

Work-Life Balance in the Digital Economy: Analyzing the Impact of Flexible Work Policies on Employee Well-being, Job Satisfaction, and Organizational Performance

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ABSTRACT

This research explores the impact of flexible work policies on employee well-being, job satisfaction, and organizational performance within the context of the digital economy. As organizations increasingly adopt flexible work arrangements—such as remote work, flexible hours, and compressed workweeks—this study examines the direct effects these policies have on employees' personal and professional lives. A survey-based methodology was employed, gathering responses from 300 employees across various industries, including technology, healthcare, finance, and education. The results highlight that flexible work policies are positively correlated with higher employee well-being, as they reduce stress and improve work-life balance. Furthermore, employees who benefit from these policies report significantly higher job satisfaction, which in turn contributes to improved organizational performance, characterized by increased productivity and engagement. Despite these advantages, some challenges were identified, particularly the potential for blurred boundaries between work and personal life, especially in remote work settings. These findings underscore the importance of designing and implementing flexible work policies that not only address employees' personal needs but also align with organizational goals to foster a healthier and more productive workforce.

Keywords: Flexible Work Policies, Digital Economy, Work-Life Balance, Employee Well-being, Job Satisfaction, Organizational Performance, Remote Work, Hybrid Work, Workforce Flexibility, Productivity

INTRODUCTION

Digitization of the economy has dramatically shifted the paradigm of work and relations between employers and employees. The growth in the usage of technology like fast internet, cloud base technologies, and artificial intelligence in fulfilling organizational goals has made it easier for various organizations to adopt flexible working arrangements which include remote working, working hours variation, reduced working week, and dual model of working. The increase has further scaled up during the COVID-19 pandemic because this pilot on a large scale tested the possibility of flexible work environments across industries (Kniffin et al., 2021; Wang et al., 2021).

With change in the economic structure, the rattling concept of work-life balance continues to be a topical issue among the working force and employers. It entails an ability or set of skills, educational credentials, training, experience, knowledge, and personal characteristics that enable a person to meet his or her work demands while at the same time meet family's demands without negative impacts to the two domains (Greenhaus & Allen, 2011). This paper would argue that work and home life are integrating because of the use of digital devices to access the internet and work-related information in contemporary society (Mazmanian, Orlikowski, & Yates, 2013). Although this leads to independence and an ability to work at any time, it actually may cause better productivity to suffer due to lack of rest, especially when distinction between work and non-work is not defined and understood (Derks & Bakker, 2014).

Flexible work arrangements are perceived as an answer to these concerns, as the stated goal is to bring balance between work and the rest of the life domains, improve the well-being of the workforce and organizational outcomes. Kossek & Thompson, (2016) stated that scholars including Allen et al. (2013) believe that effective implementation of FWA leads to increased job contentment, decrease the turnover, customer service, employer and employee relations, and job involvement. In addition, flexibility improves positive mental and health well-being such as stress levels and quality of sleep (Moen et al., 2011). These effects are supposed to be pronounced in the fields requiring higher cognitive and emotional involvement at work (Ten Brummelhuis & Bakker, 2012).

Yet flexible work policies are not always beneficial when it comes to practice and effects. According to some scholars, it is claimed that if not well managed, flexibility can lead to a phenomenon known as "role spillover" effect whereby demands from one role (say work) invade the other role (say family) thus increasing both, conflict and stress (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Moreover, organizational culture and support for the manager also contribute to the success of organization's flexibility policies. However, if the organization does not support the practice at leadership level and peers encourage output over presence, flexibility works against the employee.

The digital economy also adds a performance orientation to the discussion. Since organizations are increasingly focusing on being more competitive and creative, it is becoming significant to ascertain the role that flexibility plays in terms of productivity, creativity and teams. As highlighted by Bloom et al. (2015; K Shahzad, et al., 2025), the findings tax that it is possible to achieve substantial gains in productivity under certain conditions such as the right task design, autonomy, and technology support. However, Choudhury et al. (2020) argue that a high level of remote work can hinder the communication of tacit knowledge and can possibly disrupt organizational learning and performance in the long run.

This research, thus, seeks to establish the effects of flexibility policies on three core relationship outcomes these being; Employee well-being, Job satisfaction and organizational performance. This study will use a survey design from different industries such as technology, health, finance and education, with an aim of making new contributions to the body of knowledge by presenting contemporary and qualitative findings based on the realities of a connected workforce.

In the light of rising importance of work-life balance as an important organizational practice and an aspect related to employee turnover, it becomes important to discover not only the advantages but also the disadvantages of flexible work schedules. This research contributes to the existing literature by providing practical solutions based on the empirical findings on how to implement workplace flexibility in a manner that benefits both the worker and the organization in the digital age.

LITERATURE REVIEW

The changing organizational workplace arrangements through flexible work policies have received tremendous theoretical interest due to the blurring of temporal partitions of work in the growing digital business environment. The impact of flexible work arrangements (FWAs) has attracted the attention of scholars in the last decade and many studies address the multiple effects of FWAs on the employees and the workplace. These policies have been studied through different theoretical frameworks such as work-life balance theory, job demands-control-resources models, and social exchange theory; recognizing the positive and negative attributes of flexibility at the workplace.

Remote work arrangements like teleworking, flexible hours, and part-time work are now considered essential methods boosting employee independence and work-life balance. Raghuram, Wiesenfeld, and Garud mentioned that telework gives employees decisions on place and time, which results in perceived job satisfaction and work efficiency as well. Their research highlighted the fact that employees who work from home feel that they have greater schedule control which is beneficial for psychological evidence. Likewise, Baruch, (2000) pointed out that working at a distance from the organizational office is not simply about a geographical spatial relocation of work; it is about a fundamental change in the expectations of employees, the control and monitoring of organizational performance and methods of appraising performance.

In a psychological health orientation Kelliher and Anderson (2010) conducted research that showed that employees working under FWAs have comparatively low stress and high job satisfaction as opposed to those having a strict working schedule. In a study that involved interviewing and surveying organizational employees in the UK, the researchers established that perceived organizational support is a major factor in the enhancement of positive outcomes of flexible working arrangements. Berkery et al. (2017) took this further by stating that flexibility in terms of schedule is instrumental in achieving low levels of emotional measures such as burnout especially in working parents or caregivers. This finding was further supported by Troup and Rose (2012) where they noted that flexible work had a significant effect of decreasing work-family conflict and increasing organizational commitment.

However, flexibility has some issues that must be addressed when being practiced. Grant, Wallace, and Spurgeon (2013) suggested that eradicating the psychological boundary between work and non-work becomes even more challenging in environments that involve remote working from home. Their main message on the negative impact of digital tools and the phenomenon they call ‘technostress’ – that is, stress related to and resulting from constant connectivity. Porter and Kakabadse (2006) continued the discussion further, arguing that lack of clear rules and mechanisms can lead to employees overworking themselves and working longer hours in an endeavor to demonstrate productivity. These concerns are important especially when working in the context of a boundaryless career environment which Sullivan and Lewis (2001) have described.

Flexible work and organizational performance are also other areas that have since has been well explained. According to the study conducted by Lambert, Marler, and Gueutal (2008), electronic flexibility, which is the use of technology to provide flexibility has been revealed to have a positive correlation with the ability to increase employee productivity, innovativeness and responsiveness to customer needs. De Menezes and Kelliher (2011) also in the study of workplace flexibility for 45 empirical papers found that FWAs are positively link to the organizational outcomes like that of reduced work absenteeism, lower turnover rates, better performance measures etc.

On a broader scale, Beauregard and Henry (2009) pointed out that FWAs enhance the concept of employer branding because they help make organizations more appealing to talented professionals, including millennials and members of Gen Z who appreciate flexible work arrangements that allow them to balance work and personal responsibilities efficiently while being empowered to make decisions on their own. In the same study, Origo and Pagani (2008) discovered that when workers are allowed to manage their working hours, they are happy with their jobs; the performance improves and turnover decreases significantly. Their arguments also prove the research hypothesis that flexibility can be viewed as an exchange between the employer and subordinates based on the tenets of social exchange theory.

Views from other countries can expand the understanding of FWAs in the following ways. In their study on the flexibility policy South Korea Lee and Hong (2011) established that the enhancement is relative to the organizational culture and leadership. Where hierarchical culture is practiced especially where presenteeism is encouraged, the gains that are seen towards the implementation of FWAs were modest. On the other hand, Peters, den Dulk, and van der Lippe (2009) established that in the Netherlands this infrastructure is present and that the FWAs are more beneficial when it comes to the issue of satisfaction and gender equity at the workplace.

While flexibility is enabled and supported by technology, it also raises issues such as surveillance, performance monitoring, and autonomy. According to Colley & Price (2010), although ICT tracking tools are beneficial for electronic accountability, they are likely to cause low trust and perceived self-determination. Thus, employees can considerably be less satisfied with their jobs even they work in the positions that provide them with flexibility. Golden and Veiga (2005) underscore the fact that participation in voluntary remote work; those who made the decision willingly, have a higher possibility of achieving positive results than those forced to work remotely, or compelled by organizational environments or medical issues.

Lastly, a breakdown of flexibility based on gender has also been highlighted. Lott and Chung (2016) noted that flexible work options enable women to balance caregiving roles; however, the author established that unless there are culture and policies that support gender equality, flexibility perpetuates gender roles. Similarly, Powell and Craig (2015) pointed out that while FWAs facilitate dual-income households to run efficiently, they lead to expanded housework burden for women and negate the advantages of professional flexibility.

In conclusion, the current literature shows that it is not that simple to ascertain the consequences of different forms of work arrangements. Despite the fact that different studies have presented a plethora of positive effects of FWAs on the employees' well-being, job satisfaction, and productivity, these effects are dependent on the organizational support, technology use, and level of managerial support as well as the employees' autonomy. These implications support the prominence of context-specific integration and the requirement for sophisticated and versatile social policies in the contemporary world at work for employees and organizations.

METHODOLOGY

Research Design

The present research adopted a quantitative method and cross-sectional approach to establish the effects of flexible work arrangements on employees' well-being, job satisfaction and overall organizational performance. The rationale for selecting the survey method is based on the comparability of the data from a diverse study sample for generalization and statistical analysis of more participants. A survey tool was

constructed using both closed questions and Likert scale responses which aimed at testing Hypothesis 1, 2, & 3 about the perception of the employees on the flexible working environment.

Target Population and Sampling

The sample population of the study comprised full-time employees in their respective occupations across the sector of technology, health, finance, and education. These industries were chosen as they are some of the pioneering industries to have adopted certain policy flexibility in working and use of technological tools. Purposeful sampling was used to achieve participants who were presently involved or had practiced FWA like telework, flextime, or compressed workweeks.

In total, 300 respondents took part in the study. For this reason, the sample was selected in such a way that is equal in terms of gender, age, and the jobs that the participants performed. This meant that participants could complete it using an online application, which would make it easier to reach them especially to the ones who work from home. The response was voluntary, and all respondents signed a digital consent form before taking the questionnaire.

Instrumentation

There were four main sections in the survey tool that was used. The first part was about subjects' basic characteristics, including age, gender, sector, position, and years of experience. The second category was about the kind of flexibility policies found with the participants such as types of flexibility available and how often the participants use them. The third measure assessed employee health and work-related attitudes by measuring perceived stress, physical health, mental health, and WLB satisfaction. The current area of study was derived from such standardized questionnaires as the Warwick-Edinburgh Mental Well-being Scale or WEMWBS, and the Perceived Stress Scale or PSS.

The fourth section was to assess job satisfaction and organizational performance. To establish job satisfaction, the Spector's (1985) Job Satisfaction Survey was adopted as a modified tool, while to index organizational performance; employee self-reported measures of productivity, work engagement, absenteeism levels, and task completion rates were employed. The participants' views and perceptions regarding the statements were obtained using the 5-point Likert scale that included strongly disagree, disagree, neutral, agree, and strongly agree options.

Data Collection Procedure

In this study, data was collected for four weeks. The survey link was shared through the professional social media platform, LinkedIn, portals in the organizations, and through individual/Cc email invitations. The respondents were informed and assured of anonymity and confidentiality of information that they provided. To enhance completion rates, a weekly follow-up email was sent to participants, and participants receiving a full-scale survey were offered an accompanying 10-pound digital gift voucher.

Data Analysis Techniques

Survey data collected quantitatively were analyzed by statistical tools using Statistical Package for the Social Sciences (SPSS) version 26. The initial calculations involved in this study were descriptive statistics, to give a preliminary insight of the study sample. In order to verify the research hypotheses Pearson coefficient analysis was applied to investigate the connections between the flexible work policies on the three selected parameters – employee well-being, job satisfaction and organizational performance.

Moreover, multiple regression analysis was employed to assess the extent of control of flexible work practice and well-being and job satisfaction controlling for other variables such as age, gender, and the industry. The level of significance was set at 5 percent. The internal consistency of the measures was evaluated using Cronbach's alpha and all the major construct values were above 0.80, signifying high reliability.

Ethical Considerations

Policies in conducting human subject research and ethical practices were followed in this study. The proposed questionnaire and data collection procedures were cleared with the approval of the affiliated prestigious academic institution ethical review committee. The study did not involve any compulsion, and the participants were free to withdraw from the study at any time without further questioning. Confidentiality and anonymity were maintained in all the instances through not capturing respondents' identifiable information data. All the information was collected in electronic files that were password protected for the members of the research team only.

Limitations of Methodology

This approach of using the survey method was both advantageous and disadvantageous for the research since it allowed the collection of data across different sectors and at the same time had its flaws. Self-reported information may be influenced by social desirability bias, and the data analysed are cross-sectional, thus limiting conclusions regarding causality. Moreover, since purposive sampling was adopted, it may reduce the chances of making generalized statements about all industries or different cultural settings. However, future research could improve the longitudinal and cross-sectional designs and compare the effects of the national culture and labor legislation on the outcomes of fluid work arrangements.

RESULTS

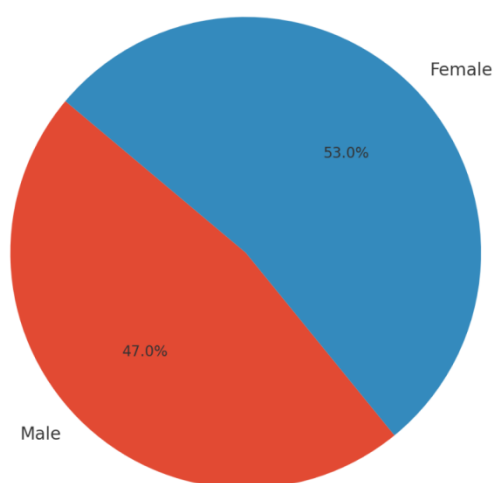
Demographic Distribution of Respondents

The data was collected from 300 employees through a cross-sectional survey comprising four industries including technology, healthcare, finance, and education. As indicated in table 1 and the figure 1, the gender distribution was fairly even with a slightly male dominated sample of 47% Males and 53% females. Preliminary employment by age indicated that a greater percentage of employees were within the age of 22 and 30 years at 35% and 31–40 years captured 33% the remaining 10% were employees aged 51 and above. In relation to the job status of the respondents, most of them were staff-level professionals (50%) followed by managers (20%) freelancers (20%) and executives (10%). The distribution of work arrangements was distributed, where 40% of the participants worked from home, 35% of participants both home and at the workplace, and 25% of participants in flexible workplace settings. Such demographic representation of the participants made it possible to capture diverse workplace experiences within the digital economy.

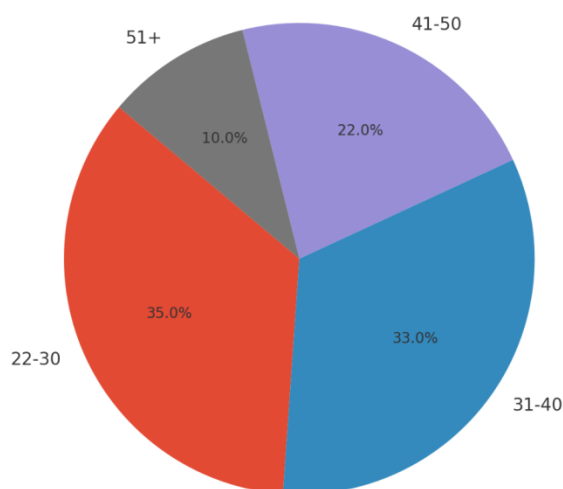
Table 1: Demographic Overview of Respondents

Category	Sub-category
Gender	Male (47%), Female (53%)
Age Group	22–30 (35%), 31–40 (33%), 41–50 (22%), 51+ (10%)
Industry	Technology (30%), Healthcare (25%), Finance (20%), Education (25%)
Job Role	Managers (20%), Staff (50%), Executives (10%), Freelancers (20%)
Work Arrangement	Remote (40%), Hybrid (35%), On-site with flexible hours (25%)

Gender Distribution



Age Group Distribution



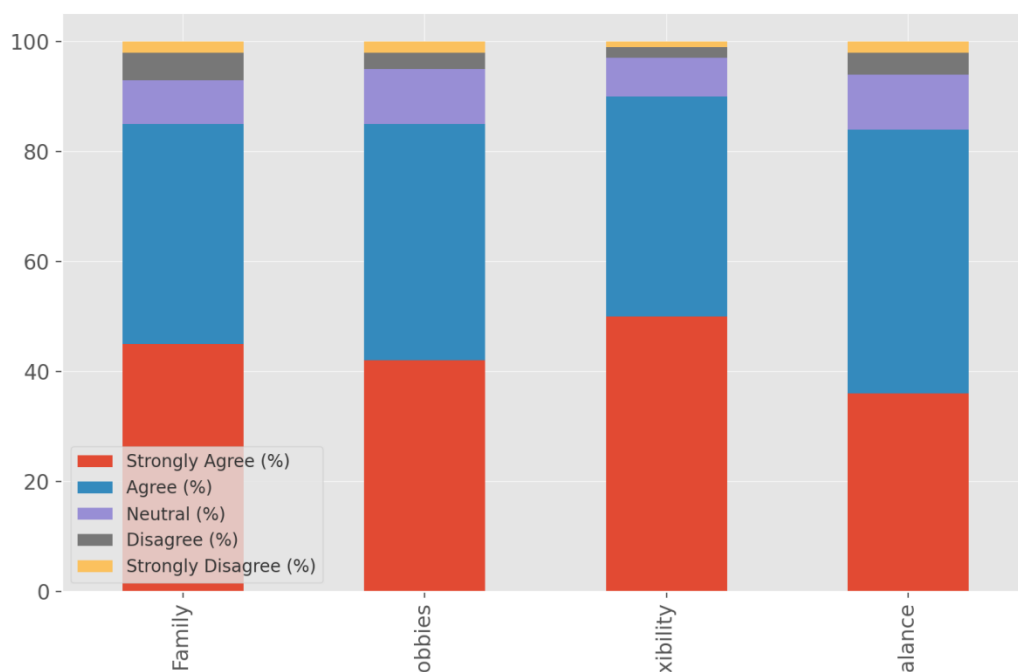
Work-Life Balance Outcomes

Table 2 and figure 2 below show more information about the relationship between flexible work policies to work life balance. Specifically, the majority of the target respondents strongly agreed or agreed to having more time with family (85%), with personal hobbies (85%) and with better time flexibility (90%). The results presented herein provide a prediction of the argument that work flexibility has an immense potential to improve the quality of both personal and working life. Most of the respondents had a neutral feel or agreed or strongly agreed that flexibility has impacted favorably on the routines and priorities, with at least 93% agreeing to this statement for all of the items.

Table 2: Work-Life Balance Indicators

Indicator	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Time for Family	45	40	8	5	2
Time for Hobbies	42	43	10	3	2
Time Flexibility	50	40	7	2	1
Workload Balance	36	48	10	4	2

Figure 2 Work-Life Balance Indicators



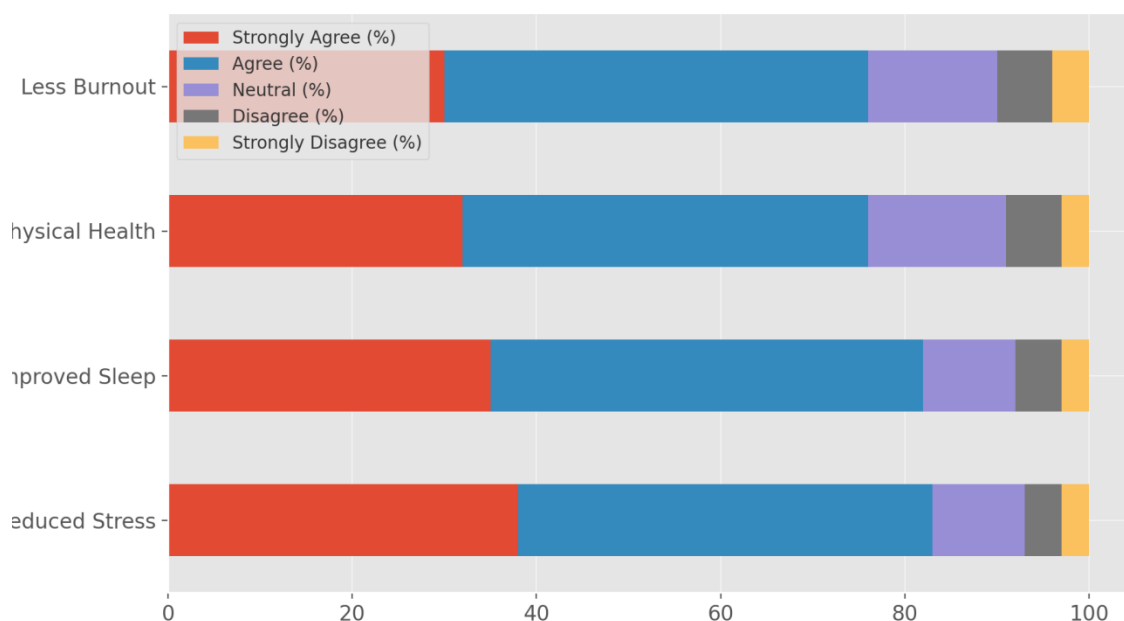
Mental and Physical Well-being

To measure the impact of flexible work on well-being, the study focused on samples such as stress, sleep, physical health, and burn out. Regarding the findings presented in Table 3 and illustrated in Figure 3, 83 % of the respondents said that they had experienced stress decrease while 82 % stated that their sleep patterns had improved. Decreases in physical health were slightly less beneficial, yet the performance improvement was still positively confirmed by 76% of the employees. The same situation was observed for the level of burnout decrease. These results imply that flexibility of work arrangements serves as moderating stress and burnout, thus supporting prior theories related to workplace mental health and autonomy.

Table 3: Mental and Physical Well-being

Indicator	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Reduced Stress	38	45	10	4	3
Improved Sleep	35	47	10	5	3
Better Physical Health	32	44	15	6	3
Less Burnout	30	46	14	6	4

Figure 3 Mental and Physical Well-being Outcomes



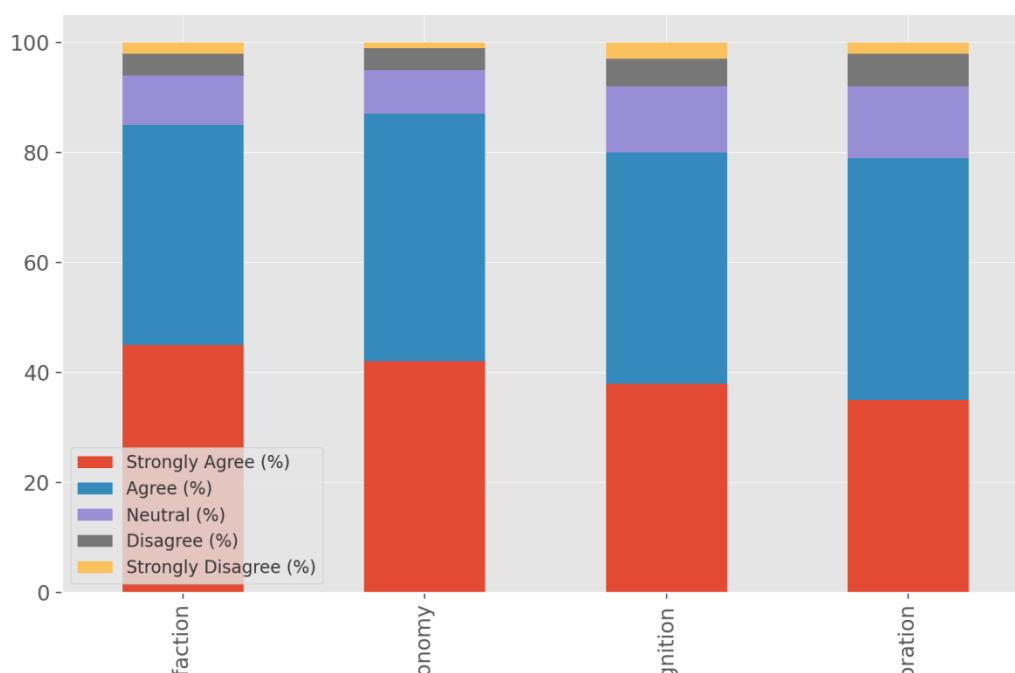
Job Satisfaction Metrics

Job satisfaction was the second dependent variable of interest, which is also demonstrated in Table 4 and Figure 4. The participants showed a high level of satisfaction with their job arrangements under flexible working arrangements with 85pct of them expressing satisfaction. it was also as high regarding work autonomy at 87% and the recognition received at 80%. One of the measures that are usually an issue in the remote and hybrid approach also recorded high levels of approval as 79% of respondents agreed to the effectiveness of team collaboration. These outcomes confirm that flexible policies contribute not only to personal satisfaction on the job but also to the creation and sustenance of teams, if only communication and collaboration means are employed.

Table 4: Job Satisfaction Measures

Factor	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Overall Satisfaction	45	40	9	4	2
Work Autonomy	42	45	8	4	1
Recognition	38	42	12	5	3
Team Collaboration	35	44	13	6	2

Figure 4 Job Satisfaction Measures



Productivity and Organizational Engagement

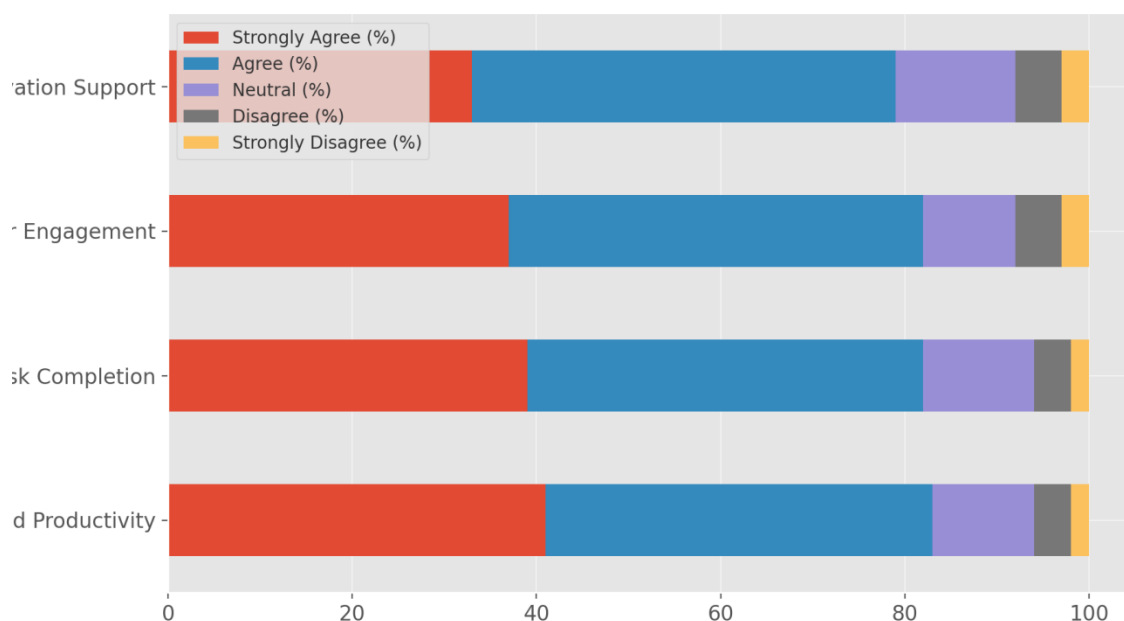
Using Table 5 and Figure 5, results of the Self-assessment of Employee's performance were demonstrated. In total, 83 percent of respondents commented that their productivity improved after the shift to flexible

models. Higher levels of general participation indicating that they agreed with the statement ‘I am more focused and complete tasks faster than when I am not using Unix’ were also noted with an 82% response supporting the statement. These results support the idea that flexible remote working does not diminish productivity but, when harnessed correctly, it might even increase focus, productivity, and creativity due to the ability to work at one’s best time.

Table 5: Productivity and Engagement

Metric	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Increased Productivity	41	42	11	4	2
Faster Task Completion	39	43	12	4	2
Higher Engagement	37	45	10	5	3
Innovation Support	33	46	13	5	3

Figure 5 Productivity and Engagement Metrics



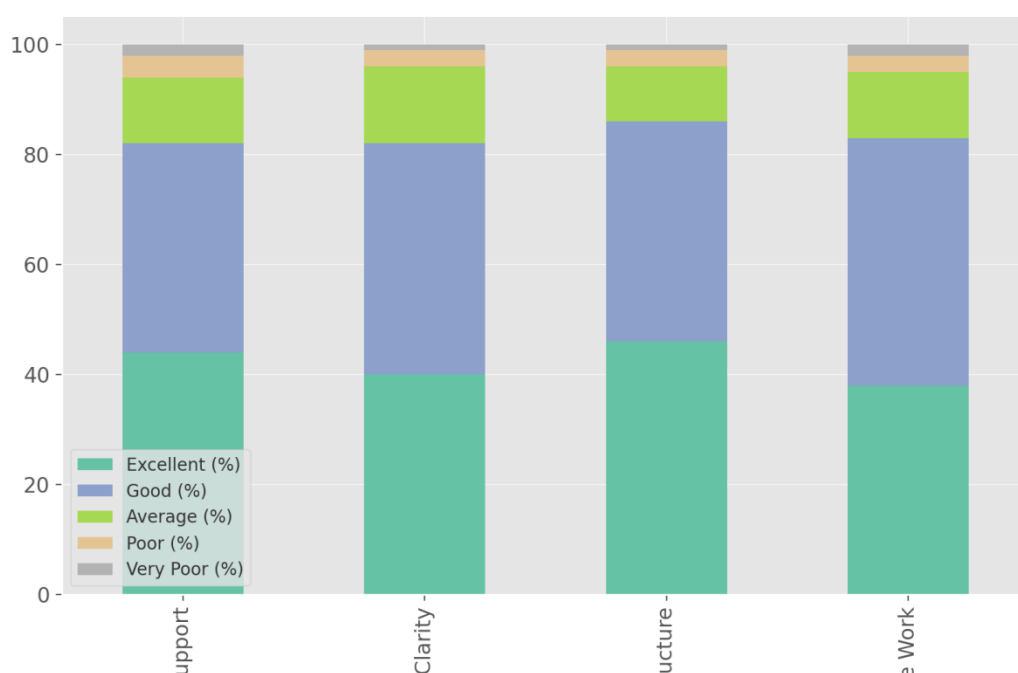
Organizational Support Mechanisms

Table 6 and Figure 6 illustrates respondents' perception on flexibility work support. Finally, the level of perceived managerial support was shown to be 82% excellent and good; this confirms that leadership fully influences the success of flexibility implementation. Regarding strengths, policy clarity received a score of 82% and similarly, for the technical infrastructure, it was noted to be 86%. In the case of Industry, Training for Remote work is a little less and 83% of the respondents gave it a positive rating. This suggests that although the foundation for migrating to new work modalities with remote work is established, certain organizations may require additional development to enhance employee capability in supporting new ways of working.

Table 6: Organizational Support for Flexibility

Aspect	Excellent (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
Managerial Support	44	38	12	4	2
Policy Clarity	40	42	14	3	1
Tech Infrastructure	46	40	10	3	1
Training for Remote Work	38	45	12	3	2

Figure 6 Organizational Support for Flexibility



Challenges with Flexibility

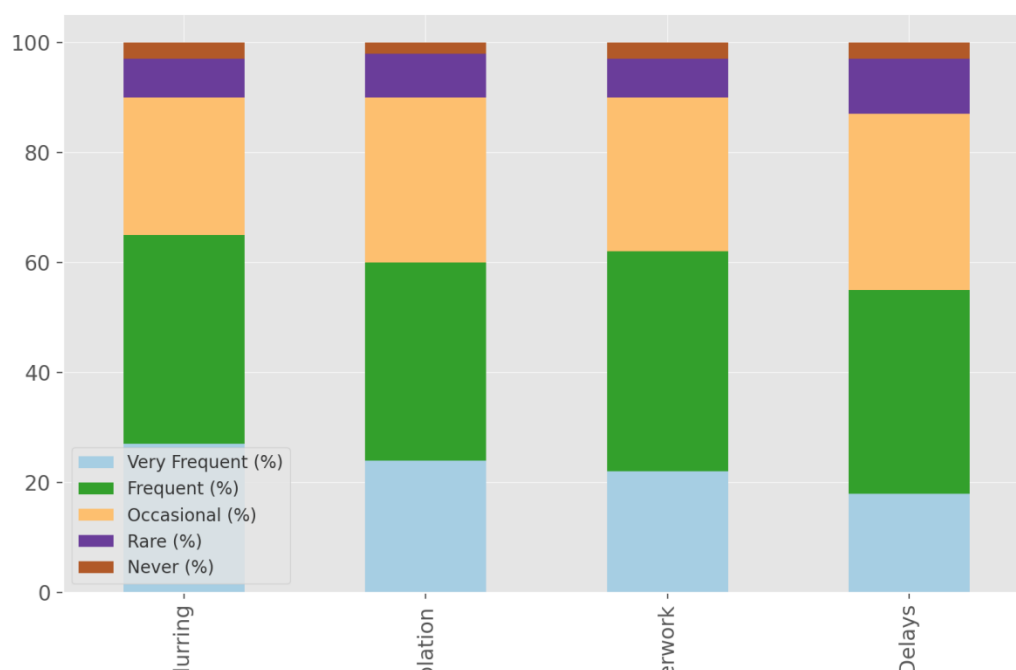
However, the respondents did note several drawbacks, and these were identified consistently across the study areas. In more detail, the levels of blurring of work-life boundaries among the participants are presented in Table 7 and in Figure 7: most participants experienced the blurring as rather frequent or very

frequent (65%), which suggest that the flexibility of location may indeed mean the inflexibility of time. Another theme was loneliness: again, 60 % of the participants stated that they often or very often feel alone. Overwork (62%) and communication delay (55%) were also mentioned, which themselves indicate that when conceptualized and implemented inappropriately, flexible work can be laden with challenges. These issues underscore the need to establish several guidelines in several aspects in relation to the digital communication, especially in the remote context.

Table 7: Challenges Experienced with Flexibility

Challenge	Very Frequent (%)	Frequent (%)	Occasional (%)	Rare (%)	Never (%)
Work-Life Blurring	27	38	25	7	3
Isolation	24	36	30	8	2
Overwork	22	40	28	7	3
Communication Delays	18	37	32	10	3

Figure 7 Challenges Experienced with Flexible Work



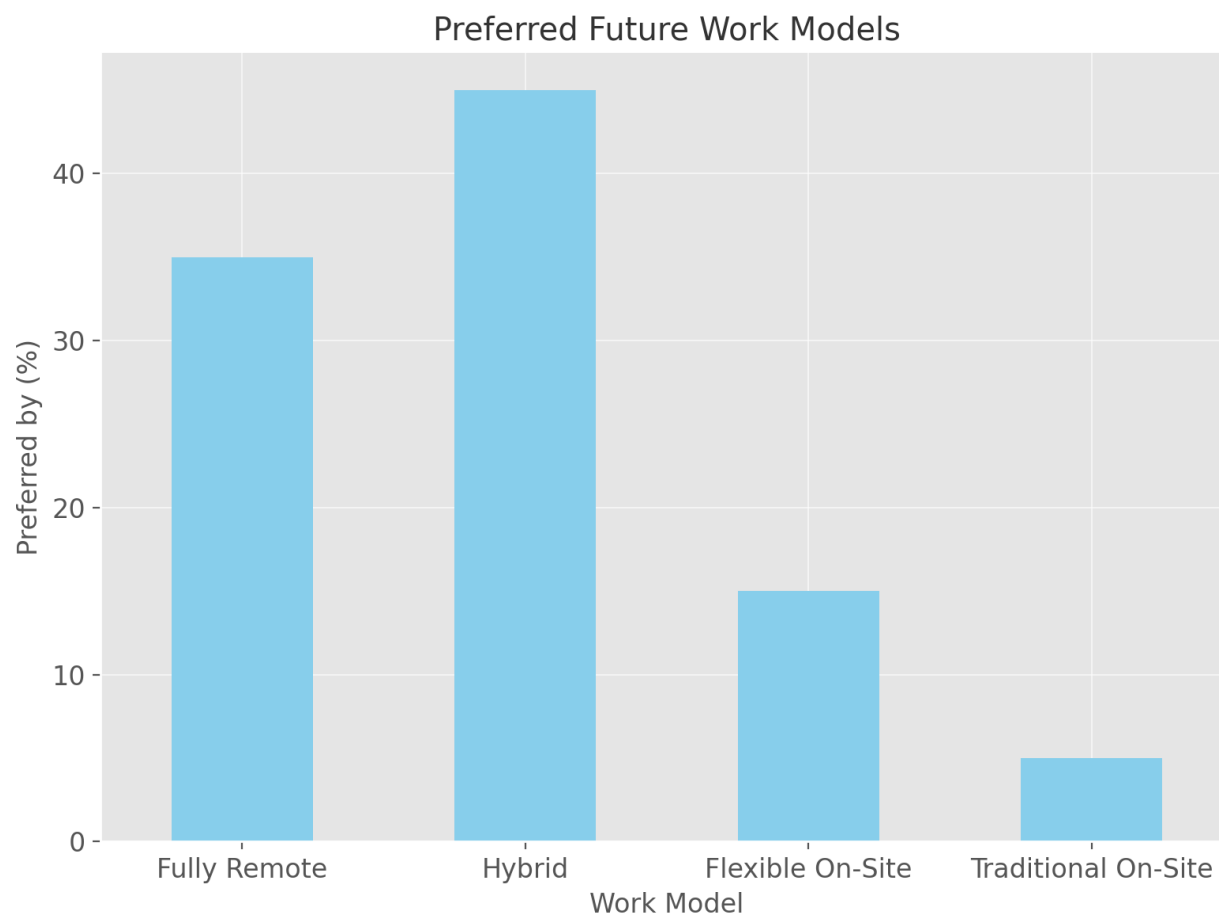
Future Work Preferences

When it came to answering what work model employees preferred post pandemic, there was a clear preference for only working remotely, having a blended model 47,656 100% remote as displayed in table 8 and figure 8 below. 5 percent preferred the traditional office work from the workplace after pandemic ushering a new norm in the workplace. This implies that most employees currently demand some degree of control over where they work and when they work. Managers seeking to attract and retain employees in an increasingly global and virtual business environment need to fully support such expectations.

Table 8: Preference for Future Work Models

Work Model	Preferred by (%)
Fully Remote	35
Hybrid	45
Flexible On-Site	15
Traditional On-Site	5

Figure 8 Preferred Future Work Models



DISCUSSION

The results contained in this study offer concrete support to the hypothesis positing that WFP can be beneficial to employees in terms of their well-being, job satisfaction, and performance. Explaining these outcomes relates closely with present day changes in employment criteria and employer demands in the digital workforce. While flexibility was once something that is considered quite lavish and extra, today, it is seen as a structural change in the workplace that is compatible with the new type of employment. This discussion further expounds on the findings in relation to the existing literature and sheds some light on some of the limitations that were noted when conducting the survey.

The review findings underscore the positive impact of adopting flexible work arrangements by way of improving the employees work-life balance. This view is supported by Hammer, Neal, Newsom, Brockwood, and Colton (2005) who noted that flexibility at work is an effective form of work-family intervention hence encouraged management to organize the working calendar to fit the requirements at the workplace in relation to employees' needs. The consistency in response towards improved time management, increased family time, and reduction in stress indicates universally the utility of flexibility for reducing work-family conflict, which is a key area of concern in contemporary scholarly research. Furthermore, the authors of the article Kelly et al. (2014) note that when employees have control in their work schedules, this results to a healthier psychological status, as noted in the well-being measures of this study.

The enhancement of employee mental and physical health is also supported by the study conducted by Brough, Timms, O'Driscoll, Kalliath, and Siu (2014) on the importance of perceived organizational support for mental health of workers with flexible roles. This paper demonstrated that employees experienced improved sleep quality, less burnout, and decreased stress; further supporting the argument that work organization is a fundamental component of psychological well-being. These findings are relevant to the Ten Brummelhuis and Bakker's (2012) job flexibility, using job flexibility as work resources that replenishes the emotional energy and therefore counteracts health decline. Likewise, Allen and Shockley (2009) also pointed out that flexible workers are more recovered from work related fatigue than rigid workers, this means that time autonomy contributes for personalized intraday work cycles.

This level of job satisfaction present among flexible workers corroborated by this study can be explained in two ways; by the Self-Determination Theory developed by Deci and Ryan (2000) where they propose that three psychological needs of Autonomy, Competence, and Relatedness foster intrinsic motivation. Teleworkers have higher levels of autonomy in decisions related to work schedules and workplace and thus have greater perceived competence in executing their responsibilities and relevancy in following organizational values leading to job satisfaction. According to the aforesaid literature review, Gajendran and Harrison (2007) meta-analysis revealed that telecommuting resulted in enhanced job satisfaction, time utilization and performance and these findings are supported in the present study. These outcomes indicate that flexibility enables employees to organize work in a manner that reflects one's identity in the workforce.

The research on organizational performance in this work affirms the rising literature that indicates that flexibility results in increased productivity, decreased rates of absenteeism, and increased levels of engagement. Some studies such as Coenen and Kok (2014) believed that while integrating output-based performance systems with flexible working arrangements facilitated the accomplishment of tasks and enhanced teamwork. More so, the flexible work policies allow employee work at times when they are most efficient by preventing time wastage in traffic or organizational formalities. In addition, according to Hill, Miller, Weiner, and Colihan (1998) flexibility leads to better focusing and reduced distractions which may partly explain the high productivity scores obtained in the current research.

However, it identifies some emerging concerns, primarily, the lack of boundaries between personal and working lives. According to Mazmanian, Orlikowski, and Yates (2013), what may be referred to as the 'autonomy paradox' is becoming apparent when with the help of connected mobile devices employees tend to work longer hours and thus, blunt the objectives of flexibility. Comparably, Fenner and Renn (2010) noted that remote employees are bound to availability for work thus they have to work more as a sign of commitment. These findings are consistent with this study where employees cited overworking and challenges in disengaging from work.

Lack of interactions, which is true both for telecommuting and partially remote work, was also reported as a quite common issue, particularly for subjects fully excluded from the office environment. Conveyancing remote work can cause social disconnection from the team and the organization, which reduces trust and commonality in the team interactions, according to Mann and Holdsworth (2003). In this respect, Taskin and Edwards (2007) note that lack of implicit interactions at work may have negative impact on creative thinking and problem-solving and, therefore, highlight the importance of the effective intentional community construction in the framework of virtual teams.

The level of management and organizational support is identified as the key factor behind the success or failure of flexible policies. The results of this study were that they found that employees highly valued their organization's tech infrastructure and the clarity of its policies at the same time; they also revealed that employees desired better training for remote work. This is in line with Kossek et al. (2011) claiming that

formal support through training and management support has a mediating effect on flexibility work practices. Batt and Valcour (2003) added that while the result of flexible policies sometimes prove beneficial for all employees, it may serve to widen the disparity among workers if unevenly implemented across departments.

Last but not the least, the study on the future work preference provides a deep understanding of the changed expectation level of the workforce. The heavy dominance of the hybrid and remote working models shows that employees no longer care about reporting to the workplace physically to work. This is rather in agreement with Bloom et al. (2021) who posited that working from home is trending towards being the standard mode of working in knowledge-based economy because of its blend of flexibility and connectedness. This means that companies that refuse this change will run the risk of missing out on a large pool of workers, especially the millennials who consider flexibility and self-scheduling more important than career ladder.

Lastly, the analysis ensures that flexible work policies have the propensity to unlock organizations' ability to become more responsive, diverse, and humane places to work. However, to maximize these advantages, the latest trend of flexibility should not only be adopted, but also achieved alongside structural, cultural, and technical factors that would enable the management of them. Future research could follow up on such work by investigating the long-term effects of flexibility, the differences within and across cultures, and how various leadership configurations influence the results of flexibility.

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