

# Digital Well-Being, Cognitive Load, and Work-Life Balance: A Study on Remote Women Professionals in Sustainability-Oriented Careers

**Apeksha Narayan Nigade**

Ph.D Research scholar

Commerce Research Center, B.P.H.E Society's

Ahmednagar College, Station Road, Ahilyanagar - 414001 Maharashtra, India.

Affiliated to the Savitribai Phule Pune University, Pune.

**Email Id - [apeksha.nigade@gmail.com](mailto:apeksha.nigade@gmail.com),  
Dr. Ravindra Deshmukh**

Research Guide, Professor & Head,

Department of Commerce,

Commerce Research Center, B.P.H.E Society's Ahmednagar College, Station Road, Ahilyanagar- 414001 Maharashtra, India.

Affiliated to the Savitribai Phule Pune University, Pune.

Email Id - [rpdeshmukh1966@gmail.com](mailto:rpdeshmukh1966@gmail.com),

## Abstract

The severe repercussions of digital addiction and its impacts are a result of today's world's continual contact with and use of technology. This has made it quite difficult for an individual to control their screen usage. Excessive device use has been demonstrated to have detrimental effects on performance rates, sleep patterns, and job accomplishments, all of which impede an individual's ability to reach their full potential. This study investigates the complex dynamics of women's work-life balance in the context of digital employment. The study examines how well female employees manage their personal and professional obligations. The study discusses the difficulties women encounter in the digital age, including how to manage the boundaries between work and home life, the effects of continuous connectivity, and the potential advantages and disadvantages of remote work in terms of work-life balance.

## Keyword

Digital well-being, Work life balance, WLB, Cognitive load, Women Professional, Remote Work, and Job satisfaction.

## Introduction

Finding balance in the digital era has grown more crucial in today's fast-paced, hyper connected society. Technology's pervasiveness in our lives can have both positive and negative effects. Although it makes it possible for us to keep in touch with our loved ones, have information at our fingertips, and simplify many areas of our daily lives, it also has the ability to drain our time, focus, and mental health. In order to reestablish equilibrium and re-establish a connection with the world and ourselves, it is imperative that we acknowledge the necessity of disconnecting from technology, even if only momentarily, as we endeavor to live a relaxed and carefree lifestyle.

Balancing the obligations of their personal and professional lives has proven particularly difficult for women. Women in the digital age must be assisted in realizing the importance of work-life balance. It helps set limits, prioritize self-care, and create a healthy boundary between personal and professional life. Additionally, it supports the organization's policy-making, career advancement, job satisfaction, and employee communication. It is an ongoing, never-ending adventure. Planning and strategy development are aided by human resource management. Digitalization has made our work-life balance more adaptable and transparent. It is now feasible to work remotely and at any time thanks to advancements in mobile technology, cloud-based software, and the internet. Technology has completely changed how we work in the digital world. Work-life balance allows women to successfully manage their personal and professional lives, whereas an imbalance in work-life severely affects both private and professional lives. Businesses and employees alike gain from promoting a good work-life balance. When juggling the responsibilities of work and family life becomes challenging, job-family conflicts occur. Using digital technologies enhances interpersonal communication and collaboration, which leads to a better work-life balance and more productivity. The work-life balance of female employees depends on lowering job-related stress and establishing a friendly, secure, and discrimination-free workplace.

Employees working remotely increased dramatically during the COVID-19 epidemic, and this trend has mostly persisted since the pandemic. Gender equality in the workplace is impacted by remote employment in both positive and bad ways. The adventure of remote work in India is just getting started. The nation is positioned to lead the world in remote work as businesses invest in strong digital infrastructure and demolish antiquated ideas. The change is a step toward a more inventive, effective, and inclusive future rather than merely a short-term solution. By accepting this shift, Indian companies may fully utilize remote employment, promoting economic expansion and reshaping the workplace for future generations.



Teaching has always been a demanding profession. However, new layers have been introduced by the digital aspect of the work. Teachers are frequently expected to be available all the time, to be quick to adjust, and to stay up to date with continuously evolving tools. There's not much time for introspection, much less time to completely detach. Taking care of one's digital wellbeing involves more than just comfort. It is about ensuring that education is sustainable. Teachers may perform at their highest level throughout time and not just get by each week in a healthy work environment. Teachers must embrace and adjust to the new teaching platform as a result of online learning, which calls for them to be more sophisticated and vigilant in order to address all of the current problems that arise. One suitable way to deal with these issues is to lessen instructors' stress in the face of such work demands. In order to guarantee that instructors have a healthy work-life balance and are equipped to handle any new issues that may arise, those involved must play a crucial role.

Over the past five years, legal technology has advanced quickly, and generative AI is now widely used in research, document review, client communications, and other areas. Theoretically, these tools should lessen the workload for attorneys by removing monotonous duties and freeing up time for important, strategic work. A lot of attorneys are being pushed to embrace and use AI systems with minimal training, unchanged workload expectations, and unclear performance requirements. To explain the beneficial impact of digital transformation work autonomy on lawyers' digital transformation-supportive behaviors, we developed and tested a moderated mediation model based on the JD-R model. In particular, job autonomy for digital transformation not only directly encourages lawyers' behavior that supports digital transformation, but it also indirectly improves it by enabling cognitive adjustment in the workplace. Additionally, a key mitigating factor in these interactions is leader empathy. The direct effects of digital transformation job autonomy on lawyers' digital transformation-supportive behavior and cognitive adjustment in the workplace, as well as the indirect effects of digital transformation job autonomy on

lawyers' digital transformation-supportive behaviors through cognitive adjustment, are enhanced when leaders exhibit high levels of empathy.

Citizens and police are brought together by digitalization in Indian police services. In essence, digitalization makes it possible for residents and the police system to communicate more effectively and quickly. An increasingly knowledgeable and creative work-life balance for police personnel has been made possible by the somewhat liberating influence of digitalization.

Long work hours, stress, and emotional demands provide special problems for the medical profession, which is widely acknowledged for its vital role in society. Healthcare professionals had to deal with the initial shock of the COVID pandemic as well as the computerized work schedule, the rotation of the pandemic's high-intensity times, and the decline in workload that accompanied the epidemic. The education and training system as well as the health institutional settings should actively engage with and consider the digital component since the digitization of healthcare is not going to slow down. As part of the preventive measures against burnout, institutions should develop specific policies to incorporate digital work-life balance more in the institutional setting. Future physicians and healthcare professionals should be trained in the fundamentals and tools for establishing a successful digital work-life balance in the healthcare industry.

Work-life balance and employee well-being are facing previously unheard-of difficulties as a result of the technology sector's explosive expansion and digital transformation projects. Organizations must acknowledge that employee well-being is not just a human resources issue but also a strategic priority and moral obligation as the digital sector develops. In order to achieve sustainable organizational success in the tech industry, embedded, strategic approaches that prioritize psychosocial safety and human-centered digital transformation must take precedence over flimsy well-being gestures.

### **Challenges of Work-Life Balance of Women in the Digital Age**

The daily challenges women face at work are the main reason they struggle to maintain a work-life balance. The challenges faced by women are:

- Pay disparities and sexual harassment
- Inequitable opportunities
- Discrimination based on pregnancy
- inflexible work schedule
- bias against women
- between obligations to your family and your work

### **Digital well-being**

Using digital technology to maintain one's physical and mental well-being in a world dominated by digital abundance is an emerging intervention known as "digital well-being." The main focus of digital well-being is integrating and modifying individual tech behaviors to achieve important goals. Promoting focus

when working or studying and minimizing distractions, setting reminders to disconnect and detox, and encouraging the development of social and familial relationships for improved mental wellness are the main but modest measures that can be implemented into one's life. In essence, digital wellness emphasizes the degree of self-control one can exercise over their use of digital technologies and concentrates on coordinating them to accomplish long-term objectives. In order to reach personal and healthy lives, self-control is considered to be a more effective strategy for achieving digital well-being.

### **Work life balance**

The relationship between work and other activities, such as family, community, leisure, social responsibilities, health, and personal growth, is known as work-life balance. Work-life balance is achieved by giving these top priorities. It is unique to each person and is always evolving. A better work-life balance is becoming more and more desired by employees in today's workplace. One of the more pressing issues in modern culture is the quest for a better work-life balance. As a result, companies must integrate work-life balance initiatives into their employment policy and job design. Prior to creating and executing any work-life balance program, it is critical to determine the advantages of work-life balance. Organizations can recognize the significance of integrating work-life balance initiatives with their employment policies by looking at the benefits of work-life balance. As a result, they are able to create and execute successful work-life balance initiatives at their workplace. A conflict between work and home life arises when the load, responsibilities, and obligations of job and family roles become contradictory. This makes it difficult to finish one task at a time. One's commitment to complete one task may compel them to overlook another. The goal of work/life balance is to modify work schedules so that individuals can balance their employment with other obligations, such taking care of elderly family members or children.

### **Cognitive load**

The part of our brain that manipulates information in real time is called working memory (WM). It has an impact on almost all of our learning activities. Because working memory can only handle three to four pieces of information at once, this presents a problem. As if that weren't enough, working memory only retains information for about 10 seconds. The phenomenon known as cognitive load is created by these circumstances.

### **Relation between Digital Wellbeing, Cognitive Load, and Work-Life Balance**

In today's connected society, digital wellbeing, cognitive load, and work-life balance are intricately linked and constitute a crucial loop. A higher Cognitive Load is a direct result of poor digital wellbeing, which is frequently caused by excessive or uncontrolled technology use (continuous notifications, everlasting availability, or "technostress"). This is due to the brain's continuous attention shifting, filtering of irrelevant information, and mental monitoring of work outside of designated hours (a behavior known as cognitive rumination). Because the mental barrier between work and personal life is weakened by this increased cognitive load, it becomes very challenging to maintain a healthy work-life balance. The mind finds it difficult to "switch off," which results in mental exhaustion, a shorter recovery period, and the

blurring of boundaries. On the other hand, proactive measures to enhance digital wellbeing, like establishing digital detox periods, clearly defining "offline" hours, and using technology mindfully, can greatly lessen cognitive load, enabling people to set and uphold the boundaries necessary for a long-term and healthy work-life balance.

### **Research Methodology**

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet. Research methodology is a structured and scientific approach used to collect, analyze, and interpret quantitative or qualitative data to answer research questions or test hypotheses. A good research methodology answers your research questions ethically and clearly explains why you made each methodological choice. If your study were repeated under similar conditions, your research methodology should act as the foundation for other researchers to verify your findings, build on your work, or determine if your results hold in different contexts. The research is based upon questionnaires and personal interviews of working women.

### **Objective**

- Women are capable of managing their personal and professional lives when they achieve work-life balance.
- The goal of the research is to have a comprehensive understanding of women's work-life balance.
- To understand and deal with the issues that female employees have at work.
- To suggest ways to enhance women's work-life balance.

### **Review of literature**

Changes in employment responsibilities, employee displacement, greater effort, and a blurring of work-life boundaries are some of the issues that digital technologies in the workplace provide (Acemoglu and Autor Citation 2011).

Performance expectancy, according to Venkatesh et al. (Citation 2003), is the conviction that a person's job performance will be improved by technology. The impression of the utility of technology is intimately related to this belief (Zhou et al. Citation2022a). One important aspect affecting a person's decision to accept technology is performance expectancy (Venkatesh et al. Citation2003; Yohanes et al. Citation2020). According to Chatterjee et al. (Citation2021), performance expectancy (PE) affects attitude and is crucial for a person's propensity to embrace AI technologies. According to Shaikh et al. (Citation 2021), PE has a beneficial influence on adoption intention and attitude toward technologies, making it an essential precondition for technology acceptance.

The World Health Organization (Citation 2020) defines mental health as an essential component of our lives at every stage. Employee mental health in the workplace refers to a person's psychological condition and general well-being (Zhou et al. Citation2022a). This comprises elements that can affect an employee's performance at work, such as stress, anxiety, depression, and emotional health (Sun et al. Citation2022).

In order to understand how workplace factors including social media usage, job expectations, and organizational support impact employees' mental health, research on employee mental health frequently focuses on these factors (Zhou et al. Citation2022a; Zhoc et al., Citation2022).

The balanced combination of social, economic, and environmental objectives is known as sustainable development. By combining different entities into a network of linkages that facilitates information exchange, innovation implementation, and enhancement of the local community's quality of life, the Triple Helix model strengthens these processes (Zadegan et al. 2025).

Research on the fundamentals of work-life balance in this sector is heavily influenced by the nature of academic labor. This refers to traits that blur the lines between work and personal life, such as flexible working hours, self-management and self-organization of work, the diverse nature of work, such as research, scientific, teaching, and administrative, time pressure, high expectations, and fierce competition. Diego-Medrano and Ramos Salazar (2021) draw attention to the overwhelming amount of teaching responsibilities, the pressure to publish, and the ever expanding administrative demands that lead to longer workdays.

According to a study by Galanti et al. (2021), excessive use of digital tools, particularly videoconferencing and instant messaging platforms, increases the risk of social isolation, digital weariness, and cognitive overload [4]. Additionally, it has been shown that the negative effects of digital connectivity on mental health might show up as sleep disturbances and burnout [5]. Stress levels among workers in a variety of businesses have increased due to the need for continuous accessibility, even with prolonged screen time. Increased use of digital work platforms, where more digital work is exchanged, was found to have substantial consequences that led to reduced productivity, job unhappiness, and higher turnover intentions, according to a 2023 study by Abdeen and Khalil [6]. Due to the deluge of digital communication and virtual collaboration, several workers reported feeling more depressed and anxious [7]. However, even though these elements are pertinent information, remote working and, thus, digital connectivity are essential to the success of any modern business. As a result, a lot of organizations are beginning to search for ways to lessen the detrimental effects of excessive screen usage. Some of the tactics being implemented to guarantee that productivity does not come at the expense of health and well-being include structured remote work regulations, planned breaks, and ergonomic advice. Additionally, by simplifying repetitious jobs or improving time management, automation and artificial intelligence advancements may assist reduce workload constraints.

According to research by Ozamiz-Etxebarria et al. (2021), the combined demands of job and family obligations led to higher levels of stress, anxiety, and depression among female educators in particular. Their capacity to preserve work-life balance was further hampered by the extended hours needed for online education, as well as the requirement to continue being professionally competent and attentive to administrative demands. This dynamic has resulted in a global struggle among professionals to retain personal well-being in the face of pandemic-driven changes, according to La Hart (2020). Thus, with a particular focus on secondary school teachers in Negeri Sembilan's public education system, this study

aims to explore the connection between work-life balance and job satisfaction, job demands, and working stress.

Malaysia's educational system was severely affected in 2020 by the COVID-19 epidemic. The government implemented the Movement Control Order (MCO) in reaction to the health crisis, which caused a national transition from in-person instruction to remote learning (Wan Mohd Yunus et al., 2020). Teachers faced additional pressures and stressors as a result of schools and higher education institutions being forced to halt physical operations and switch to digital platforms (Putranti et al., 2020). The abrupt use of virtual classrooms made it harder to distinguish between work and personal life, adding to the psychological strain that teachers were already under (Allen & Martin, 2017). In addition to being expected to pick up new technology fast, teachers were also expected to uphold academic standards and student participation with minimal official assistance.

### Result and Discussion

Achieving work-life balance isn't always simple, particularly with the ease with which our mobile gadgets allow us to stay connected to our jobs. It is now more crucial than ever to maintain a healthy balance between one's personal and professional lives. These are some insightful data about work-life balance.

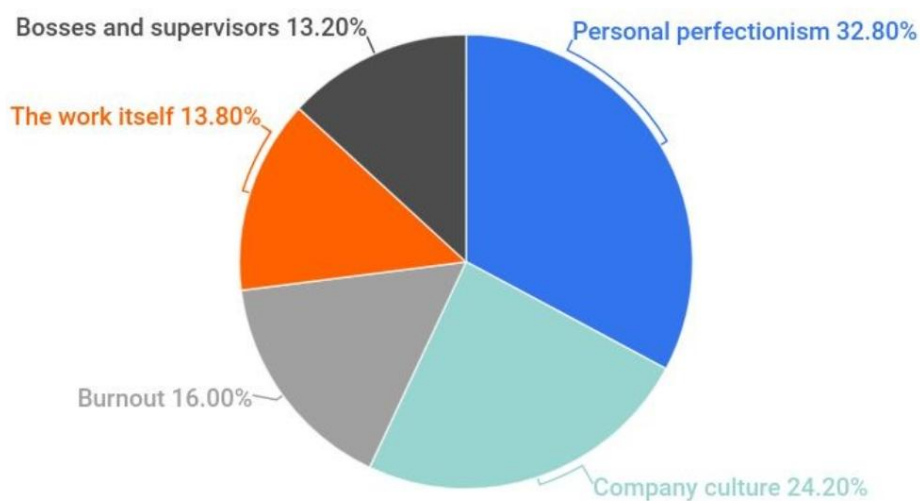


Fig. 1 Barriers of WLB

Source: 20+ Vital Work-Life Balance Statistics [2023]: Is Work Life Balance Your Second Priority? By Abby McCain published on Jun. 29, 2023 <https://www.zippia.com/>

The results show that 48% of respondents cited less stress as one of the health advantages of working remotely, with less burnout and healthier eating choices completing the top three.

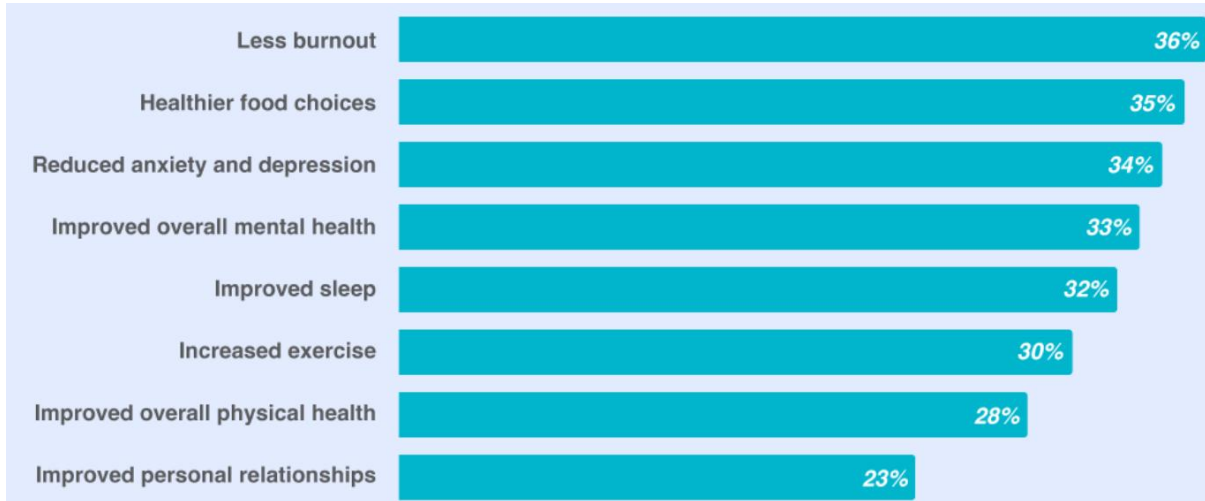


Fig. 2 Benefits of remote work

Source: <https://www.uscareerinstitute.edu/blog/50-eye-opening-remote-work-statistics-for-2024>

"Across all ages, women are more motivated by remote work than men" demonstrates that, compared to male job seekers across all age groups, female employed job seekers were more likely to attribute their job search to remote work. Furthermore, gender inequalities persist across all major age groups examined, indicating that these general findings are not influenced by the preferences of a particular age group. Employed job seekers between the ages of 25 to 34 exhibit the biggest disparity. In that group, women were about one-third (34%) more likely than males to say that they wanted a new job in part because they could work remotely.

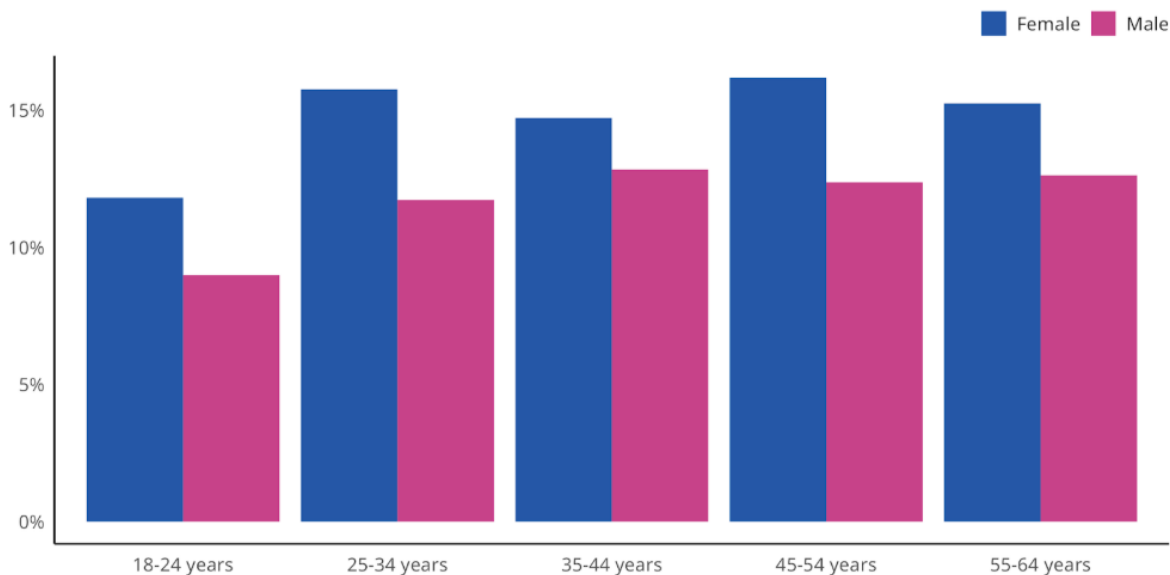


Fig. 3 Women choice towards remote job than men

Source: <https://www.hiringlab.org/2024/03/27/remote-work-female-job-seekers/>

The future of remote work will show how the working-age population is expected to grow (the baseline assumption is that these jobs will increase in line with the working-age population); new jobs will become part of the potentially digital and global jobs; and certain roles will grow and decline due to other technological, sustainable, and economic trends like artificial intelligence. This figure shows how these

three factors are predicted to affect the number of these jobs, which will increase by around 25% to a total size of about 92 million in 2030.

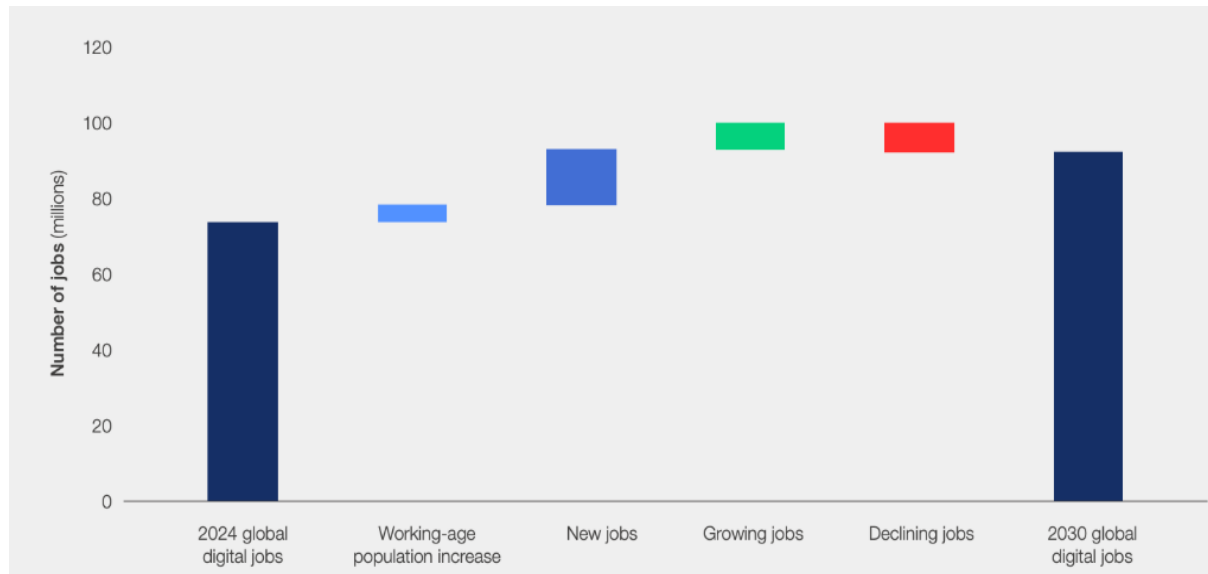


Fig. 4 Future of remote job

Source: *Remote work statistics: 2025 and beyond* Written By Laarni Paredes on Feb 4

<https://www.beenremote.com/>

### Conclusion

This research emphasizes the interrelated aspects of digital well-being, cognitive load, and work-life balance for remote women professionals engaged in sustainability-focused careers. As the industry progressively depends on digital resources for collaboration, data management, and impact reporting, the pressures on remote employees have escalated, frequently heightening cognitive stress and obscuring the distinctions between work and personal life. The results highlight that although remote work provides flexibility and aligns with sustainability principles, it simultaneously presents women with distinct challenges—such as digital overload, the pressures of constant connectivity, and the emotional labor associated with mission-driven roles. Enhancing digital well-being practices, nurturing organizational cultures that emphasize manageable workloads, and enacting policies that facilitate clear boundary-setting are crucial for creating healthier, more sustainable work environments. In the end, advocating for digital well-being is essential not only for individual resilience but also for promoting the overarching objectives of sustainability sectors that rely on the well-being, motivation, and long-term commitment of their workforce.

### References

1. Eurostat, 2020, News releaseeuro indicators, <https://ec.europa.eu/eurostat/documents/2995521/10662309/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2#:~:text=The%20EU%20unemployment%20rate%20was,office%20of%20the%20E%20uropean%20Union.>

2. Gartner Newsroom Press Releases, 2020, Gartner HR Survey Reveals 88% of Organizations Have Encouraged or Required Employees to Work from Home Due to Coronavirus, <https://www.gartner.com/en/newsroom/press-releases/2020-03-19-gartner-hr-survey-reveals-88-of-organizations-have-e>.
3. George Arnett, 2021, What will city centers look like post-Covid?, <https://www.voguebusiness.com/consumers/what-will-city-centres-look-like-post-covid>.
4. Jessica Jones, 2020, Life has shifted amid Covid-19 – and for the Class of 2020, career prospects look different than these recent graduates could have ever imagined, <https://www.bbc.com/worklife/article/20200901-the-class-of-2020s-uncertain-present-and-future>.
5. Joseph Grenny and David Maxfield, 2017, A Study of 1,100 Employees Found That Remote Workers Feel Shunned and Left Out, <https://hbr.org/2017/11/a-study-of-1100-employees-found-that-remote-workers-feel-shunned-and-left-out>.
6. Julia Kollewe, 2020, why the home-working boom could tumble London’s skyscrapers, <https://www.theguardian.com/business/2020/jun/27/why-the-home-working-boom-could-tumble-londons-skyscrapers>.
7. Laurel Farrer, 2020, 5 Proven Benefits Of Remote Work For Companies, <https://www.forbes.com/sites/laurelfarrer/2020/02/12/top-5-benefits-of-remote-work-for-companies/#196336de16c8>.
8. Lauren Aratani, 2020, Why the Covid-19 financial crisis will leave lasting scars on Gen Z, <https://www.theguardian.com/us-news/2020/jul/06/gen-z-covid-19-financial-crisis-lasting-scars>.
9. Acemoglu, D., and D. Autor. 2011. “Skills, Tasks, and Technologies: Implications for Employment and Earnings.” In *Handbook of Labour Economics*, Vol. 4, edited by D. Card and O. Ashenfelter, 1043–1171. Elsevier.
10. Venkatesh, V., M. G. Morris, G. B. Davis, and F. D. Davis. 2003. “User Acceptance of Information Technology: Toward a Unified View.” *MIS Quarterly* 425–478.
11. Zhou, R., Z. Luo, S. Zhong, X. Zhang, and Y. Liu. 2022a. “The Impact of Social Media on Employee Mental Health and Behaviour Based on the Context of Intelligence-Driven Digital Data.” *International Journal of Environmental Research and Public Health* 19 (24): 16965.
12. Yohanes et al. 2020. “Behavioural Intention to Adopt FinTech Services: An Extension of the Unified Theory of Acceptance and Use of Technology – ScienceDirect”.
13. Chatterjee, S., N. P. Rana, K. Tamilmani, and A. Sharma. 2021. “The Effect of AI-Based CRM on Organisation Performance and Competitive Advantage: An Empirical Analysis in the B2B Context.” *Industrial Marketing Management* 97:205–219. <https://doi.org/10.1016/j.indmarman.2021.07.013>
14. Shaikh, A., E. Peprah, R. H. Mohamed, A. Asghar, N. V. Andharia, N. A. Lajot, and M. F. H. Qureshi. 2021. “COVID-19 and Mental Health: A Multi-Country Study—the Effects of Lockdown

- on the Mental Health of Young Adults.” *Middle East Current Psychiatry* 28 (51), <https://doi.org/10.1186/s43045-021-00116-6>.
15. Sun, J., L. Ivascu, L. Ivascu, K. Iqbal, and A. Mansoor. 2022. “How Did Work-Related Depression, Anxiety, and Stress Hamper Healthcare Employee Performance During COVID-19? The Mediating Role of Job Burnout and Mental Health.” *International Journal of Environmental Research and Public Health* 19 (16): 10359
16. Zhoc, K. C., Y. Cai, S. S. Yeung, and J. Shan. 2022. “Subjective Wellbeing and Emotion Regulation Strategies: How Are They Associated With Student Engagement in Online Learning During Covid-19?.” *British Journal of Educational Psychology* 92 (4): 1537–1549.
17. Zadegan, M.G., Ghazinoory, S., Nasri, S.: The triple helix model of innovation and sustainable development goals: a literature review. *Sustain. Develop.* 1, 16 (2025). <https://doi.org/10.1002/sd.70041>
18. Diego-Medrano, E., Ramos Salazar, L.: Examining work-life balance of faculty in higher education. *Int. J. Soc. Policy Educ.* 3(3), 27–36 (2021)
19. Galanti T., Guidetti G., Mazzei E., Zappalà S., Toscano F. Work From Home During the COVID-19 Outbreak: The Impact on Employees’ Remote Work Productivity, Engagement, and Stress. *J. Occup. Environ. Med.* 2021;63:e426–e432. doi: 10.1097/JOM.0000000000002236.
20. Abdeen T.H.I., Khalil M.R.M. The Mediating Effect of Job Satisfaction on the Relationship between Digital Connectivity and Job Performance. *Open J. Bus. Manag.* 2023; 11:3539–3574. doi: 10.4236/ojbm.2023.116193.
21. Ozamiz-Etxebarria, N., Mondragon, N. I., Bueno-Notivol, J., Pérez-Moreno, M., & Santabárbara, J. (2021). Prevalence of anxiety, depression, and stress among teachers during the COVID-19 pandemic: A rapid systematic review with meta-analysis. *Brain Sciences*, 11(9). <https://doi.org/10.3390/brainsci11091172>
22. La Hart, K. B. (2020). Understanding How Employees Can Achieve Work-Life Balance. In ProQuest Dissertations and Theses. Northcentral University.
23. Wan Mohd Yunus, W. M. A., Badri, S. K. Z., Panatik, S. A., & Mukhtar, F. (2020). The Unprecedented Movement Control Order (Lockdown) and Factors Associated With the Negative Emotional Symptoms, Happiness, and Work-Life Balance of Malaysian University Students During the Coronavirus Disease (COVID-19) Pandemic. *Frontiers in Psychiatry*, 11, 566221. <https://doi.org/10.3389/fpsy.2020.566221>
24. Putranti, H. R. D., Suparmi, S., & Susilo, A. (2020). Work Life Balance (WLB) Complexity and Performance of Employees during COVID-19 Pandemic. *Arthatama*, 4(1), 56–68
25. Allen, T. D., & Martin, A. (2017). The work-family interface: A retrospective look at 20 years of research in JOHP. *Journal of Occupational Health Psychology*, 22(3), 259–272. <https://doi.org/10.1037/ocp0000065>
26. Pokojski, Z., Kister, A., & Lipowski,

27. M. (2022). Remote Work Efficiency from the Employers' Perspective—what's next? Sustainability, 14, Article No. 4220.
28. Shirmohammadi, M., Au, W. C., & Beigi, M. (2022). Remote Work and Work-Life Balance: Lessons Learned from the Covid-19 Pandemic and Suggestions for HRD Practitioners. Human Resource Development International, 25, 163-181.
29. Sull, D., Sull, C., & Bersin, J. (2020). Five Ways Leaders Can Support Remote Work. MIT Sloan Management Review, 61, 1-10.
30. Lund, S., Madgavkar, A., Manyika, J., & Smit, S. (2020). *What's next for Remote Work: An Analysis of 2,000 Tasks, 800 Jobs, and Nine Countries* (pp. 1-13). McKinsey Global Institute
31. Yang, L., Holtz, D., Jaffe, S., Suri, S., Sinha, S., Weston, J., Joyce, C., Shah, N., Sherman, K., Hecht, B., & Teevan, J. (2022). The Effects of Remote Work on Collaboration among Information Workers. Nature Human Behaviour, 6, 43-54.

#### Copyright & License:



© Authors retain the copyright of this article. This work is published under the Creative Commons Attribution 4.0 International License (CC BY 4.0), permitting unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.