance, family-work enrichment, life balance, etc. The Work Flexibility project combines keywords such as telework, remote/virtual working, work autonomy, and work from home. The Satisfaction project includes keywords such as job satisfaction, life satisfaction, happiness, subjective well-being, etc. The Support-related keyword includes keywords such as work-family support, environmental support, organizational support, co-worker support, balance supportive culture, emotional and instrumental support, supervisory support, etc. The Performance project combines employee performance, organizational performance, and work behaviors. The keywords related to the Role appeared in four references, including role theory and boundary theory. Keywords related to homework include homework, household chores, and unpaid labor.

Table 4. Key Word of Literature.

Code	Key Word	Frequency
1	Work-Family Balance	45
2	COVID-19	23
3	Gender	15
4	Work-Family Conflict	14
5	Work Flexibility	14
6	Satisfaction	12
7	Support	10
8	Performance	7
9	Role	4
10	Homework	4
11	Parenting Stress	3
12	Career	3
13	Dual-income Couple	2
14	Personality	2

3.2 Samples

The sample is also important information for articles.

Among the 41 pieces of literature retrieved using quantitative research methods, 29 were based on random samples from the study site. For example, Gragnano et al used a sample of 318 employees in Italy to confirm that the balance between work and life is not absolute, but rather related to the level of attention workers place on various fields [6]. Wang et al used 405 employees from enterprises in Jiangsu, Anhui, Sichuan, and Guangdong provinces in China as samples to confirm that negative and positive emotions mediate the impact of work-family conflict and work-family facilitation on employee innovation [7]. Lamane-Harim et al. used 290 employees from 134 industrial sector companies in Spain as a research sample and confirmed that the existence of a life balance supportive culture (WLBSC) is the main determinant of job satisfaction, organizational commitment, and reducing work-family conflict [8]. These samples covered several industries including science, technology, engineering, mathematics, information technology, healthcare, education, finance, entertainment, manufacturing, agriculture, construction, and local government. In addition, some researchers used stratified sampling methods to conduct comparative studies between different sample groups. For example, Verweij et al used 55 employed mothers and 76 employed fathers with a 3-year-old child as samples to verify that in the Covid-19 stage, the family-work conflict and work-family conflict of highly educated mothers increased most significantly, followed by low-educated mothers and high educated fathers, while the conflict of low-educated fathers did not increase or even decrease [9]. Among them, a comparative analysis between public and private organizations has been found in multiple literature. Bradley et al conducted a comparative analysis of 717 employees in a large Australian state government department and 629 employees in a private organization, confirming that the measurement criteria are reliable for different types of employees (part-time and full-time, male and female) [10]. Landolfi & Presti tested the validity of the scale using 152 and 319 employees from Italian public and private organizations as samples [11]. Based on a mixed sample of 230 employees from public universities, 200 from private media companies, and 201 from more ordinary online groups, Ninaus et al confirmed that more people view information and communication technology as a resource rather than a demand [12]. Demand has a strong negative impact on occupational burnout and work-family balance, while resources have no positive impact on occupational burnout and work-family balance. Zeng & Chen compared and analyzed 203 individuals from China and 112 individuals from Finland, and concluded that ethnic culture has an impact on the relationship between em-

ployee burnout, work-family balance, and organizational dissent [13]. Similarly, Haar & Brougham validated that the antecedents and consequences of WLB follow a similar mediation pattern by analyzing a sample of 165 New Zealand employees and 150 gross profit employees (Indigenous peoples of New Zealand) in 2022. Job requirements and job autonomy are related to WLB, which in turn is related to job satisfaction and job satisfaction is related to intention to resign [14]. It is worth noting that 8 articles use individuals with family/work relationships as research samples to compare and analyze the work-family balance status of different populations in the same environment. Among them, Allen et al selected 998 pairs of twins from the National Middle Age Development Survey (MIDUS) in the United States as the sample [15], Craig & Churchill selected 1536 dual working couples from the Australian national survey during the lockdown period in May 2020 as the research sample [16], Erdogan et al compared and analyzed the behavior of 196 twins and 75 supervisors [17], Leppäkumpu & Sivunen interviewed 16 journals and their relational others [18]. These studies investigated the individualized differences between samples through comparative analysis. In addition, there are also many studies targeting special professions. Fellegi et al studied the pressure faced by senior diplomats working in the Czech Republic [19], through semi-structured interviews. Ugwu et al studied the relationship between work engagement, work needs, and work-family balance among knowledge workers in Nigeria as a sample [20]. Research targeting the same group of teachers also appears in the studies of Rahman & Ali [21] and Lizana et al. [22].

Among the literature using qualitative research, the target audience included senior executives or entrepreneurs (4 articles), scholars, or professional technicians (5 articles), there are also nurses, journalists, ordinary staff, etc. 7 out of 26 studies focused on women, using a semi-structured interview research method to analyze the problems and characteristics women face in work-family balance. For example, Akobo & Stewart found that four factors, including cultural sensitivity, current family and work life stages, personality types, and policy and economic commitments, can explain women's choices in work and family [23], using a sample of Nigerians and Ghanaians residing in the UK. Adisa et al found through interviews with 26 working women in the UK that the COVID-19 lockdown has increased the household burden on women in the UK, while remote work has exacerbated role conflicts for women, leading to homework-family conflicts [24]. Martucci interviewed 45 mothers of children who were not yet in kindergarten living in the USA and found that mothers who shared parenting work with their partners had a more positive experience of work-family balance during the lockdown period compared to mothers who took on most of the childcare work [25]. Tahir, R. interviewed 30 women in the UAE, ranging in age from 41 to 57, and concluded that women experienced work-family conflicts and enrichment during their overseas employment [26]. Some women in the UAE face enormous pressure in the WLB method, mainly influenced by the specific work and living environment. Tayal & Mehta analyzed the data of 145 women over 30 years old in the workplace and concluded that the severity of the challenge caused by COVID-19 depends on women's occupational obsessive-compulsive disorder, workplace, and family support system [27]. Compared to women working from home, women who work in the office during the pandemic have more effective family support systems to help them overcome difficulties. In the retrieved literature review-based research section, Kossek et al analyzed 71 research findings involving work, family, and career issues as samples and suggested expanding the topic to four comprehensive perspectives in 2021: overall life needs and resources; the correlation between family life journey and career stage; diversity and intention; and ideal jobs in a constantly changing social, technological, and economic context [28]. Wee Chan Au & Beigi analyzed 40 recent empirical studies that examined work-life balance while working from home during the panel and found that four themes represent the mismatch between ideal expectations and non-ideal realities of remote work, emphasizing the important role that human resource development practitioners can play in helping employees achieve a match between remote work expectations and experiences [29]. Kossek et al defined work-life supportive leadership as a leadership characteristic based on a review of 127 studies and analyzed the impact of this supportive behavior on employees [30]. Deshpande & Srivastava using the Scopus database, found that sustainable organizational performance can be achieved with the intervention of Emotional Intelligence and GWLB green work-life balance [31]. Kim et al reviewed fundamental key constructs in the intersection of work and family (such as work-family conflict), theories (such as boundary management), and methods and measurement issues (such as contingency and horizontal methods) [32]. A series of future research directions for the next generation have been proposed using insights from past and contemporary research as well as social trends.

3.3 Research Conclusions

In the searched literature, theoretical research mainly focuses on the construction of work-family relationships (such as work-family conflict), basic theories (such as

boundary management), and research methods, as well as measurement problems (such as contingency and horizontal methods), and COVID-19 has been studied multiple times as a background. Based on comprehensive analysis, the author attempted to classify these studies. The antecedent and consequence research on work-family balance after inductive analysis is shown in Figure 1, the blue line in the figure represents a positive impact, while the red line represents a negative impact. The number in front of the text box indicates the frequency of the factor, while the number without annotation indicates a frequency of 1.

In the study of antecedents of work-family balance, work-family enrichment, stress management, genetic factors, border management, rich work design, internal consistency, situation, self-compassion, employee relations, work autonomy, and organizational support a total of 11 factors were verified to have a positive impact on work-family balance, with organizational support [33][34][35][36][37][38][39], being studied up to 7 times, work autonomy[37][40] and environment [26][18] being studied twice. The support from the organization includes support from supervisors and support from colleagues, which have different impacts on an individual's work-family balance. Compared to emotional support from colleagues, emotional and helpful support from superiors has a much more profound impact on work-life balance [41]. While, household burden, working hours, family needs, work-family conflict, information and communication technology, marital conflict, negative emotions, and a highly educated total of 8 factors were proved to hurt work-family balance. Among them, household chores were mentioned up to 9 times, which was confirmed to have negative effects on work-family balance [42][43], followed by work hours being mentioned 5 times. It has been found that household burden is the main factor causing work-family balance crises. The burden of household chores includes multiple tasks such as cleaning, daily care, catering, and parenting. Women bear more pressure than men on household chores [44][45], compared to mothers who bear the majority of parenting work, mothers who share parenting work with their partners have a more positive experience of balancing work and family [25]. There is a negative correlation between work time and work-family balance, which means that the more time spent on work, the more imbalanced the work and family becomes. Especially the length of night shift work has a negative impact on the work-family balance [46]. For entrepreneurs, a career in entrepreneurship can make positive contributions to their lives, but long-term work and company management hurt the work-family balance [47]. Consistency among partners predicts less stress and behavior-based work-family conflicts, and more work-family balance [48]. Self-compassion is negatively correlated with work-family conflict and positively correlated with work-family balance [49].

Employee relationships have a significant positive impact on work-family balance, while work experience has a significant negative moderating effect on the relationship between employees and work-family balance [50]. That is to say, the more work experience one has, the weaker the positive impact of employee relationships on work-family balance. Based on the influencing factors of work-family balance, Dixon et al proposed six strategies for work-family balance: segment, success spillover, spillover victim, compensator, work adaptor, and family adaptor [51]. Zuhriatusobah et al proposed a work-life balance strategy that prioritizes employees, which includes flexible working hours, providing the necessary facilities for employees, respecting employees, making work more enjoyable, and focusing on their happiness and health [52]. In addition, Ameeta & Guetterman pointed out the need to strengthen the integration of multi-indicator analogies in work-family research methods, place empirical and theoretical research in the background, improve the appropriateness of measurement tools, and enhance the effectiveness of relevant human resource management practices and inferences [53].

The research on the subsequent impact of work-family balance can be divided into four aspects: internal organizational influence, career prospects, job burnout, and satisfaction. The most relevant research on the impact of work-family balance on satisfaction has been found in 10 articles. Wan et al pointed out in their study that negative work reflection mediates work-interpersonal conflict and work-family balance satisfaction, while negative emotions mediate family interpersonal conflict and WFBS [54]. Irawanto et al pointed out that working from home cannot avoid work pressure, which hurts job satisfaction [55]. Crawford et al confirmed that teachers of color are less satisfied with their work and lives than white teachers [56]. Among them, factors such as individual age, gender, and parental status mediate this correlation. Women in the 18-44 age group and those with underage children at home are more likely to face difficulties in balancing work and life [57]. The gendered social and cultural expectations influence an individual's work-family balance by driving their desire for occupational burnout and shaping and limiting their desired goals [58]. In terms of its impact on internal organization, organizational performance has been mentioned four times [59][60], employee commitment has appeared in three studies, and its impact on employee innovation has been confirmed in one study. This relationship is positive, with organizational support, emotional intelligence, and work flexibility playing a mediating role in these relationships [61][62]. Studies have shown that work-family balance is beneficial for personal career development, and work skills accelerate this relationship [63]. However, two studies have also shown that work-family balance hurts occupational burnout, meaning that the higher the level of work-family balance, the less

likely it is to develop occupational burnout. Gender and socio-cultural factors play a mediating role in this relationship.

As an important event, COVID-19 has been frequently mentioned, mainly focusing on the changes in work and life that the pandemic lockdown has brought to individuals and organizations, as shown in Figure 2. Among them, four articles analyzed in detail the impact of COVID-19 on work-family balance. Research has shown that the pandemic lockdown has limited personal space, blurred the boundary between life and work, and increased personal stress [64], which includes both mental and life stress, ultimately hurting personal work-family balance. However, studies have also shown that the Great Firewall strengthens mutual understanding among family members, and mutual support from family members enhances their sense of happiness, which has a positive impact on work-family balance. Happiness is a protective factor, while work-life balance is a risk factor that can predict negative emotional symptoms in students [65]. Studies have shown that COVID-19 reduces the satisfaction of employees working hard and achieving work results in the work environment while working from home reduces their work autonomy and results [66][67]. Some studies have also pointed out that during the lockdown period, families and children were completely at home, leading to a significant increase in pneumonia [68]. It is worth noting that there are two voices regarding the impact of COVID-19 on career development. Some scholars believe that due to the convenience of office work during the lockdown period, individuals can fully unleash their potential, which is beneficial for their career development. However, some scholars believe that the parenting pressure during the lockdown period reduces an individual's energy investment in work, thereby hurting career development. In addition, studies have found that women are more vulnerable to the impact of the crisis, and COVID-19 has generally deepened the gender gap [69]. The impact of work-life balance on women's career commitment is more positive than that on men [40].
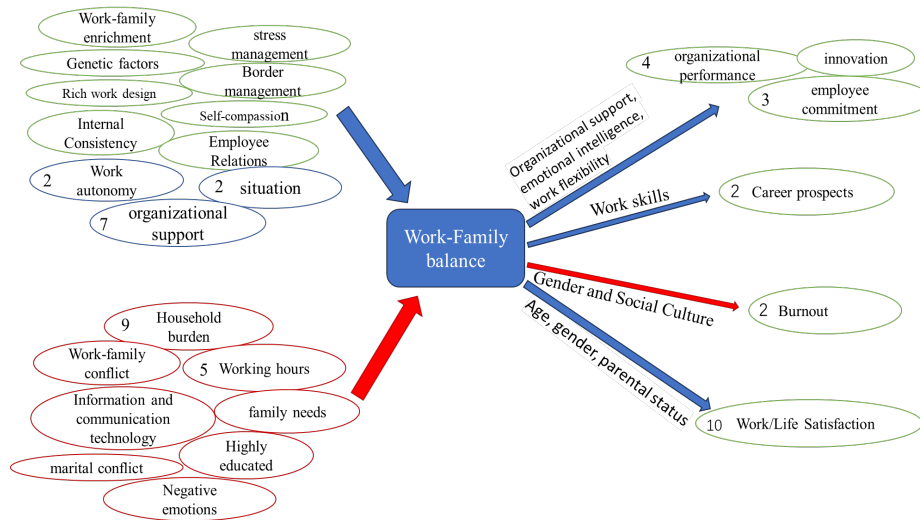

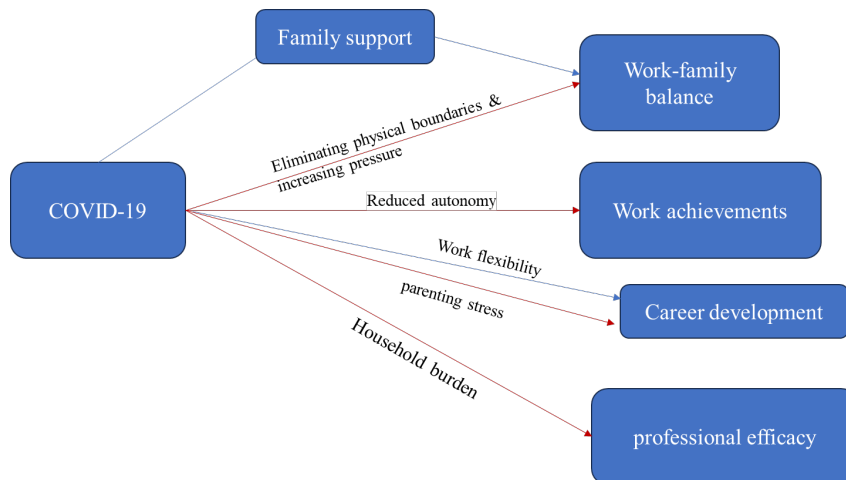**Figure 1.** Antecedent and consequence research on work-family balance.

Figure 2. Overview of subsequent impact studies on COVID-19.

3.4 Future Research Directions

Based on empirical research on existing theories and practical problems, scholars have summarized patterns to predict the future and made bold predictions on future research directions. The field of work-family balance includes four existing and emerging research topics: flexible work arrangements, gender differences between work and life, work-life connections and related concepts, as well as policies and practices between work and life [70]. Overall, future research on work-family balance will focus on five aspects: predictive factors, subsequent impacts, individual differences, organizational policies, and scale/model tests. The specific research directions for each topic branch are listed in Table 5.

Table 5. Future Research Directions of WFB.

Predictive factors for work-family balance (WFB)	How do you explain the heritability factors affecting WFC, such as social support? How do we identify specific genetic markers of WFC and how do genetics affect the interface between roles? What is the weight of the impact of boundary permeability and flexibility on WLB? What differences do situational factors or individual differences have in the impact of boundary effects on WLB? How does education level, gender, and race affect employees' WLB? How can situational factors promote employees to achieve healthy WLB? What is the impact of psychological capital on employees' WLB? What is the impact of supportive organizational culture on employees' WLB? The potential mediating effects of job satisfaction and emotional commitment on work behavior and WFB relationships.
	How does marital satisfaction or job flexibility regulate partner relationships in work-family relationships? How does the age of children, spouse involvement, and personal perception of "my marriage as a partnership" affect the relationship between work engagement and family needs, as well as WLB? Conduct multi-time point studies to understand the differences in the impact of cultural variables on WLB at different time points. The impact of longitudinal research time on the implementation level of WLB practice, WFB support culture, and employee outcomes. How are self-projects categorized or racialized, and to what extent does this concept reveal the differences in how different levels of diversity construct a person's pursuit of WLB? What impact does individual-level effort have on outcomes other than WLB perception, such as life satisfaction? Is there a cross-interaction between work and family experiences and satisfaction with the WFB between spouses? A longitudinal study on the causal relationship between communication and information technology cognition and WFB. Does the number of children affect WFB? Longitudinal study on the impact of night shift work hours on WFB. Will work roles and the industry of remote workers affect work-family balance? Is there a difference in the impact of confinement policies across different cultural backgrounds? What impact does the pandemic have on the WFB of individuals at the intersection of multiple marginalized identities (such as race/ethnicity, and socio-economic status) in the workplace? Is there a cross-cultural difference in the impact of the pandemic on the WFB of female and male caregivers? How does the COVID-19 pandemic affect the WFB of women working in the informal sector and private enterprises?
Subsequent impacts of work-family balance (WFB)	Is there a difference in the impact of work flexibility and work-family status on employee innovation behavior in different types of corporate environments? How does female border management contribute to overseas employment? Will the source of stress experienced in the family domain shift to their partner's work field? Test and explore the role of stress and strain in the cross-process from supervisor to subordinate. Vertical research on WFB, the impact of organizational support, the causes of job burnout, and corresponding project performance. The impact of work-life supportive leadership on the work performance and nonwork outcomes of subordinates. How does the interaction between FWC and FWE affect the total amount of resources owned by employees, thereby affecting biases?

Table 5 continued

	How do cognition and self-regulation mediate the impact of family disharmony on interpersonal relationship bias? Longitudinal study on causal relationships between variables such as WFB, WFC, and job satisfaction. The consequences and impacts of WFB, life satisfaction, and teacher happiness on in-service students. What are the positive and negative experiences of working women with school-going children or adults in work-family relationships?
Individual differences in work-family balance (WFB)	What are the differences between WLB and WHB among different individuals? Is there a significant difference in WFB between married and single-parent women? What are the differences in WFB between single mothers, mothers without male partners, and mothers who do not identify with cis female? What are the differences in WFB between single parents, parents working at home, and parents who do not work at home? What are the differences in WFB between male and female entrepreneurs, and their impact on their career paths? How do individuals with partners explain the differences in meaning associated with balanced, enriched, and conflicting life outcomes compared to actual cognitive differences? What are the differences in communication choices and boundary management views among family members towards each other? What are the differences in WLB among scholars from different universities in Nigeria? What are the differences in different forms of social support for WLB among spouses, family members, community members, and management? Is there a gender difference in the impact of organizational support on WFB in organizations where men and women coexist, such as in the service and manufacturing industries? The correlation between social lifestyles varies across different age groups or generations. The actual situation of WFC among faculty members in private and public universities in Bangladesh. How do the "choices", desires, and experiences of professions and family roles of different genders and identities change in the family, organization, and social environment? Social class heterogeneity in the impact of childcare arrangements on WFB satisfaction in different national environments. How do employees manage boundaries and participate in cross-border communication in different environments and organizations? What are the differences in WFB strategies from different perspectives of oneself, partner, or children?
Organizational policies regarding work-family balance (WFB)	What are the work-family support policies (social background, personal differences, achievements, etc.) in the hotel industry? What is a long-term policy that supports women's flexible work? What kind of work policy can alleviate the impact of future crises on women? How do organizations in developing countries cope with the work and life pressure challenges faced by female professionals? What is the WLB policy of the organization where single professionals work? And how will their work attitude and behavior change due to their views on the fairness of WLB policies? What aspects of the organization and social culture do employees believe will affect their use of WLB policies? What are the cross impacts of work-family policies and strategic information adopted within the organization? The impact of longitudinal research time on the implementation level of WLB practice, WLB support culture, and employee outcomes. What strategies can improve the WFB and professional quality of life for nursing staff? The implementation and effectiveness of WLB policies in different situations. Develop more specific strategies to address WFB based on the model of occupational science. What can organizations do to reduce the adverse effects of family disharmony? What potential mechanisms exist to promote work-family "balance"? What actions can individuals, families, and especially organizations take to improve stability between family and work domains? How will the work attitude and behavior of single professionals change due to their perception of the fairness of WLB policies?
Scale/Model Test	Vertically conducted and characterized by multiple comparisons, evaluate the stability of the WFB Scale over time and its cross-organizational invariance. Can Hofstede's cultural dimension model accurately reflect the current world? Integrating research findings from industrial organizational psychology, human resources, and organizational behavior with those from marriage and family psychology and therapy to address work-family issues. Conduct scale testing in a fully commercialized workplace to confirm the universality of the scale. Using formal WLB practices as moderating factors to explore job design feature measurement scales.

4. Conclusion & Discussion

In 2020, COVID-19 swept across the world, and this change impacted people's lives and work in all aspects sensibly. During the years from the lockdown to its lifting, academic research on the impact of the lockdown on people's lives continued to emerge, achieving tremendous results. Theoretical and external research on work-family balance has become more abundant. Based on significant changes in the external environment, existing theoretical achievements have been somewhat impacted, and personalized differences are increasingly favored by scholars. In the future, it is necessary to verify the impact of environmental changes on this variable.

With the development of technology and the progress of the times, the work environment and interpersonal relationships are constantly changing. Meanwhile, as people increasingly value quality of life and job satisfaction, research on work-family balance will continue to heat up. The impact of new environments and relationships on WFB, as well as the impact of WFB on organizational growth, will continue to be the focus of scholars and become a new research direction. At the same time, we should also note that academic research is increasingly focusing on individual differences, and research on topics such as environmental differences, organizational differences, gender differences, and personality differences will not be a minority in the future. The research on WFB has undergone decades of development, and measurement scales and models have been widely used. However, are these measurement tools suitable in the new environment? This also requires further verification. The implementation of organizational policies is the ultimate practice of theoretical research. How effective are these policies being implemented? Has the happiness, work performance, and organizational performance been improved due to these policies? This also requires further scientific verification by scholars. Furthermore, it should be noted that most current research is horizontal, therefore, longitudinal studies should be given attention, and there may be unexpected research results.

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