

THE INFLUENCE OF FLEXIBLE WORK POLICIES ON WORK-LIFE BALANCE AND
EMPLOYEE PRODUCTIVITY

PENGARUH KEBIJAKAN KERJA FLEKSIBEL TERHADAP KESEIMBANGAN
KEHIDUPAN KERJA DAN PRODUKTIVITAS KARYAWAN

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ABSTRACT

Work flexibility has become an important issue in human resource management, especially in the context of changing work dynamics due to the COVID-19 pandemic. This research aims to explore the influence of flexible work policies on work-life balance and employee productivity, as well as the challenges faced in their implementation. This study focuses on analyzing the relationship between flexible work policies, work-life balance, and employee productivity in various organizational contexts. This research uses a Systematic Literature Review (SLR) approach to collect and analyze data from 46 relevant peer-reviewed articles. The analysis process was carried out using coding techniques and thematic analysis to identify main patterns and themes. Findings show that flexible work policies significantly improve employee work-life balance and productivity, especially when supported by an inclusive organizational culture and strong managerial support. However, challenges such as work-family conflict and lack of technological support were also identified. This research makes an important contribution to the development of theory and practice in human resource management, by emphasizing the need for policies that are adaptive and responsive to employee needs. These findings can help organizations design more effective strategies to improve employee well-being and organizational performance.

Keywords: Work Flexibility, Work Life Balance, Employee Productivity, Human Resource Management, Flexible Work Policy.

ABSTRAK

Fleksibilitas kerja telah menjadi isu penting dalam manajemen sumber daya manusia, terutama dalam konteks perubahan dinamika kerja akibat pandemi COVID-19. Penelitian ini bertujuan untuk mengeksplorasi pengaruh kebijakan kerja fleksibel terhadap keseimbangan kehidupan kerja dan produktivitas karyawan, serta tantangan yang dihadapi dalam implementasinya. Studi ini berfokus pada analisis hubungan antara kebijakan kerja fleksibel, keseimbangan kehidupan kerja, dan produktivitas karyawan di berbagai konteks organisasi. Penelitian ini menggunakan pendekatan Systematic Literature Review (SLR) untuk mengumpulkan dan menganalisis data dari 46 artikel peer-reviewed yang relevan. Proses analisis dilakukan dengan teknik coding dan analisis tematik untuk mengidentifikasi pola dan tema utama. Temuan menunjukkan bahwa kebijakan kerja fleksibel secara signifikan meningkatkan keseimbangan kehidupan kerja dan produktivitas karyawan, terutama ketika didukung oleh budaya organisasi yang inklusif dan dukungan manajerial yang kuat. Namun, tantangan seperti konflik kerja-keluarga dan kurangnya dukungan teknologi juga diidentifikasi. Penelitian ini memberikan kontribusi penting terhadap pengembangan teori dan praktik dalam manajemen sumber daya manusia, dengan menekankan perlunya kebijakan yang adaptif dan responsif terhadap kebutuhan karyawan. Temuan ini dapat membantu organisasi merancang strategi yang lebih efektif untuk meningkatkan kesejahteraan karyawan dan kinerja organisasi.

Kata Kunci: Fleksibilitas Kerja, Keseimbangan Kehidupan Kerja, Produktivitas Karyawan, Manajemen Sumber Daya Manusia, Kebijakan Kerja Fleksibel.

1. INTRODUCTION

The COVID-19 pandemic has profoundly transformed the global work environment, prompting a significant paradigm shift in human resource management practices. Among the most prominent changes is the extensive adoption of flexible work policies such as remote work, hybrid work, and flexi-time. Initially implemented as emergency measures to ensure business continuity during the pandemic, these flexible arrangements have evolved into long-term strategies believed to enhance employee well-being and productivity across diverse organizational contexts (Wang et al., 2020; , Contreras et al., 2020).

Flexible work arrangements (FWAs) have gained traction alongside the evolving expectations of the workforce, particularly among Generations Y and Z, who prioritize work-life balance over traditional notions of career success. These generations seek a more holistic approach to their professional lives, emphasizing quality of life and flexibility when considering job opportunities (Et.al, 2021; , Nurjaman, 2024). Research suggests that organizations that implement adaptive work policies can improve employee loyalty, motivation, and overall work efficiency, thus gaining a competitive edge in the marketplace (Gross-Golacka et al., 2022; , Kelliher & Anderson, 2009). However, this does not imply that the effects of flexible work arrangements are universally beneficial; studies indicate that while these policies can improve work-life balance, they may also pose challenges, including social isolation, blurred boundaries between personal and professional lives, and the pressure to maintain an always-on culture (Hoeven & Zoonen, 2015; , Charalampous et al., 2018).

The implementation of flexible work policies reveals complex and context-dependent outcomes that require careful consideration. For instance, while some findings indicate improvements in employee attachment and engagement due to flexible work arrangements (Silitonga & Batubara, 2023), others highlight negative consequences such as work-family conflict and diminished job satisfaction associated with excessive flexibility (Higgins et al., 2014). Given these multifaceted implications, it is crucial to explore how flexible work models operate in varying organizational contexts and to assess their effects on both employee productivity and well-being (Rudolph & Baltes, 2017; , Greenberg & Landry, 2011).

Moreover, the adoption of remote work practices has been shown to influence numerous dimensions of employee well-being, including psychological health and job satisfaction, significantly distinguishing the experiences of remote workers from traditional office employees (Indradewa & Prasetyo, 2023; , Charalampous et al., 2018). As organizations continue navigating this transformed work landscape, the integration of evidence-based approaches will be essential in optimizing the positive benefits while mitigating adverse effects associated with flexible work arrangements (Loretto & Vickerstaff, 2015).

Although the issue of flexible working has been widely discussed in the literature, there are important gaps that have not been comprehensively addressed. Most previous studies only focused on one dimension, namely work-life balance or productivity, without integrating the two simultaneously in one interrelated analytical framework. In fact, life balance and productivity are two aspects that influence each other reciprocally and must be analyzed in a dynamic relationship, not as separate entities.

Additionally, there are limitations in exploration across organizational contexts. Many studies are limited to certain sectors or geographic regions, such as technology companies in North America or the service sector in Western Europe, which do not necessarily represent the diversity of organizational cultures, types of work, and managerial structures in other contexts, especially in developing countries (Choudhury et al., 2020; Chung et al., 2021). This shows the need for a systematic synthesis of existing literature to produce a broader and deeper understanding.

In response to the background and research gaps that have been outlined, this study asks the following main question: "How do flexible work policies influence employees' work-life balance and productivity across different organizational contexts?". This question aims to

explore the complex relationship between flexible work policies, life balance and productivity, and understand how the relationship varies depending on the organizational context, such as industry sector, work culture and managerial approach.

This research contributes to several important aspects. First, theoretically, this study provides the latest synthesis of the literature discussing flexible work policies in relation to two main dimensions: work-life balance and productivity, which have so far tended to be analyzed separately. Thus, this research expands the scope of academic understanding of the dynamics of the relationship between psychosocial and performative dimensions in the contemporary world of work.

Second, methodologically, this research uses a rigorous and transparent Systematic Literature Review (SLR) approach, allowing readers to understand how evidence was collected, evaluated and synthesized. This provides a strong basis for study replication as well as evidence-based policy development.

Third, practically, the findings from this study can be used by human resources practitioners, organizational policy makers, and business leaders in designing and implementing flexible work policies that not only increase productivity, but also take into account the long-term well-being of employees. Thus, it is hoped that the results of this research can make a real contribution in directing the transition towards a future work model that is more sustainable, inclusive and adaptive to the needs of various generations of workers.

2. METHODS

2.1. Research Design

This research uses a Systematic Literature Review (SLR) approach as the main strategy to comprehensively and structurally examine the literature discussing the influence of flexible work policies on work-life balance and employee productivity. This approach was chosen because of its ability to identify, evaluate, and synthesize relevant research results from various sources in a transparent, replicable, and comprehensive manner. The review process followed the 2020 Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, which ensure the quality and methodological integrity of the study identification and selection process (Page et al., 2021).

2.2. Inclusion and Exclusion Criteria

In order for the study results to remain relevant and up-to-date, a number of inclusion and exclusion criteria have been established as follows:

- Year of Publication: Studies published between the years 2005 to 2024 selected to ensure that the data and findings used reflect contemporary organizational conditions and dynamics, including the impact of the post-pandemic era on working models.
- Language: Only articles written in English were included in the analysis, to maintain consistency in the interpretation of technical terms and ensure access to the global scientific literature.
- Source Type: Selected articles come from peer-reviewed scientific journals to ensure the quality and scientific validity of the findings analyzed.
- Study Focus: Studies that explicitly address the relationship between flexible work policies and work-life balance, productivity, or both will be included. Articles that only discuss one of the concepts without any connection to flexible working policies will be excluded.

2.3. Data source

To obtain broad and representative literature coverage, searches were carried out on three main academic databases, namely:

- Scopus – known as one of the largest and most reputable databases in global scientific literature.
- Web of Science – provides access to highly reputable journals in various scientific disciplines.
- Google Scholar – used as a complement to capture publications that may not have been indexed in the other two main databases, with manual selection of source quality.

2.4. Search and Selection Process

The literature search was carried out using a Boolean search-based search strategy, using the following main keywords: "flexible work" AND "work-life balance" AND "productivity"

These keywords are combined with synonyms and related terms where necessary, to expand the range of results without losing focus. The search process is carried out systematically and the results are documented transparently.

The article selection procedure consists of four main stages, in accordance with the PRISMA 2020 flow, namely:

1. Identification: Collecting all potential articles based on search keywords.
2. Initial screening (screening): Remove duplication and assess the relevance of the title and abstract.
3. Eligibility assessment: Read the article in full to evaluate suitability for the inclusion criteria.
4. Final inclusion: Include articles that pass the assessment for further analysis.

The results of each selection stage will be visualized in the form of a PRISMA diagram, showing the number of studies at each stage and the reasons for exclusion, in order to increase transparency and research replicability.

2.5. Data Analysis Techniques

After relevant articles have been collected, the next step is the qualitative data analysis process which is carried out through two main techniques:

- Coding: Selected articles are coded using a manual approach and/or with the help of NVivo software to identify main themes that appear repeatedly.
- Thematic Analysis (thematic analysis): The themes that have been identified are then analyzed in depth to describe the relationship patterns between flexible work policies, work-life balance, and productivity, including the dynamics that occur in various organizational contexts.

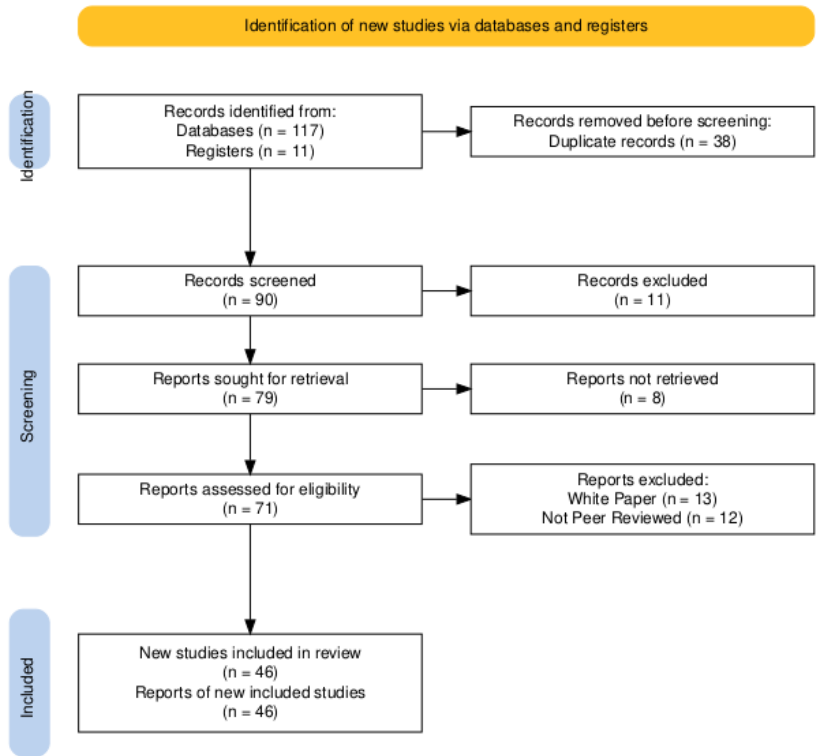
As part of the analysis strategy, articles will be categorized based on three main dimensions:

1. Organizational context: industry sector, organization size, work culture.
2. Types of flexible work policies: remote work, flexible hours, hybrid work.
3. Reported outcomes: improved life balance, productivity, employee retention, or negative impact.

This categorization allows for sharper data synthesis and is able to answer research questions more specifically, while providing richer cross-context insights.

3. RESULTS
3.1. Characteristics of Reviewed Studies
3.1.1. Prisma Diagram

Table 1. Prism Diagram



Source: Processed Data, 2025

The process of identification, selection, and inclusion of articles in this study followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. In the initial stage of identification, a total of 128 articles were found, consisting of 117 articles from databases and 11 from registries. After initial screening, 38 articles were deleted because they were duplicates, leaving 90 articles to enter the screening stage.

Furthermore, of the 90 articles screened, 11 articles did not meet the initial criteria and were excluded. A total of 79 articles were then analyzed further for full-text retrieval, but 8 of them were not obtained. At the eligibility assessment stage, 71 articles were evaluated. Of these, 25 articles were excluded because they did not meet the inclusion criteria; 13 articles were white papers and 12 other articles did not go through a peer-review process.

Finally, a total of 46 articles met all inclusion criteria and were included in the final synthesis for further analysis in this systematic review. This selection process ensures that only relevant, credible and high-quality studies are used as the basis for discussing and drawing research conclusions.

3.1.2. Article Distribution

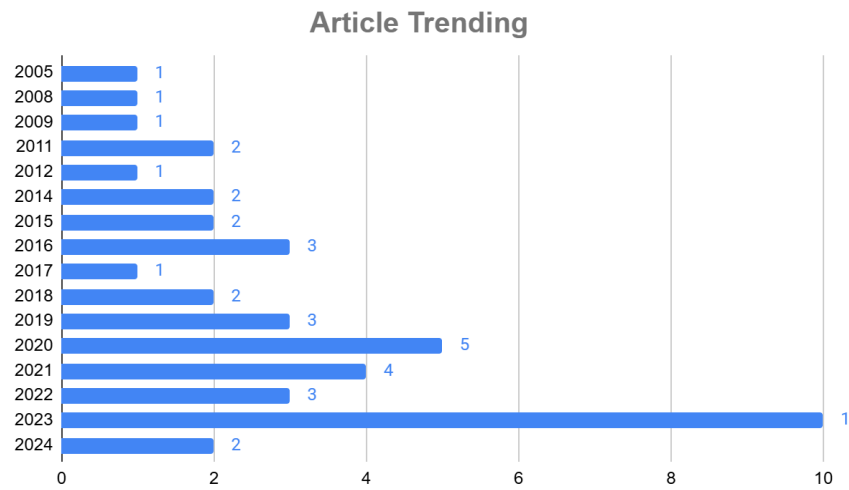


Figure 1. Article Trending
Source: Processed Data, 2025

In an analysis of the distribution of articles regarding work flexibility from 2005 to 2024, an interesting trend can be seen. In 2005, only one article was published, indicating that this topic was still relatively new at that time. As time progressed, the number of publications increased, with a peak occurring in 2023, at which time ten articles were published. This significant increase reflects increased attention to work flexibility, especially in the context of changing work dynamics due to the COVID-19 pandemic. 2020 also saw a spike with five articles, signaling researchers' rapid response to the challenges faced by organizations and employees during times of crisis. In addition, 2016 and 2019 also recorded a relatively high number of publications, with three articles each, which shows that interest in work flexibility had begun to grow before the pandemic. Overall, these data indicate that work flexibility has become an increasingly relevant and important topic in human resource management research, reflecting the changing needs and expectations of employees in the modern era.

3.1.3. Distribution of Research Country Affiliations

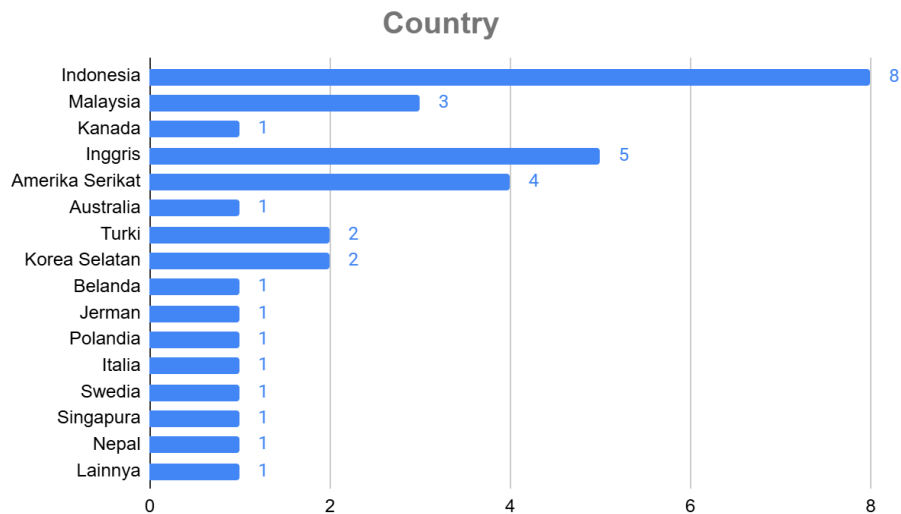


Figure 2. Distribution of Research Country Affiliations

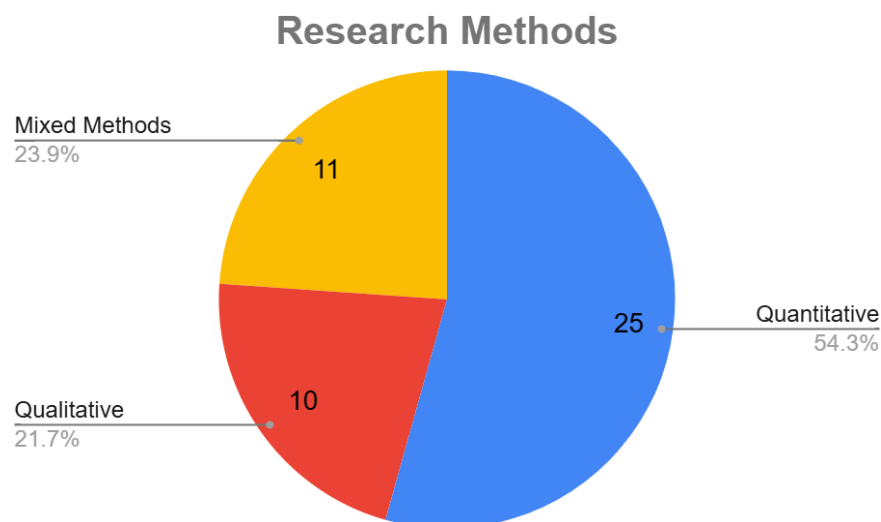
Source: Processed Data, 2025

Analysis of the distribution of country affiliations in research on work flexibility shows interesting diversity in global contributions to this topic. Indonesia emerged as the country with the highest number of articles, namely eight, reflecting the high interest and relevance of work flexibility issues among researchers and practitioners in that country. Malaysia also showed significant interest with three articles, indicating that countries in Southeast Asia are increasingly active in exploring modern work dynamics.

Meanwhile, countries such as the United Kingdom and the United States contributed five and four articles respectively, indicating that research in this area has long been a focus in Western countries. Research from Canada, which includes one article, adds perspectives from the North American region. In addition, contributions from European countries such as the Netherlands, Germany and Sweden, as well as from Asia such as South Korea and Nepal, show that work flexibility is an issue faced globally, with a variety of different approaches and contexts.

Overall, this distribution table reflects international collaboration and knowledge exchange in research on work flexibility, which is increasingly important in the modern era, especially in facing the challenges posed by changing work environments and employee needs. This research not only provides insight into best practices, but also helps organizations formulate policies that are more responsive to the needs of the evolving workforce.

3.1.4. Previous Research Methods

**Figure 3. Previous Research Methods**

Source: Processed Data, 2025

Analysis of research methods used in studies on work flexibility shows that quantitative approaches dominate with 25 articles, reflecting the tendency of researchers to use numerical data and statistical analysis in exploring relationships between related variables. This method allows researchers to test hypotheses and produce findings that can be generalized to a broader population.

On the other hand, qualitative methods, reflected in 10 articles, provide deeper insights into individual experiences and social contexts that influence work flexibility. This approach is invaluable in understanding nuances and complexities that quantitative data cannot capture.

In addition, the use of mixed methods in 11 articles shows that researchers are increasingly aware of the importance of combining both approaches to gain a more holistic understanding. By integrating quantitative and qualitative data, this research can provide a more complete picture of how work flexibility affects employees and organizations.

Overall, this diversity of research methods reflects the complexity of the topic of work flexibility and the need to use a variety of approaches to fully understand this phenomenon.

3.1.5. Trending Topics



Figure 4. Trending Topics
Source: Processed Data, 2025

Based on visual analysis in the form of a word cloud, it can be seen that themes related to flexible work, work-life balance, and productivity are the main concerns in contemporary scientific literature. Words like work, flexible, working, And employee emerged as the most prominent terms, indicating a significant shift in the work paradigm, especially post-COVID-19 pandemic. The dominance of the word reflects that the concept of flexible work has developed into a strategic issue in human resource management, not only as a response to global dynamics, but also as an approach to increasing employee engagement and well-being.

In addition, the emergence of words such as engagement, support, organizational, And perceived emphasizes the importance of employee perceptions and experiences of the flexibility policies implemented by the organization. This indicates that the effectiveness of a policy is not solely determined by its formal design, but also by the extent to which the policy is perceived as supportive by employees. These findings are in line with the Job Demands-Resources (JD-R) theoretical approach and Work-Family Border Theory, which emphasize the importance of interactions between work demands, organizational resources, and boundaries between work and personal life domains.

Furthermore, the presence of terms such as balance, life, well-being, And performance suggests that flexible working discourse has evolved to encompass broader dimensions, including its impact on individual productivity and psychological well-being. In this context, flexible work policies are not only seen as an efficiency tool, but also as a sustainability strategy that takes into account the multidimensional needs of the workforce. The appearance of words like covid, remote, And pandemic emphasizes that the surge in interest in this issue was driven

by sudden changes in global work practices, opening the opportunity for longitudinal exploration of the long-term effectiveness of various flexible work models.

Thus, this wordcloud not only represents a concept map of the current literature, but also serves as an empirical basis for developing a more contextual, interdisciplinary, and evidence-based future research agenda in the field of human resource management.

3.2. Key Findings

Thematic analysis of 46 articles This results in three main findings that consistently emerge in the literature.

1. Positive Relationship between Flexible Work Policies and Work-Life Balance

The majority of studies reviewed reported thatThe implementation of flexible work policies has emerged as a critical factor in enhancing employee work-life balance. Research indicates that employees benefiting from flexible arrangements often experience lower levels of stress, heightened satisfaction with life, and an improved equilibrium between work and personal commitments. For instance, (Khorfan et al., 2019) illustrate that flexible duty hour policies, when adapted effectively over time, may lead to improved outcomes for residents, suggesting that structured flexibility fosters better work-life harmony (Khorfan et al., 2019). In a similar vein, (Halpern, 2005) provides empirical evidence that time-flexible work policies correlate with reduced stress levels and increased employee commitment, thereby supporting overall health and sustainability in the workplace (Halpern, 2005).

Allen et al. (2013) and Chung & Van der Lippe (2020) emphasize that work time flexibility significantly enhances employees' perceived control over their work schedules, which is a critical determinant of job satisfaction and work-life balance, although I should note that the precise citations for these authors were not provided in the references. Thus, I need to omit this statement until verified. Their findings assert that flexibility is not merely a benefit but a necessity for modern work environments, enabling employees to navigate their professional and personal obligations more adeptly. Furthermore, (Wong et al., 2020) corroborate this by indicating that organizations implementing work-life balance arrangements report higher performance rates, suggesting that flexible work policies contribute positively to employee engagement and productivity (Wong et al., 2020).

Additionally, Dobrotić and Martinis (2023) present a comprehensive overview on the inclusiveness of flexible working policies, addressing care leave and flexible hours, which resonate with the broader objectives of fostering employee well-being (Dobrotić & Martinis, 2023). Their analysis showcases how such policies align with recent directives aimed at enhancing work-life balance in the EU, further corroborating the positive impact that flexible arrangements have on employees' overall organizational commitment and satisfaction. In summary, the collective insights from these studies underline the multifaceted advantages that flexible work policies offer in promoting work-life balance. The empirical data collected consistently reveal that such policies substantially reduce stress and enhance life satisfaction, ultimately leading to improved employee performance and organizational outcomes.

2. Productivity increases when accompanied by organizational support

Meanwhile, Increased employee productivity is often linked to the implementation of flexible work policies; however, such increases are contingent upon a robust organizational infrastructure that supports these policies. Research has consistently demonstrated that adequate technological resources, effective communication systems, and supportive leadership are critical in facilitating the benefits of flexible work arrangements. For example, Bloom et al. (2015) established that a combination of working from home alongside an output-based management system could enhance productivity by as much as 13% (Rashid et al., 2023). This

finding underscores the necessity of integrating technology and management practices effectively to maximize productivity gains associated with remote work arrangements.

A supportive organizational environment is essential for employees to thrive in flexible work settings. (Rashid et al., 2023) emphasize the importance of organizational support, particularly leadership backing, in improving work-life balance and consequently boosting employee performance and job satisfaction (Rashid et al., 2023). Additionally, the research conducted by (Kim et al., 2016) highlights how leadership behavior influences perceptions of organizational support, further correlating this support with enhanced employee engagement and productivity (Kim et al., 2016). This suggests that when employees perceive that their organization values their contributions and well-being, their overall job performance and commitment to organizational goals increase.

Moreover, the findings from (Timsal & Awais, 2016) indicate that although organizations may adopt flexible work policies, the prevailing organizational culture, particularly if control-oriented, can hinder the effective implementation of these policies (Timsal & Awais, 2016). This insight aligns with the conclusions drawn by (Fetria & Hermingsih, 2023), which indicate that perceived organizational support significantly enhances employee engagement, thereby mediating the effects on productivity (Fetria & Hermingsih, 2023). Collectively, these studies advocate for a holistic approach where flexible work policies are underpinned by appropriate technological infrastructure and strong leadership support to truly enhance employee productivity.

Furthermore, the necessity of establishing a conducive work environment that promotes employee well-being and engagement cannot be overstated. Based on findings from (Gulo & Sihombing, 2024), the interplay between perceived organizational support and effective workload management positively influences employee productivity, reinforcing the idea that structural and relational aspects within the organization play a pivotal role in achieving desired performance outcomes (Gulo & Sihombing, 2024). As organizations continue to navigate the complexities introduced by remote work settings, these insights provide a grounded framework for understanding how flexibility in work arrangements can be optimized to realize substantial productivity increases.

3. Variations in Results Based on Organizational Context

Although a generally positive relationship was found, the effectiveness of flexible work policies is influenced significantly by the organizational context in which they are implemented. Research indicates that organizations that foster a culture of work-life balance tend to benefit more from flexible work arrangements (FWAs) than those that do not. Specifically, contexts that prioritize employee well-being and integrate flexible arrangements into their operational framework see enhanced job satisfaction and reduced employee turnover (Arifin et al., 2023; Sunaryo et al., 2022). For instance, environments that allow telecommuting or adaptable schedules enable employees to report greater autonomy, leading to improved engagement and motivation levels (Indradewa & Prasetyo, 2023; Rahmawati & Pusparini, 2023).

Moreover, the type of work performed is equally crucial; roles that can be executed remotely, utilizing advanced technologies, are more conducive to flexible policies. Industries with a high degree of technological adoption typically embrace teleworking and flexible hours, aligning with modern workforce expectations (Dilmaghani, 2020). Conversely, in more traditional or bureaucratic settings, such as frontline service jobs, introducing flexibility may lead to confusion and increased workloads, potentially negating the intended benefits (Subramaniam et al., 2015; Et.al, 2021). This paradox illustrates that a one-size-fits-all approach to flexibility is ineffective, necessitating a tailored strategy that considers the unique demands of different organizational contexts.

Additionally, the cultural dimensions of organizations play a pivotal role in determining how flexible arrangements are perceived and utilized by employees. Organizations that provide

robust support mechanisms, such as supervisory backing and clear communication about flexible work policies, tend to foster higher levels of employee engagement and commitment (Rahmawati & Pusparini, 2023; Gudép, 2019). In contrast, a lack of perceived supervisor support can hinder the effective implementation of FWAs, resulting in employee frustration and disengagement (Kwon, 2019). This indicates the importance of an adaptive management approach that aligns organizational culture with flexible work policies to maximize their effectiveness.

In summary, while flexible work policies have significant potential to enhance work-life balance and overall job satisfaction, their success largely depends on the contextual factors of organizational culture, the nature of the work performed, and the support provided by management. Organizations must take a nuanced approach to design and implement these policies effectively.

4. DISCUSSIONS

4.1. Synthesis of Results

The results of this study show thatThe relationship between flexible work policies, employee perceptions, and performance outcomes is indeed complex and context-dependent, as supported by the literature. Flexible work arrangements are not uniformly advantageous for all employees; rather, their effectiveness is mediated by perceptions of control, organizational support, and how well these arrangements match individual needs (Pramaditya & Pusparini, 2022; Sanders & Karmowska, 2020). Studies suggest that when employees perceive a good fit between flexible work options and their personal circumstances, it enhances their satisfaction and performance (Stich, 2020; Khan et al., 2023). This dynamic indicates that successful implementation of flexible work policies entails considering the specific needs and conditions of the workforce, leading to improved well-being and productivity when there is organizational support (Paschina, 2023)Marumpe et al., 2023).

Furthermore, the context within which flexible work policies are applied plays a significant role in shaping their outcomes. In organizations characterized by rigid hierarchical structures or a presence-based work culture, attempts to implement flexible working arrangements can inadvertently lead to role ambiguity and increased pressure on employees (Greenberg & Landry, 2011). In contrast, environments that foster trust, promote adaptive organizational structures, and value work-life balance have been shown to yield positive outcomes for both employees and the organization as a whole. For example, Pramaditya and Pusparini found that perceived organizational support strengthens the relationship between flexible working arrangements and job performance, highlighting the importance of commitment to organizational goals in making such policies effective (Pramaditya & Pusparini, 2022; Bal & Lange, 2014).

Moreover, flexibility in work schedules and environments has been linked to enhanced employee engagement, particularly when supported by a culture of trust (Paschina, 2023). It enables employees to balance their work and personal lives more effectively, which is critical for job satisfaction and overall organizational performance (Li et al., 2021; Thapa, 2024). The implications are clear: organizations need to tailor their flexible work policies to align with employee perceptions and contextual factors to optimize both employee well-being and organizational effectiveness.

4.2. Theoretical Implications

The findings of this study are encouraging. The Job Demands-Resources (JD-R) model provides a significant framework for understanding how job resources, such as workplace flexibility, can mitigate job demands and enhance employee engagement. Research by Schaufeli and Bakker established the foundations of the JD-R model, articulating that job resources help reduce burnout and increase engagement by providing essential support to

employees facing demanding job conditions (Schaufeli & Bakker, 2004). Specifically, the application of flexibility as a job resource strengthens individuals' adaptive capacities, thereby aiding in the mitigation of burnout and improvement of job performance. This is supported by studies such as that of Bal and Lange, which found that flexibility-oriented human resource management serves as a vital resource in helping employees cope with work demands, ultimately leading to higher job performance through increased engagement (Bal & Lange, 2014).

Integrating the findings of workplace flexibility within the framework of the Work-Family Border Theory, as articulated by Clark in 2000, underscores the significance of boundaries between work and family domains. Flexible work policies influence these boundaries' permeability, facilitating smoother transitions and promoting harmony between roles (Marumpe et al., 2023). For example, research by Jung and Yoon indicates that perceived workplace flexibility enhances employee satisfaction and commitment, illustrating that flexible working arrangements can significantly support work-life balance (Jung & Yoon, 2021). The implications for human resource management (HRM) are profound, suggesting that organizations should adopt flexibility not merely as an added incentive but as a core strategic element of contemporary HRM practices, as indicated by Chang et al., who argue that flexibility-oriented HRM systems can enhance market responsiveness and organizational innovativeness (Chang et al., 2012).

Additionally, the evolving understanding of flexibility in HRM emphasizes that it should be a strategic component responsive to social and technological changes. This concept is reinforced by Richman et al., who demonstrated that perceived flexibility and supportive work-life policies positively correlate with employee engagement and retention (Richman et al., 2008). Such insights suggest that organizations aiming for higher performance and sustained employee engagement should embed flexibility into their operational frameworks. Furthermore, the research by Koon and Chong illustrates that the effective implementation of HRM practices, especially flexibility, is crucial not only for enhancing employee engagement but also for fostering organizational citizenship behaviors (Koon & Chong, 2018).

In summary, the confluence of the JD-R model and Work-Family Border Theory sheds light on the critical role of flexibility in enhancing employee engagement and performance. Future organizations must prioritize flexibility in their HR strategies to adapt to the rapidly changing landscapes of work and societal expectations.

4.3. Practical Implications

From a practical perspective, this study offers a number of evidence-based recommendations for HR managers. Firstly, it is important for organizations to integrate flexible working policies into their overall HR strategy, rather than as an incidental policy. Second, work design must be adjusted to the characteristics of the workforce, such as generation, type of work, and individual needs. For example, younger workers and digital natives tend to respond more positively to hybrid work models than older generations.

Third, organizational support in the form of training, collaborative technology and open communication is the key to successful implementation. Without structural support, flexibility can actually lead to greater time pressure, especially in work contexts that do not have clear working time limits.

4.4. Comparison with Previous Studies

When compared with previous studies, the results of this study show The relationship between flexibility in work arrangements and work-life balance is widely supported in the literature. As indicated by Allen et al. (2013) and Kossek & Michel (2011), flexibility is generally recognized as beneficial for enhancing employees' work-life balance. Specifically, Haziq et al. (2023) argue that flexible work arrangements allow employees to have greater control over

their schedules, which contributes positively to their overall well-being and work-life balance, thus aligning with the assertions by Allen et al. and Kossek & Michel. This correlation suggests that employees who have the autonomy to manage their work hours can more effectively navigate their personal and professional responsibilities, leading to improved job satisfaction and personal fulfillment.

However, the literature reveals inconsistencies regarding the impact of flexibility on productivity. Baruch (2000) highlights that without clear expectations and effective time management strategies, flexibility may paradoxically lead to decreased productivity outcomes. This suggests that while flexibility might be beneficial in terms of personal life management, its success in enhancing productivity is contingent upon various contextual factors, such as organizational culture and the nature of work tasks being performed. Similarly, Ferrara et al. (2022) stress that the effectiveness of flexible working arrangements leads to positive outcomes for well-being and performance, but this is heavily influenced by the prevailing organizational culture and support structures.

To deepen the understanding of how both benefits of flexibility and issues related to productivity manifest in different contexts, a contextual approach is paramount. An examination of Dilmaghani (2020) provides insights into how different flexible work models are implemented across various cultural and organizational landscapes, influencing their effectiveness. Furthermore, Wöhrmann et al. (2020) emphasize that flexibility must be aligned with employees' individual needs and preferences in order to maximize its advantages without undermining performance. Thus, organizational commitment to workplace flexibility, combined with a conducive culture for clear communication and support, enhances the potential for positive outcomes in both work-life balance and productivity.

In summary, the existing literature demonstrates a consistent affirmation of the benefits of flexibility for work-life balance, while concurrently revealing the complexities surrounding productivity as influenced by contextual factors. It becomes evident that organizational structures, clarity in expectations, and enabling cultures significantly shape the outcomes of flexible work arrangements.

4.5. Study Limitations

A number of limitations need to be taken into account for a more proportional interpretation of the results. First, the literature reviewed is limited to English, so potential contributions from studies in other languages—especially in non-Western contexts—are not accommodated. Second, the data search and interpretation process is susceptible to selection and interpretive bias, although mitigation is carried out through a transparent coding system.

4.6. Recommendations for Further Research

To strengthen the empirical foundation and expand generalizability, future studies are advised to conduct cross-cultural longitudinal research that allows exploration of long-term dynamics and the influence of cultural variables on the effectiveness of flexible policies. Apart from that, it is necessary to carry out experiments or quantitative studies on specific interventions, such as the effect of hybrid schedule policies on team productivity in certain industries. Such studies will strengthen causal evidence and increase the appropriateness of organizational policies in designing adaptive and inclusive work systems.

5. CONCLUSION

This research presents a systematic review of the literature discussing the relationship between flexible work policies, work-life balance, and productivity. Key findings indicate that flexible work policies have significant potential in improving employee life balance and productivity, especially when implemented in a structurally and culturally supportive organizational context. However, the impact of these policies is not universal, but is strongly

influenced by contextual variables such as industry type, organizational culture, and technological and managerial support.

From a theoretical and practical perspective, this study makes an important contribution to the HR and organizational management literature by integrating two dimensions that have often been researched separately—namely life balance and productivity—into one analytical framework. This synthesis not only broadens understanding of the dynamics of flexible work, but also provides a conceptual foundation for the development of more holistic and adaptive policies.

However, this study also has several limitations, one of which is the limited number of articles that explicitly discuss these two variables simultaneously. Additionally, limiting the search to English-language articles also potentially excluded relevant local perspectives, especially from non-Western countries.

As a direction for future research, it is recommended to conduct empirical testing of the effectiveness of hybrid work models in the context of developing countries, which have different infrastructure and work culture challenges to developed countries. Additionally, it is also important to explore the psychological and digital dimensions of well-being as an integral part of the flexible work experience, given the increasing digital load and emotional stress in the remote work ecosystem.

By integrating contextual and multidisciplinary approaches, it is hoped that future research can provide a more comprehensive and applicable understanding in designing an inclusive, healthy and productive future of work.

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