

Workplace Flexibility Research 2015-2020: A Challenge for Future Research

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Abstract

Keywords:

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Literature study;
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This article provides a literature review of workplace flexibility from several fields of research. This research was conducted based on a systematic review of workplace flexibility, from 31 articles carried from the Publish or perish database, open knowledge map, and VOS viewer as well as from Science Direct and Emerald science from 2015 to 2021. Based on the results of some keywords, several variables studied include employee engagement, gender, job satisfaction, work-family conflict, communication, and technology. This study's results are a conceptual model and future research developments. There is a holistic perspective in defining workplace flexibility, and this broader definition needs to be embedded in the context bigger than organizational culture change. Flexibility can act as an independent, mediation, moderation, or dependent variable in various relationships with other variables. Most studies use quantitative methods, and several studies are using a qualitative approach. This study intends to represent the knowledge of workplace flexibility concept for further research, as for practitioner is as guidelines to formulate and promote the implementation of workplace flexibility. The research limited only based on 31 articles in the last five years.

Abstrak

Kata kunci:

Fleksibilitas tempat kerja; Study literatur;
Keterikatan karyawan

Artikel ini memberikan tinjauan literatur tentang fleksibilitas tempat kerja dari beberapa bidang penelitian. Penelitian ini dilakukan berdasarkan tinjauan sistematis terhadap fleksibilitas tempat kerja, dari 31 artikel yang dibawa dari Publish or perish database, open knowledge map, dan VOS viewer serta dari Science Direct dan Emerald science dari 2015 hingga 2021. beberapa kata kunci beberapa kata kunci dan variabel yang diteliti antara lain employee engagement, gender, kepuasan kerja, konflik pekerjaan-keluarga, komunikasi, dan teknologi. Hasil penelitian ini merupakan model konseptual dan pengembangan penelitian ke depan. Ada perspektif holistik dalam mendefinisikan fleksibilitas tempat kerja, dan definisi yang lebih luas ini perlu disematkan dalam konteks yang lebih besar daripada perubahan budaya organisasi. Fleksibilitas dapat berperan sebagai variabel independen, mediasi, moderasi, atau dependen dalam berbagai hubungan dengan variabel lain. Sebagian besar penelitian menggunakan metode kuantitatif, dan beberapa penelitian menggunakan pendekatan kualitatif. Penelitian ini bertujuan untuk merepresentasikan pengetahuan tentang konsep fleksibilitas tempat kerja untuk penelitian selanjutnya, bagi praktisi sebagai pedoman untuk merumuskan dan mempromosikan penerapan fleksibilitas tempat kerja. Penelitian dibatasi hanya berdasarkan 31 artikel dalam lima tahun terakhir

1. Introduction

The idea of becoming more flexible at work when the mass production structure is criticized as being too rigid to meet the global competition drives discerning consumers to demand differentiated products. In addition, work design related to mass production has been criticized in the following ways: Workers' anxieties about how they do their jobs; and

create a workforce that cannot meet the demands of new labor practices (Dyer, 1998). However, there still seem to be many open issues related to the flexibility discussion.

In today's era of technology and communication turmoil, workplace flexibility is needed. Workplace flexibility has changed from the methods defined decades ago. Previously, employees perceived workplace flexibility to work on a loose time or shift basis, but that understanding has now turned into flexibility related to multiple factors. Working time flexibility (when), workplace flexibility (location), and work style flexibility (Davidescu et al., 2020). The term workplace flexibility is believed to indicate an outsourcing culture. Especially in the field of work carried by the high mobility of generations who also experience behavioral changes.

In academia, research development and concept of workplace flexibility show that things are changing as methods and subjects' change. This paper examines how flexibility is conceptualized across multiple disciplines and captures the common role of employers and workers in negotiating workplace flexibility that contributes to the interests of employees and businesses. The main purpose of writing this article is based on literature containing topics related to workplace flexibility from 2015 to 2021. Articles selected from international journals should be able to add guidance for future research and development.

2. Literature Review

Work flexibility provides employees with a balance between work and personal life, leading to work satisfaction and performance that has positive consequences for organizational well-being. Work flexibility is key, and digital transformation and technology will enable activities based on internet connectivity in some regions (Davidescu et al., 2020). How often they participate in work-related work (Hill et al., 2008). As demographic changes affect the workplace, governments, organizations, and workers are looking for ways to maintain an optimal working life until old age. Work flexibility has been introduced as a possible way for workers to lead a more satisfying working life until retirement (Matthijs Bal & Jansen, 2016).

In general, workplace flexibility also based on coping theory (Hill et al., 2008; Allen et al., 2013; Lazarus & Folkman, 1984; Lazarus & Folkman, 1991). Workplace flexibility has become an interesting topic for researchers, practitioners, and public policy advocates as a tool to assist individuals in managing work and family roles (Allen, et al 2013). As a variety of practices, workplace flexibility was used to adjust facilitate of the workforce in terms of number of employees, temporary employment, skill mix, job description, or compensation (Whyman & Petrescu, 2014). Most of the research on work flexibility in the workplace has been done in enterprises, and the results are often thought to be relevant for small businesses as well (Gordon et al., 2015).

3. Method

This article is a literature review of workplace flexibility. Literature research requires several steps to be taken. The first step is screening. In this study, researchers explored issues in international research journals by searching for articles published on Google Scholar,

Publish or Perish, Open Knowledge Maps, and Vosviewer to find the keywords of workplace flexibility. Use the science databases ScienceDirect and Emerald to investigate the problem from year 2015 – 2021. The second step is to identify keywords that are commonly associated with workplace flexibility. Figure 1 show the procedure for searching the articles.

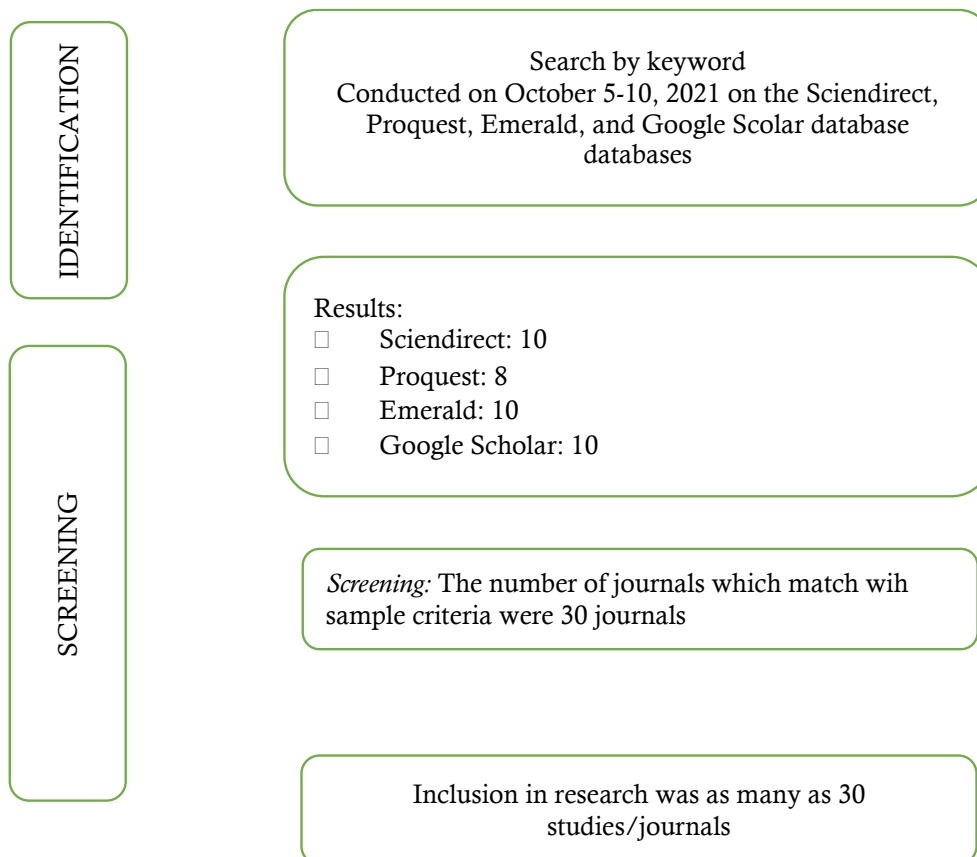


Figure 1. Stages of writing articles of literature study

The following describes the content analysis for 30 journals for 2015-2020, obtained from the Science Direct, ProQuest and Emerald databases.

3.1. The Cluster

The consequences from mapping evaluation with the subject of place of job flexibility discovered that many clusters studied have been related to numerous variables. Figure 2 indicates a community visualization until 2021 with the keyword, particularly place of job flexibility yield associated with different topics, consisting of stress, environment, management, activity satisfaction, productivity, and so on. The Topic or flexibility variable is in cluster 1, that is a red circle. There are seven clusters which without delay or in a roundabout way associated with place of job flexibility.

Meanwhile, Figure 3 shows the depth of workplace flexibility topic. The figured in a light color means that some topics have been analyzed, while a dark color means that there was no in-depth research yet on the theme. The topics of flexibility in this picture are compiled from search results in 2015 to 2021 through searches in reputable journals.

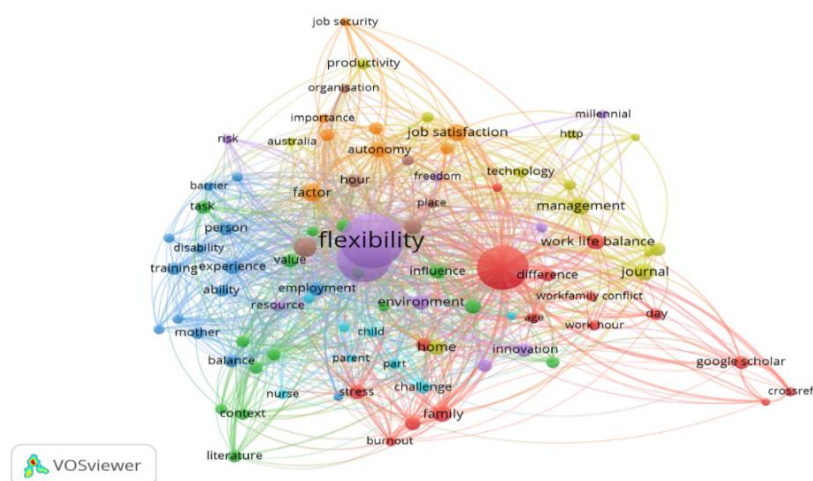


Figure 2. Cluster analysis

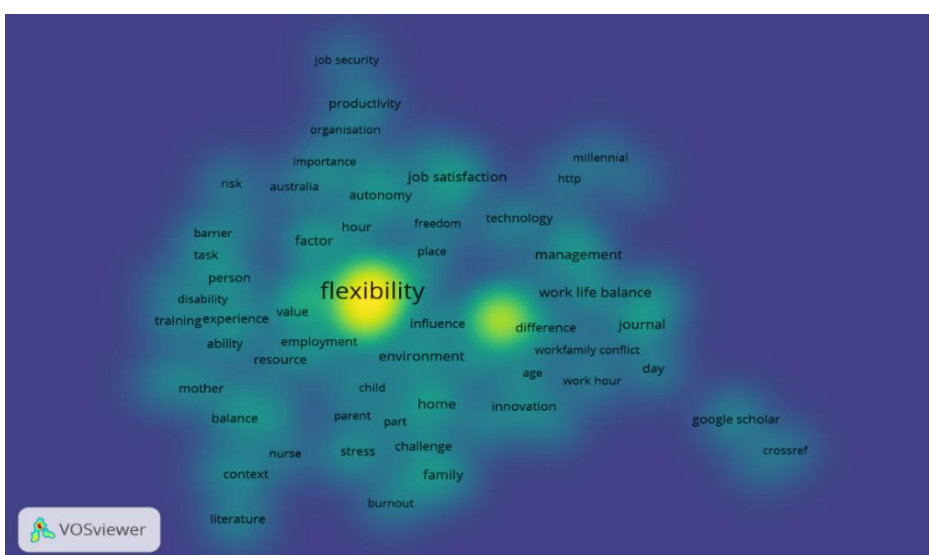


Figure 3. Density visualization

Table 1 consist of several variables that are often researched related to the workplace flexibility variable.

Table 1. Some research variables associated with workplace flexibility

No	Frequently Researched Variables	Variables Are Rarely Examined
1	Flexibility	Burnout
2	Work hour	Innovation
3	Productivity	Environment
4	Job security	Age
5	Job satisfaction	Balance
6	Autonomy	Disability
7	Work life balance	Challenge
8	Gender	Family
9	Work family conflict	Management
10	Technology	Millennial
11	Work life balance	

4. Result and Discussion

4.1. Research on Workplace flexibility in Some Countries

Despite the concept of working flexibility has been known for a long time, it became more known and practiced when the covid pandemic happened in 2019. The concept of work flexibility has long been known but became better known and practiced when the Covid pandemic broke out in 2019 such as study conducted in the United States about Workplace Flexibility and Parent-Child Interactions Between Parents Working (Kim, 2020). Workplace Flexibility is a Work and Family Responsibility By facilitating coordination, it helps to facilitate parent-child interaction. In addition, this study found a modest role in household structure and household income in the relationship between work flexibility and parent-child interaction.

Previous studies in 2017 in Helsinki explored new types of workplaces which appeared due to the increase of flexibility in work arrangements and the use of information and communication technology. Apart from homes and offices, third places, such as libraries and coffee shops, are increasingly used as temporary workplaces (Marino & Lapintie, 2017). The results show new forms of appropriation of public space and semi-public space for work purposes that have not been analyzed yet in the context of existing urban policies and practices.

Originally from the Netherlands, Hoff (2018) studied three training programs at the Utrecht Medical Center: anesthesiology, pediatrics, and ophthalmology. These descriptive studies provide opportunities for residents to develop their chosen direction at a rate that suits their abilities by allowing the flexibility of the graduate medical education program to balance clinical work and family responsibilities. In addition, an article by Bhusan & Sar, (2020) entitled Critical Analysis of the Concept of Workplace Flexibility and How It Affects Employee and Corporate Performance: The Case of the Indian Retail Industry. This study described the role of flexible work patterns in increasing employee engagement and engagement with Indian organizations. The results obtained show that increased workplace flexibility for employees has led companies to introduce flexible work schedules and worker patterns.

A Polish case study combines the flexibility of the HR system with the individual flexibility (IF) of employees and their positive personality, explaining optimism, hope, resistance, or self-efficacy psychological capital (PsychCap). IF as shown in the Polish case are generally weak in innovative behavior although a predictor, in situations where PsychCap was used as a mediator, these variables allowed for innovative work behavior predictions (Wojtczuk-Turek & Turek, 2015).

An article on the relationship between flexible work arrangements and job performance in the UK, starting with the question that flexible work arrangements place greater emphasis on work quality and productivity. Some social implications have been gained from this study for workers, employers, and society, including reconciling family and work, resolving family demands, improving company performance, reducing traffic congestion and stress. Some implications in Table 2 have a potential impact on policy (Giovanis, 2018).

Table 2. Previous Research on Workplace Flexibility in Several Countries

No	Author	Metodology	Results	Implications and Novelty
1	Marino & Lapintie (2017)	Observational study, interviews, and spatial analysis	The results show that the allocation of new forms of public and semi-public space for work purposes has not been analyzed in the context of existing urban policies and practices.	These findings provide input for future visions and new workplace planning.
2	Hoff (2018)	Descriptive study	The implements correctly and flexibility is effective for quality training.	The flexibility of the graduate medical education program gives residents the time to balance clinical and home work, as well as the opportunity to develop in their chosen direction at a speed that suits their abilities. At the same time, the composition of clinical work has been adjusted to accommodate this flexibility.
3	Kim et al. (2020)	General Social Survey by making a combined sample across four data waves (2002, 2006, 2010, and 2014, N = 6,945). Worker welfare is measured by job satisfaction, job stress, daily fatigue, and work-family conflict. Multivariate regression analysis and multiple sensitivity tests were performed.	The survey found the benefits of a flexible schedule for work-related benefits. Ability to adjust start and end times for work and keep up with homework is particularly relevant to increasing family labor disputes among female workers.	The results show the potential benefits and unintended consequences of various flexibility arrangements for workers, and these effects may vary by gender.
4	Bhusan & Sar (2020)	Literature study	Especially in India, the growing interest of employees in workplace flexibility has led companies to adopt flexible work schedules and patterns.	Excessive focus on flexible work styles was adversely affected by the presence of sedentary and disciplined employee behavior. In addition, it affected professional communication between workers

No	Author	Methodology	Results	Implications and Novelty
5	Wojtczuk-Turek, & Turek, (2015)	Quantitative research methodology, online survey	In Poland, HR flexibility (HRF) and IF are generally weak predictors of innovative behavior. However, in situations where PsychCap is designed to act as a facilitator, these variables can predict innovative work behavior.	These findings offer blessings to innovative function of personnel in operating via character flexibility.
6	Giovanis (2018)	Measuring financial performance and employee productivity. An instrumental variable (IV) approach was applied to account for reasonable endogeneity and to estimate the causal effect of flexible job type on firm performance	The finding shows a significant and positive relationship between flexible work arrangements and workplace performance in the United Kingdom.	Social implications; The insights gained from this study can have profound policy implications for workers, employers and society as a whole, including work-family life harmonization, family demand resolution, performance improvement, congestion and stress reduction. there is. Originality/value; This is the first study to investigate the relationship between flexible work and job performance using the IV approach. This allows us to estimate the causal effects of flexible forms of work and the social effects that may be associated with them.

4.2. Multiple Variables in Research on Workplace Flexibility

4.2.1. Job satisfaction

Some articles determined a correlation among place of work flexibility and activity pleasure, for instance, as withinside the article activity flexibility and activity pleasure amongst Mexican experts: a socio-cultural explanation (Baeza et al., 2018). The study tested how activity flexibility affects activity pleasure amongst Mexican experts and makes a specialty of the function of the important thing on sociocultural moderators who're applicable to Mexican society. The consequences display that activity flexibility is a crucial antecedent on activity pleasure in a collectivistic and financial improvement in Mexico.

Although Mexico is a collectivistic society, the findings proclaim beyond discoveries in individualistic western countries.

A research in Romania has the goal to have a look at the effect of various styles of flexibility, along with contractual, functional, operating time, and place of work flexibility — to spotlight the relevance of worker improvement and worker flexibility as crucial as components of sustainable HRM in growing the general stage of activity pleasure of worker which mentioned withinside the article of Work Flexibility, Job Satisfaction, and Job Performance amongst Romanian Employees— Implications for Sustainable Human Resource Management. Table 3 shows the ordinary size of activity flexibility indicates an advantageous effect on activity pleasure, revealing that a better stage of activity flexibility, in a aggregate of diverse paperwork could boom employees' activity pleasure levels (Davidescu et al., 2020).

Table 3. Previous Research on Workplace Flexibility and Job Satisfaction

No	Author	Methodology	Results	Implications and Novelty
1	Baeza et al. (2018)	Measuring job flexibility using a four-item scales which developed by Rothausen (1994). Job satisfaction measured by three aspects of job satisfaction— satisfaction with coworkers, satisfaction with supervisors and satisfaction with the nature of the job itself, all from spectors (1985).	The authors found that work flexibility has a positive relationship with work satisfaction. This relationship is strong not only for workers without dependents, but also for younger generations (such as millennials).	Implications; Latin Americans are increasingly showing certain relationships, marriages, and reproductive behaviors that are common in developed countries. Women are becoming more educated, earning more money, postponing marriage and giving birth at this stage of life. Novelty; Overall, these results have important implications for managing workplace flexibility for Mexico and other Latin American countries, especially young professionals.
8	Davidescu et al. (2020)	A quantitative sociological survey was conducted based on a structured questionnaire among adults aged 15-64. Sampling was carried out with a probabilistic stratified stage-type.	Empirical results show that the main forms of work flexibility reported by Romanian workers are teamwork, computer use, telework, and job rotation.	An overall measurement of job flexibility showed a positive impact on job satisfaction, revealing that higher level of job flexibility in a combination of various forms increased job satisfaction level of employee.

4.2.2. Work-family conflict

When a working family gives their best effort in their work, some problems may occur and cause conflict. Study conducted by [Afsar & Rehman \(2017\)](#) explained that the workplace flexibility variable moderate relationship of workplace engagement and intention to move. However, besides the predictive power of workplace flexibility, it is not much to be understood about its role as a moderator.

Additional issue of workplace flexibility is that one of the destructive features of the organization today is the existence of bias of workplace flexibility, where employees feel that they will face career consequences because of making schedule adjustments for family or personal reasons ([Ongaki, 2019](#)). This study illustrates an important new dynamic in a work-life relationship, which is the potential toxicity of workplace flexibility bias for the health of workers because for health reasons working from home is an alternative that can be considered by a company.

Consistent with the study by ([Brown & Pitt-Catsouphes, 2016](#)) work-family conflict induces a relationship between perceived flexibility at work and caregiver stress as well as a relationship between access to flexible work arrangements and caregiver stress. However, the research form [Afsar & Rehman \(2017\)](#) showed that the mediation model is not supported if the respondents are operating flexibility to officially use flexible work options. [Table 4](#) shows the differences.

[Halinski & Duxbury, \(2020\)](#) re-conceptualize the construction of workplace flexibility as a countermeasure resource that helps prevent work-with-family (WIF) disruption from helping employees in managing them when it occurred. In the article of Workplace flexibility and its relationship with work-interferences-with-family, we prevent these distractions by negatively moderating the relationship between working hours and WIF (work interferes with family).

4.2.3. Gender

One of the crucial issues in research associated with workplace flexibility and gender is that workplace flexibility can be the most important useful resource in managing work and family responsibilities. Nevertheless, there is a knowledge gap regarding the types of flexibility that provide benefits or disadvantages for workers ([Kim, 2020](#)) provide special attention to gender differences. Specifically for female workers, work flexibility is associated with catching up with missed work when working from home.

Flexible work increasingly becomes current way of enabling working parents to have a better work-life balance and the main way to solve gender inequality in the labor market ([Chung, 2020](#)). There is evidence that flexible work, display in [Table 5](#), especially those that give workers more control over their work, such as flextime and teleworking, can help reducing gap of gender pay. Formerly, gender is also associated with employee stability to explore the relationship between the determinant's factors of public employees' desire to move and the use of workplace flexibility with particular attention to the role of gender in the relationship between these two constructions. Several forms of arrangements were done with different schedule implementations ([Wadsworth et al., 2018](#)).

Table 4. Previous Research on Workplace Flexibility and Work Family Conflict

No	Author	Methodology	Results	Implications and Novelty
1	Afsar & Rehman (2017)	Cross sectional study	Support hypothesis: <ul style="list-style-type: none"> Workplace flexibility moderates the relationship between workplace involvement and turnover intention. Workplace flexibility moderates the relationship between attachment outside of work and intention to move. 	This study has important implications for hospital management. Nurses can be maintained in the hospital if management establishes a work environment where family life and work are balanced.
2	Ongaki (2019)	Dual mediation model used NSW 2008 to examine the effects of workplace flexibility bias on outcomes related to worker health, health-related behaviors, and disease management	The workplace flexibility bias is directly or indirectly related to each respondent's health measurement.	<ol style="list-style-type: none"> 1. Authors describe the power of workplace flexibility bias for an important dimension of workers' life; their physical and mental health. 2. The analysis underlined the importance of workplace culture in shaping workers' health.
3	Halinski & Duxbury (2020)	Authors used LISERL to develop and test a new multi-dimensional measure of workplace flexibility (n1 6,659). In the second study (n2 947), the authors used partial smallest squares, a component-based structural equation modeling technique to test a model that put workplace flexibility that helps employees to solve WIF.	This research provides support for the idea that workplace flexibility helps employees to solve WIF by: preventing distractions (i.e. negatively moderating the relationship between working hours and WIF), and managing distractions that have already occurred (i.e. negatively moderating the relationship between WIF and stress which felt.	Future research can take benefit from exploring the proactive and reactive flexibility of employees in organizations and countries which tend to not have workplace flexibility.

Table 5. Previous Research on Workplace Flexibility and Gender

No	Author	Methodology	Results	Implications and Novelty
1	Kim et al. (2020)	In the General Social Survey, Authors created a combined sample across four data waves (2002, 2006, 2010, and 2014, N = 6,945) using multivariate regression analysis	This study finds benefits of flexible schedules for work-related welfare. Working from home as part of a job has several benefits but working from home to catch up with work has consistent disadvantages for health.	The findings point to potential benefits and unintended consequences of different flexibility arrangement for workers, and these implications may differ by gender.
2	Chung (2020)	Using the fourth wave of the Work-Life Balance Employee Survey, conducted by the Department for Business Innovation and Skills in the UK	The stigma of flexibility is prevalent with more than 1/3 of all workers agreeing with the statement that flexible workers create more work for others, and 32% saying that those who work flexibly are less likely to be promoted.	Future researchers should seek to develop theories about what stigma means for different types of flexibility. One of the main implications for future studies is the need to distinguish between different types of flexible work arrangement when looking at the stigma of flexibility.
3	Wadsworth et al. (2018)	Cross-sectional quantitative research design,	The use of alternative work schedule was associated with lower expression of turnover intention, but this relationship was only significant for female employees.	The results of analysis are in line with broader observations about the need to increase workplace flexibility and scholarships to explore this flexibility, especially for female employees who are trying to integrate their work and family responsibilities.

4.2.4. Communication and Technology

When the pandemic hit in 2019, we witnessed significant changes and implications for business and communication aspects. When we do some work, the acceptance of services and intercommunication will become directly dependent on information and communication technology. This emerging digital work environment causes new issues and challenges for business leaders (Cakula & Pratt, 2021). Even before the pandemic, the use of

technology at work provided various functions, one of them was the flow of communication when working does not always have to be indoors.

A study attempted to answer the questions about how the communication between supervisor and subordinate employee and tried to figure out the understanding agents, norms, and practices at work by Nordbäck et al., (2017) resulted an issue about flexibility that should lies in organizational policies and settings, workplace norms and practices, worker-supervisor relationship, and individual agency sense - and it is useful in understanding how flexibility policies are placed in these areas of the organization through communication flowing from superiors to subordinate employees.

Communication technology plays a significant role in increasing flexibility in work arrangements. Table 6 shows the discussions from input for future visions and planning for new workplaces (Marino & Lapintie, 2017). Living in the digital era, is undeniable that jobs are Stability requires the role of technology and digitization. The article investigated how three organizations from different domains build digital in the work environment (Dittes et al., 2019). The findings indicated the need to consider how to implement digital work in a way that ensures maximum absorption of employees' ability. Regarding welfare in the workplace, digital communication is considered a demand. In managing the burden because of digital communication in the workplace, flexibility is needed in improving welfare by increasing autonomy and control. Social factors, such as work habits, practices, and conventions in the workplace, play a significant role (Bordi, L., et al 2018).

Table 6. Previous research on workplace flexibility and Communication Technology

No	Author	Methodology	Results	Implications and Novelty
1	Nordbäck et al. (2017)	Survey with questionnaire	Flexibility lies in organizational policies and arrangements, workplace norms and practices, worker-supervisor relationship, and individual sense of agency	Identifying ways which flexibility policies and practices are condensed as well as transformed through interactions between subordinates and supervisors as well as among employees themselves.
2	Marino & Lapintie (2017)	Observational study, interviews, and spatial analysis of three sites	Urban practice has adopted flexibility in working with the use of open spaces in the city of Helsinki	The findings provide input for future visions and new workplace planning.
3	Dittes (2019)	Longitudinal study Conducted study on three different organizations.	Propose top management involvement and the use of IT as an appropriate dissemination activity in most cases	The case studies show that facilitating digital work is not only achieved by choosing a new IT, but also by shifting traditional structures, organizational culture, and ways of thinking.

4.2.5. Performance

A study of a non-experimental quantitative has a goal to determine whether there is a relationship between the use of flexible work arrangement by employees as predictor variables (such as flexible work schedules and telecommuting) and work-family conflict and family-work conflict as covariates (Ongaki, 2019), variables, and organizational outcomes (for example, organizational commitment and outcome performance variables). The use of one option (flexible work schedule or telecommuting) was not statistically significant for employees. However, this study provides insightful information to organizational management not to neglect the use of practices of flexible work arrangement to reduce employee-family conflict to achieve performance.

The following paper writes about how to explain flexibility strategies in the workplace, and it leads to employee performance and an aging organization. These studies provide flexible settings that help and guide aging employees to perform better. Workplace flexibility is recognized as the application of collective intervention within an organization. It is also known as various technology and support strategies of the human resources department (Shah & Gregar, 2019). Through conducting survey method, the research found that the effect of flexibility on employee's performance helps to produce a high organizational turnover.

According to the researcher, organizations that have over-age human resources can give the best or perform well if the organization can increase its flexibility strategy which provides various tools and opportunities for positive motivation. In addition, the findings show collaborative decision-making between HR managers and over-age employees, and it has a positive relationship with work attitude and employee involvement.

Previous study in India discussed the role of flexible work patterns in increasing employee's involvement and employee's commitment toward organization. It also describes the relationship between employee involvement and the improvement of organizational performance (Bhusan & Sar, 2020). This analysis explains that workplace flexibility is crucial to improve organizational performance by increasing job satisfaction among workers.

A literature study attempted to find weaknesses in research on workplace flexibility and found out adjusted with the type of workplace; workplace flexibility (WFP) is divided into three flexibilities, numerical, functional, and cost and they were related to company performance (Whyman et al., 2014).

Though several studies have mentioned benefits of implementing workplace flexibility, there are still some concerns about work quality and productivity increase and in flexible work arrangements, as stated in Table 7. The consideration of the topic was answered in an article (Giovannis, 2018). The findings show a significant and positive relationship between flexible work arrangements and workplace performance. Education, age, salary, quality of the manager-employee relationship, years of experience, area of the market in which the workplace is operated whereas competition are significant factors and positively related to the tendency to adopt flexible work arrangements. And lastly, (Davidescu et al., 2020) stated that the overall measure of job flexibility shows a positive impact on job

satisfaction, revealing that a higher level of job flexibility, in a combination of various forms, increases job satisfaction levels of employee.

Table 7. Previous Research on Workplace Flexibility and Performance

No	Author	Methodology	Results	Implications and Novelty
1	Ongaki (2019)	Cross sectional	There is a workplace flexibility bias directly or indirectly associated with each health measurement that affects performance	The importance of workplace culture in shaping the health of workers will improve employee performance.
2	Shah & Gregar (2019)	Survey Method	The effect of flexibility on employee's performance helps to generate high organizational turnover	<ul style="list-style-type: none"> • The Workforces Management Model provides strategies that can be used to provide greater flexibility among workers in an office environment. • According to this model, organizations should focus on protecting the health and welfare of staff and the inclusion of flexible working hours are equally important to earn their trust and loyalty.
3	Bhusan & Sar (2020)	Literature study	The increasing focus of employees on workplace flexibility has influenced companies to introduce flexible work schedules and patterns for the workforce.	-

4.3. The dissemination of Clusters of Workplace Flexibility Research

The results of mapping analysis with the topic of workplace flexibility discover that many of the clusters studied were associated with several variables. Some circles are related to each other, nonetheless, some are separated and have no common topic. Most of the clusters to analyze the following topics, specifically Workplace Alignment: *An evaluation of office worker flexibility and workplace provision, Resources for domestic violence in the Canadian workplace: Results of a pan-Canadian survey, Perceived time adequacy improves daily well-being: day-to-day linkages and the effects of a workplace intervention, Development, and Validation of a Workplace Age-Friendliness Measure, too much of a good thing? Using a spatial agent-based model to evaluate "unconventional" workplace sharing programs,' Extending working life and the management of*

change. *Is the workplace ready for the aging worker? Motivation and Satisfaction of Employees in the Workplace.*

The second main cluster includes; *Job and family demands and burnout among healthcare workers: Moderating role of workplace flexibility, "Family-Friendly" Jobs and Motherhood Pay Penalties: The Impact of Flexible Work Arrangement Across the Educational Spectrum, Labor productivity and Innovation performance: The importance of internal labor flexibility practices, Flexibility of Work in Employment Relation and labor Development in the labor Market of Nigeria, Not Just a Mothers' Problem: The Consequences of Perceived Workplace Flexibility Bias for All Workers, Gender, flexibility stigma, and the perceived negative consequences of flexible working in the UK, Flexibility and security policies for elderly workers: a case study in Vietnam.* Figure 4. shows the distribution of workplace flexibility research with other variables.

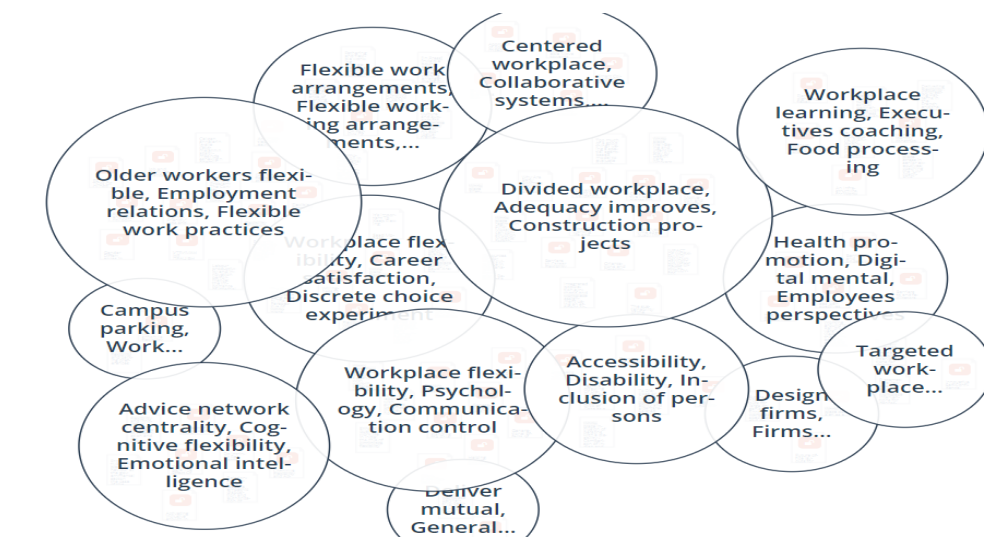


Figure 4. Distribution of workplace flexibility research with other variables
Source: Open Knowledge Maps (2021)

5. Conclusion

Workplace flexibility is considered as a significant factor in organizational behaviour in terms of maintaining employees' productivity and organizational performance. From the literature review, it is known that several variables are associated with workplace flexibility such as performance, communication and technology, work-family conflict, gender, and job satisfaction. The application of flexibility in the workplace is not only carried out by countries that have a communal culture, but also in more individual countries. In addition, the application of flexibility is not limited to large companies but also to small companies or a start-up with an eco-friendly concept that is not limited to workspace or time barriers.

As seen from research methodology perspectives, workplace flexibility was measured quantitatively, i.e. descriptive, correlational, and regression. Qualitatively methodology using phenomenology, study literature, case study as well as observations and interviews. In research tracing in this study, the variables which often appear include mediating and moderating variables; work engagement, mediating variables include employee voice, work

stress, moderating variables, namely organizational trust, and control variables such as demographics.

This literature study is expected to be able to provide directions for future research related to the concept of workplace flexibility by adding wider variables and not limited to cross-sectional studies, but it can be longitudinal research. Even if the pandemic period passes, the concept of workplace flexibility is still a broad topic to be analysed.

Authors' Declaration

Authors' contributions and responsibilities

The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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All data are available from the authors.

Competing interests

The authors declare no competing interest.

Additional information

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