

Research Developments on Flexitime: A Bibliometric Analysis

Luthfianisa Kuswandi^{1*}, Yayang Yulia Nugraha²

¹ Management, Faculty of Economics and Business, Sekolah Tinggi Ilmu Ekonomi Ekuitas, Bandung, Indonesia

² Management, Faculty of Economics and Business, Sekolah Tinggi Ilmu Ekonomi Ekuitas, Bandung, Indonesia

ABSTRACT

Introduction/Main Objectives: The phenomenon of the increasing need for work flexibility in various countries has prompted many organizations to adopt flexitime work systems. This study aims to examine publication related to flexitime and its associations with work-life balance, job satisfaction, and employee well-being, with a specific emphasis on female employees. **Background Problems:** The publication trend on flexitime has fluctuated from 1976 to 2024, with minimal publications before 1990. Since the early 2000s, the number of publications has steadily increased, driven by heightened attention to work-life balance and the evolving dynamics of the workforce. **Novelty:** Unlike previous studies, this research specifically examines the evolution of flexitime publications and quantitatively maps its research connections using bibliometric analysis. **Research Methods:** A bibliometric analysis was conducted using data from the Scopus database, analyzing 92 publications from 1976 to 2024. VOSviewer was used to visualize research trends in publication frequency, country contributions, co-authorship networks, and keyword co-occurrences. **Finding/Results:** The study reveals a significant rise in flexitime research since the early 2000s, correlating with increased discussions on work-life balance and employee well-being. The bibliometric analysis highlights key research clusters and gaps in existing literature. **Conclusion:** Flexitime research has evolved significantly, reflecting its growing importance in workforce management. However, significant gaps remain in understanding the challenges associated with implementation, the role of government policies, and the integration of technology and digital tools. Future research should address these issues to foster a more flexible, inclusive, and productive work environment.

ARTICLE INFO

Keywords:

Flexitime_1; Female Employee Well-being_2; Job Satisfaction_3; Work-life Balance_4; Work Flexibility_5

Submitted: 21 January 2025

Reviewed: 17 February 2025

Accepted: 16 April 2025

Published: 10 July 2025

* Luthfianisa Kuswandi at Management, Faculty of Economics and Business, Sekolah Tinggi Ilmu Ekonomi Ekuitas, Bandung, Indonesia.

E-mail address: lulukuswandi@gmail.com (author#1), yulianugraha63@gmail.com (author#2)

1. Introduction

The rapid development of the times, driven by technological advances and changes in people's lifestyles, has changed various aspects of life, including the way people work. The modern world of work is increasingly required to be adaptive to the needs of a diverse workforce, along with an increasing awareness of the importance of balance between personal and professional life. One form of adaptation that arises from this change is flexible working time arrangements or what is known as flexitime.

Flexitime, or flexible working time, has become one of the innovative solutions in human resource management in the modern era. A study by Shagvaliyeva & Yazdanifard (2014) emphasized that flexibility in working hours allows organizational members to control the duration of their working hours based on the work location and meet the schedule given by the organization. This concept gives employees the freedom to determine their own working hours, while still meeting the number of working hours set by the company. In this system, companies usually set core hours where all employees are expected to be present, while outside of these hours, employees have the flexibility to choose when they start and end their workday.

Research shows that flexible work arrangements have a positive impact on work-life balance and can reduce stress levels (Subramaniam et al., 2020). With the increasing need for work-life balance, flexibility in working hours or flexitime has received increasing attention in human resource studies and organizational psychology (Chung & van der Lippe, 2020). Flexitime policies have been shown to have positive impacts, such as supporting employee well-being, increasing job satisfaction, and reducing turnover intention in various countries (Clarke & Holdsworth, 2017).

Flexitime has gained increasing popularity in recent years, not only in developed countries but also in developing nations. The following data illustrates the trend of flexitime implementation among companies in the United States over the past several years. This data was obtained from 5,694 companies.

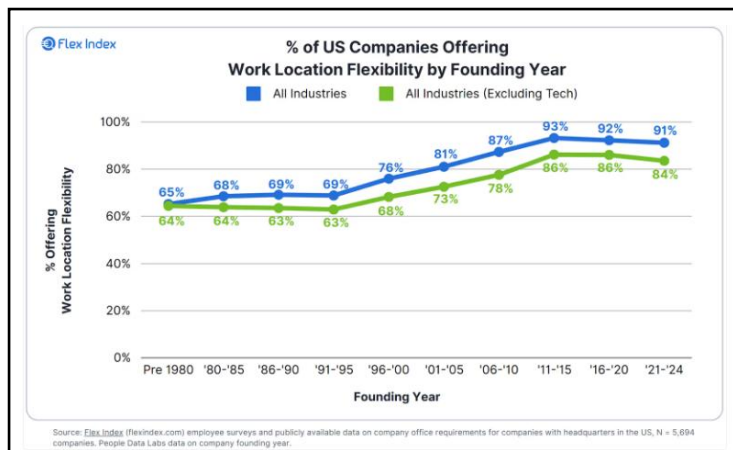


Figure 1. % of US Companies Offering Work Location Flexibility by Founding Year

Source: (Van Rossum, 2024)

The image presents data from Flex Index (Q3 2024) regarding the percentage of U.S. companies offering work location flexibility based on their founding year. The graph shows a significant upward trend, with older companies having lower flexibility rates compared to newer ones. Companies founded between 2011 and 2015 exhibit the highest percentage of work location flexibility at 93%, while businesses established before 1980 report a lower percentage, around 65%. Additionally, companies outside the tech sector have slightly lower flexibility adoption rates. The data suggests that more recently established firms are more likely to embrace hybrid and remote work models.

Accordingly, this study aims to review the global development of flexitime, research, identify challenges associated with its implementation, and offer recommendations for future scholarly inquiry. The findings of this study are expected to contribute to a better understanding of flexitime and support its effective implementation in various work environments.

The scope of this study is directed by the following research questions:

- RQ1** What is the development trend of flexitime-related research every 5 years, from 1976 to 2024?
- RQ2** What is the distribution and development of flexitime research topics in the top 10 countries grouped by continent?
- RQ3** What are the patterns of contribution and collaboration among lead authors in flexitime research, and how have these trends evolved over time?
- RQ4** What are the research gaps identified in the topic of flexitime, and what are the recommendations for future research?

2. Literature Review

Flexitime first emerged in the early 20th century in response to the social and economic changes brought about by the industrial revolution. At that time, the traditional work system that required

strict working hours and fixed work locations was considered incompatible with the changing times. The flexitime concept emerged to overcome these limitations by providing flexibility in the arrangement of working hours, so that employees can adjust their working time to personal needs and other responsibilities (Ritawaty et al., 2024). In the 1960s, Christel Kammerer further introduced the concept of flexible work arrangements to solve problems often faced by workers, especially related to family and work obligations. Kammerer argued that flexible time for employees not only helps them balance both sides of their lives, but can also improve overall performance. Research by Alqasa & Alsulami (2022) shows that providing flexitime can increase productivity, as employees are able to better manage work and family responsibilities, leading to improved performance.

Flexitime has a very positive impact on improving work-life balance (Piqhiyatul, 2019). Female employees in particular benefit significantly from flexitime as it allows them to manage their professional obligations and household duties more effectively (Nastiti & Lisandri, 2022). With flexibility in working hours, they can adjust their time to work with family needs, which in turn reduces the pressure caused by these dual responsibilities. In addition, research conducted by Chung & van der Horst (2020) also found that flexitime allows employees to fit their work schedules around personal responsibilities, making it invaluable in the face of increasingly complex modern work-life integration challenges. This flexibility is increasingly considered a strategic response by organizations to the expectations of an increasingly diverse workforce, which prioritizes work-life balance and quality of life.

In addition to having a good impact on work-life balance, flexitime can also increase employee job satisfaction (FARHA et al., 2022). This is because flexitime gives employees a great deal of control over their schedules, allowing individuals to adjust between personal and work needs. Thus, employees feel more valued and empowered, thus making their level of satisfaction with work increase. Another study conducted by Susilowati & Kasali (2024) found that flexitime is able to contribute to the improvement of mental and physical well-being. This creates a more positive work environment, where employees feel happier and more engaged, which in turn strengthens their loyalty and commitment to the company.

However, behind the effectiveness of flexitime implementation, there are challenges that will be faced by the company. Downes & Koekemoer (2011) in their research mentioned that one of the main challenges is the change in culture and organizational structure. Many organizations have a traditional work culture that prioritizes physical presence and fixed working hours, so the transition to a flexible work system requires deep changes in mindset and daily work practices. Conflict management and communication are also challenges in implementing flexitime (Sulaymonov, 2020).

Lack of face-to-face interaction can hinder effective communication and increase the potential for conflict between employees or employees and management. Without face-to-face meetings, there are often undetected misunderstandings, which can affect team collaboration and misunderstandings in decision-making.

Often, studies related to flexitime implementation focus more on its positive impacts. However, the lack of discussion on the challenges and barriers faced in implementing this system ignores an important aspect that can affect the effectiveness of flexitime implementation. Without paying attention to these challenges, flexitime implementation may face resistance or failure in achieving the desired goals. Therefore, it is essential to further investigate the challenges and barriers associated with flexitime implementation. This presents opportunities for future research to develop effective solutions and explore diverse approaches for optimizing flexitime practices across various industry sectors.

3. Method, Data, and Analysis

Descriptive and content analysis was applied as an approach in this study which focused on evaluating publications within a range of years. This form of approach was created in order to support the enrichment of literature review, which is a key element in the development of research. In this research, the descriptive analysis method applied includes a data collection process consisting of publication year, research country of origin, author, institution, and related field of study. As the main source, Scopus was used considering the coverage of a large number of scientific literature publications and scientific domains even with overlapping domains (Kumpulainen & Seppänen, 2022). The first stage of the research was carried out by obtaining the analyzed data by logging into the Scopus website to search using the following boolean operators:

("FLEXITIME")

At the initial stage of the search, 150 publications were obtained. Furthermore, after the inclusion and exclusion process in the Subject Area categories "Business, Management, and Accounting", "Social Sciences", "Psychology", "Economics, Econometrics, and Finance", "Decision Sciences", and "Environmental Science", 92 publications were obtained. This filter is intended to make the results more focused on the range of organizational management and its effects on employees psychologically and socially, and also to limit the views of other Subject Areas in accordance with the nature of bibliometric analysis conducted to analyze collaboration patterns and explore the intellectual structure of a research field/subject area (Donthu et al., 2021). The results of this search are then further analyzed with the Analyze results feature available on the Scopus page.

This feature is accessed in order to see the results of publication distribution analysis in more detail and illustrated based on various categories, such as publication year, country of origin, author, institution, and document type. The data results are presented in the form of bar charts, pie charts, and tables to facilitate understanding of research trends. Data from the analysis results are taken by exporting data in the form of zip files for each data to be further analyzed. In this study, the data used is only a graph of publication year and distribution by country.

These two graphs were chosen with the consideration that they provide a clearer picture of publication trends over time and the geographical distribution of research. The year-of-publication graph effectively illustrates the pattern of research trends over time, while the country distribution graph offers a snapshot of the regions that have made significant contributions to the field. This visual data is used to understand the interrelationships with other factors, such as global policy and technology, and is supplemented with additional analysis for a more integrated result. This approach is expected to deliver a more systematic and focused visual analysis.

Furthermore, the Analyze results are saved in CSV format. The CSV format is used for the bibliometric analysis process using VOSviewer. Broadus NS (in Ninkov et al., 2021) explains that bibliometrics is an analysis of published information, whether in the form of books, journal articles, or data collections and blogs, as well as related metadata that uses statistics in describing or showing relationships between published works.

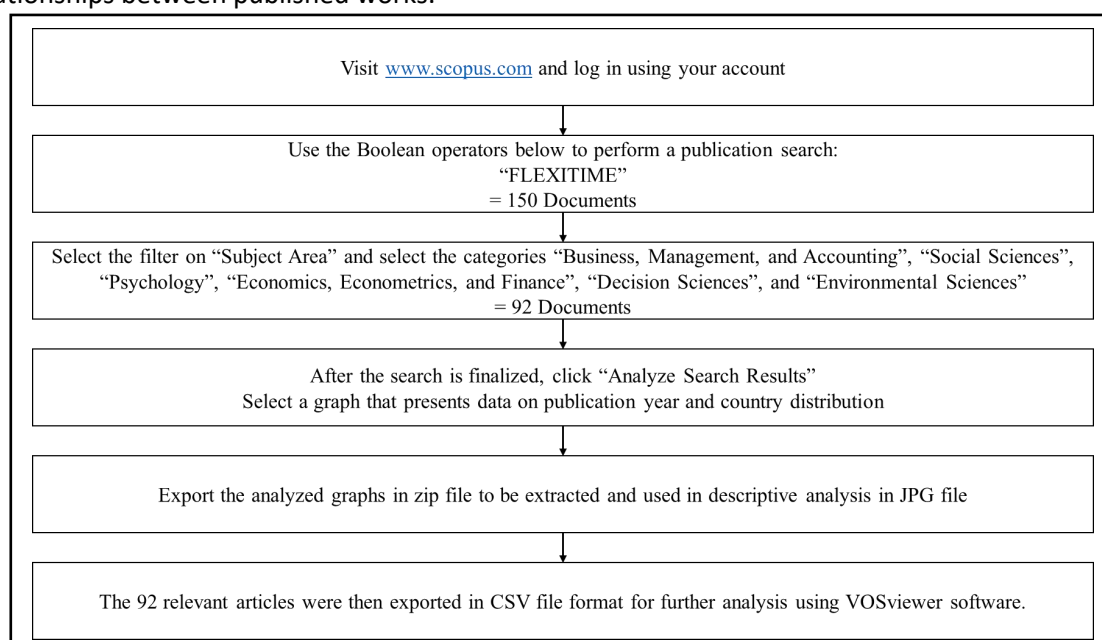


Figure 2. Steps for Collecting and Filtering Research Data Using Scopus

Source: Author's Elaboration Result

This analysis used VOSviewer 1.6.20 to identify patterns of collaboration between authors, keyword distribution, and correlations between research elements. In addition, VOSviewer helps

find research gaps and provides recommendations for further studies. The analysis process began by opening the application, selecting Create a map based on bibliographic data, then uploading the CSV file exported from Scopus. Co-occurrence analysis is then used to assess the relationship between elements with thresholds 1, 2, and 5, which allows exploration of topics with a limited number of publications.

After processing, VOSviewer generates a visual map that displays groups of connected elements, such as keywords and countries. Users can customize the view by changing the color, node size, and zooming in or out the map. The final result is saved in JPG format for use in further bibliometric analysis. This method helps map trends as well as research gaps related to flexible time, which can serve as a basis for future research recommendations.

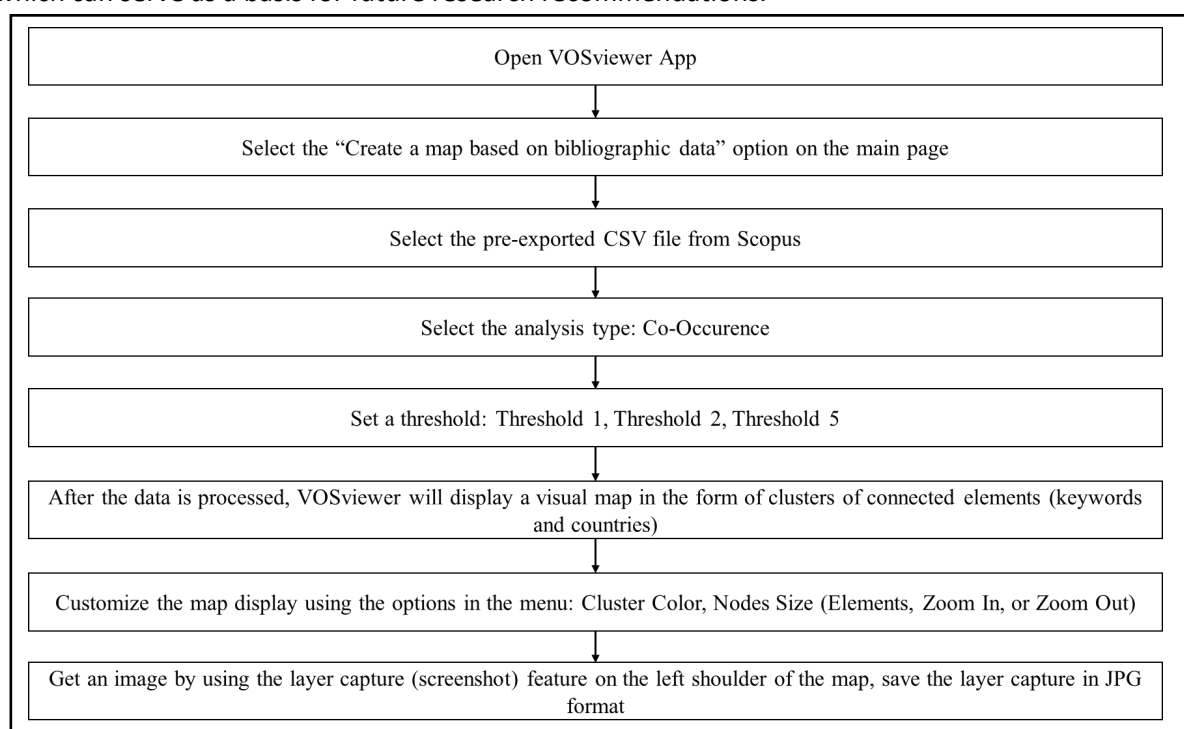


Figure 3. Steps for Processing Data in VOSviewer

Source: Author's Elaboration Result

4. Result and Discussion

4.1. Result

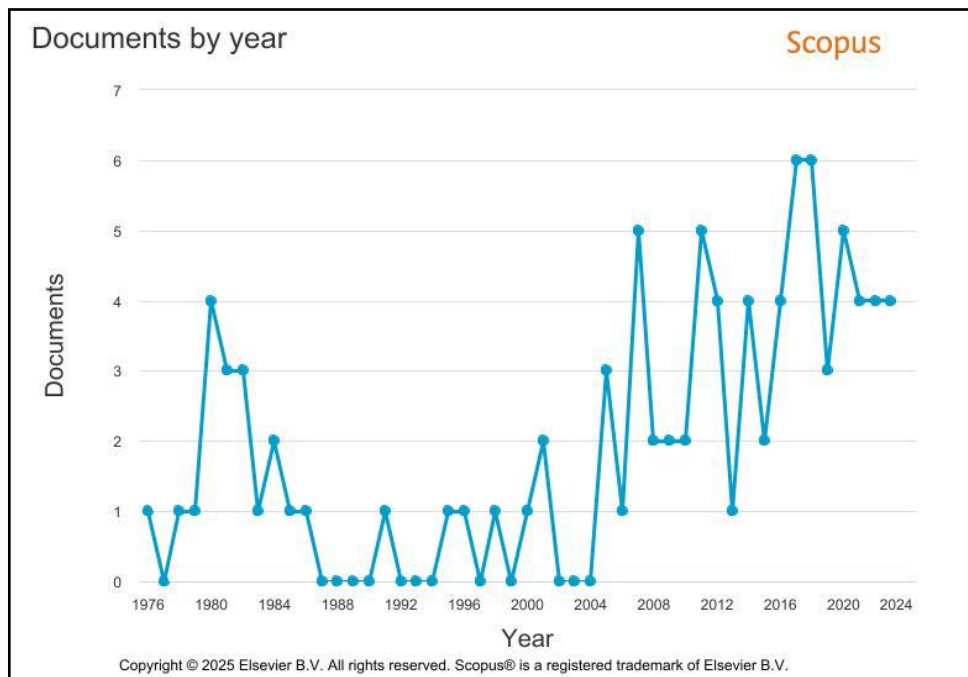


Figure 4. Development of Flexitime Research on Scopus (1976-2024)

Source: Scopus Analyze Results

The figure above shows the development of research on the topic of Flexitime recorded from 1976 to 2024. In general, the trend of flexitime publications shows fluctuations with a significant increase since the early 2000s. As for the early years, the period from 1976 to 1990, the number of publications was relatively low, with most of the publication records per year recording less than one document.

In the period from 1976 to the end of the 1990s, publications on the topic of flexitime could be considered rare. This may be attributed to researchers' perception of flexitime as a relatively new and underexplored topic within academic research during that period. This period is also characterized as an early exploratory phase, where research on the topic of flexitime is still limited and most likely only appears in the context of certain studies.

Starting in 2000, the number of publications showed a more consistent upward trend, with peaks in 2004 and 2008. This trend may indicate a growing interest among researchers in flexitime related topics, driven by shifting workforce dynamics and increasing attention to work-life balance issues. Notably, the period following 2010 recorded a significantly higher volume of publications compared to earlier years. The peak can be seen in the period 2016 to 2020, with the number of document publications reaching 6 documents per year. This reflects that flexitime has become part

of a relevant topic, especially in the context of changing work patterns due to globalization and technological advances.

After 2020, the publication trend began to show a slight, though not significant, decline. This may be attributed to a shift in research focus toward other emerging topics, such as remote work and the broader impact of the COVID-19 pandemic on working patterns. Nevertheless, flexitime remains a relevant and important subject within the discourse on flexible work arrangements.

The increasing number of publications on this topic indicates that flexitime has high relevance in a variety of contexts, including organizational policies and their impact on employee productivity and well-being. This trend suggests opportunities to develop further studies that explore flexitime's relationship with other current issues, such as labor sustainability or post-pandemic adaptation. In addition to the development trend in years, the following figure shows the number of publications published on flexitime in different countries or regions.

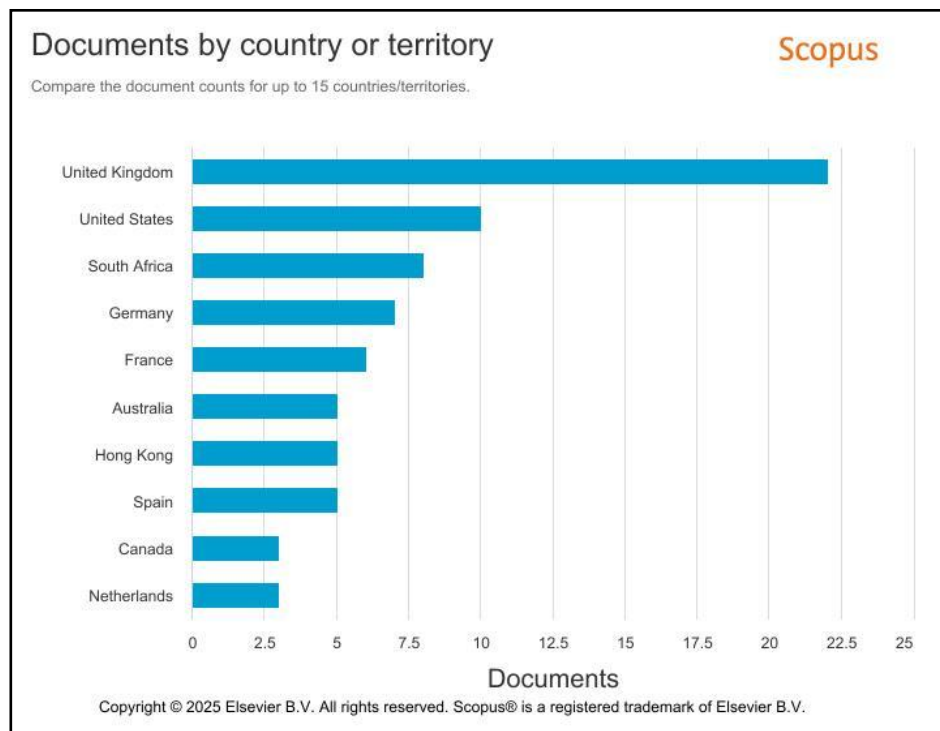


Figure 5. The Number of Scopus Publications in Various Countries or Regions

Source: Scopus Analyze Results

The figure shows the distribution of publications on the topic of flexitime by country or region of publication. In the first place, the United Kingdom (UK) is the country with the highest number of publications, followed by the United States (US) and South Africa. Other countries such as Germany, France and Australia also recorded significant contributions to research on this topic.

The United Kingdom (UK) dominated the publications with more than 20 documents published. This figure certainly far surpasses other countries. This reflects the high relevance of the topic in the UK which is likely driven by the flexible employment policies that have been widely adopted in the country. The second-placed United States shows a similar commitment to exploring the topic of flexitime, although the number of publications is slightly lower when compared to the UK.

Flexitime has attracted attention not only in developed countries but also in developing nations. Notably, South Africa ranks third among countries with the highest number of publications on this topic, highlighting its active engagement in the discourse on flexible work arrangements. This trend reflects growing recognition of flexitime as a potential solution to employment challenges in emerging labor markets.

Further, European countries such as Germany, France and the Netherlands have also been active in publishing research on this topic. Their focus on flexitime reflects flexitime's association with European work cultures that tend to favor work-life balance and progressive social policies. Beyond Europe, the emergence of Asian and Pacific representation by Australia and Hong Kong also reflects the prevalence of flexible work policies. As for underlining Hong Kong's dominance as a global business center, it shows attention to flexitime as one of its workforce management strategies.

Despite the dominance of developed countries, contributions from nations such as Spain and Canada indicate that research on flexitime has become widespread across various global regions, extending beyond the traditional focus on developed economies. This indicates that the topic is globally relevant, although its application is tailored to local contexts and policies.

After discussing the number of publications that have been published on the topic of flexitime in various countries and regions, the next Analyze results shows data on the top authors who have made major contributions to research on this topic. These authors produce publications that contribute to the correlation between Flexitime and Work-life balance. The following figure shows the top ten authors in the Scopus search on the topic of Flexitime.

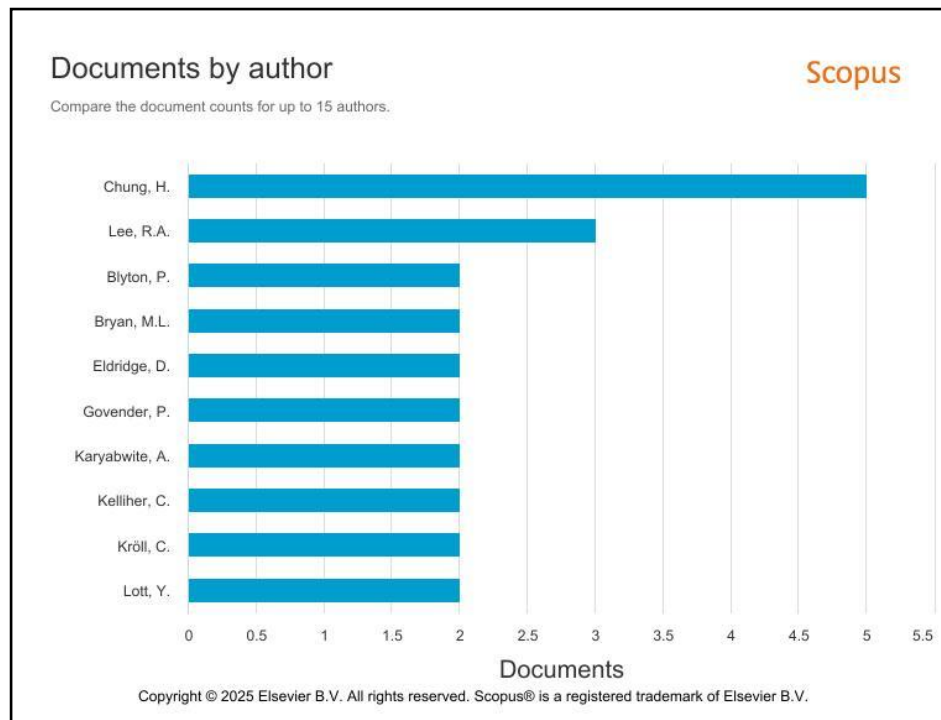


Figure 6. Top 10 Authors in Flexitime Research

Source: Scopus Analyze Results

The author with the most publication contributions in the Flexitime topic is Chung, H. with a total of 5 publications. Meanwhile, another author who occupies the second position of influence is occupied by Lee, R.A. with the number of publications totaling 3 documents. Other authors have contributed the same number of publications, namely with 2 documents for each author. The authors' publication productivity levels are influenced to some extent by the publishing demands of high-impact journals as well as their contributions to relevant current topics. In addition, this ranking is also influenced by significant citation metrics, in this case such as h index and number of citations (Sari, 2016).

The referencing of flexitime topics by authors is generally based on the relevance of the topic to trends. In this research area, the topic of flexitime increased in the 2016-2017 period with the main focus on improving work-life balance and stress management of employees, so flexitime was referenced and increased their position as influential authors in this field. In addition, collaboration among authors enhances the citation network and amplifies the impact of their research contributions. Also, the author's consistent contribution in quality research publications and relevant findings make them the main reference in taking Flexitime topics.

4.2. Discussion

The results of the analysis on Flexitime keywords using VOSviewer software version 1.6.20 show a clear trend in the development of research related to Flexitime throughout the years with a significant increase in the number of publications in the time period of increasing awareness of work-life balance.

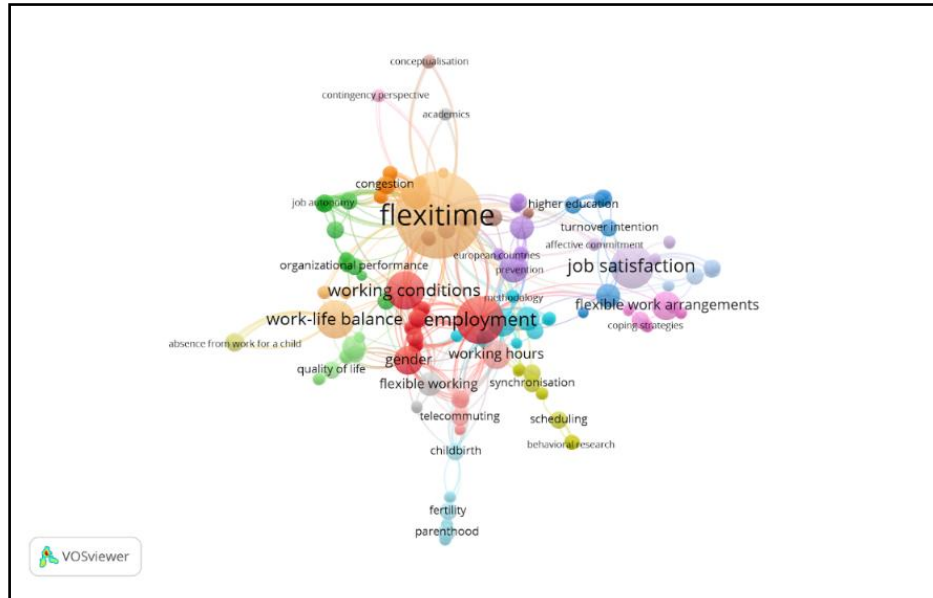


Figure 7. Network Visualization of Co-Occurrence of Keywords (Threshold 1)

Source: Author's Elaboration Results with VOSviewer version 1.6.20

Figure 7 presents a visualization of the co-occurrence of keywords with the threshold set at 1, offering a more comprehensive overview by including low-frequency keywords that are excluded in visualizations with the higher thresholds. The results of this visualization provide a broader overview, including new themes as well as topics that already existed in the early stages of the research. At this stage, the analysis found 298 items, 20 clusters, 1542 links, with a total link strength of 1570.

These results highlight the complexity and deep interconnectedness of the keywords, illustrating the diverse range of interrelated topics within flexitime research. By including low-frequency keywords, the visualization offers insights into less-explored areas that hold potential for future development. These findings not only enhance our understanding of the existing knowledge structure but also help identify emerging themes that may serve as focal points for future research.

In this threshold 1 coverage, there are several significant keywords that have not received enough attention in the realm of flexitime research. Some of them are work performance, job stress, flexiplace, work-family conflict, and several other keywords. This can be identified from the size and color of the labels. If the size of the nodes is small and has a fainter or less striking color, then the

keywords show a low frequency of Co-Occurrence or have not been studied much with the main concepts in the Flexitime research topic.

The smaller size and fainter color of certain keywords suggest that these factors have not been sufficiently explored in relation to the main research topic. Furthermore, this may indicate a limited body of research addressing the role of management in work regulation and its impact on employee well-being.

Furthermore, based on the results of Co-Occurrence Threshold 2 in Figure 8, shows a Visual Overlay that provides a detailed description of the relationship between keywords that appear with a lower frequency but are interconnected in a more specific context. Threshold 2 produces 45 keywords, 6 clusters, 163 links, and a total link strength of 193.

Table 1. Cluster Distribution Based on Flexitime Topic

Cluster 1	Employment, Flexibility, Flexible Work Arrangements, Health, Higher Education, Human Resource Management, Job satisfaction, Performance, Temporal Analysis, Temporality, Turnover Intention, Work-Family Conflict
Cluster 2	Article, Human, Personnel Management, Personnel Staffing and Scheduling, Productivity, Scheduling, Synchronisation, Time, Working Time
Cluster 3	Commuting, Congestion, Flexitime, Homeworking, Organizational Performance, Stress Reduction, Traffic Congestion, Workplace Flexibility
Cluster 4	Flexible Working, Labor Market, Occupation, Schedule Control, Teleworking, Working Conditions, Working Hours
Cluster 5	Gender, Quality of Life, Work Stress, Work-life balance, Workplace
Cluster 6	Childbirth, Fertility, Parenthood, Telecommuting

Source: Author's Elaboration Results with VOSviewer version 1.6.20

This cluster shows the grouping of items that have a stronger similarity or relationship with each other compared to other items in the data set. The clusters formed illustrate interrelated topics or research areas based on Co-Occurrence, Co-Citation, or Co-Authors patterns in the articles analyzed. By referring to the clusters, the main trends in research related to Flexitime can be seen. Meanwhile, total link strength refers to the intensity of the relationship between two items such as keywords, authors, of documents within the network, indicating the degree of their interconnectedness. Total link strength serves as an illustration of how far certain topics or concepts

in research are closely related to each other. So, the greater the total link strength, the thicker the line that will appear in connecting these elements.

Table 2. Total Link Strength Co-Occurrence Threshold 2

Keyword	Occurrences	Total link strength
flexitime	19	39
employment	8	28
working conditions	6	25
gender	4	24
human	4	18
working hours	4	17
personnel management	3	16
commuting	4	14
flexible working	3	14
work-life balance	6	13
article	2	12
job satisfaction	7	12
labor market	2	12
occupation	2	12
personnel staffing and scheduling	2	12
schedule control	2	11
congestion	2	10
traffic congestion	2	10
teleworking	2	9
work stress	2	9

Source: Author's Elaboration Results with VOSviewer version 1.6.20

In the visualization presented in Figure 8, closely related keywords are represented by brighter colors and larger node sizes, whereas less frequently occurring keywords appear smaller and dimmer. Additionally, the Co-Occurrence Visual Overlay enables the identification of keyword emergence over time, as indicated by color variations across the nodes. Lighter or darker colors depict the year in which the keywords appear more frequently in the analyzed literature; thus, this Co-Occurrence Visual Overlay makes it possible to see more clearly the areas of research that are still relatively new and have received less attention.

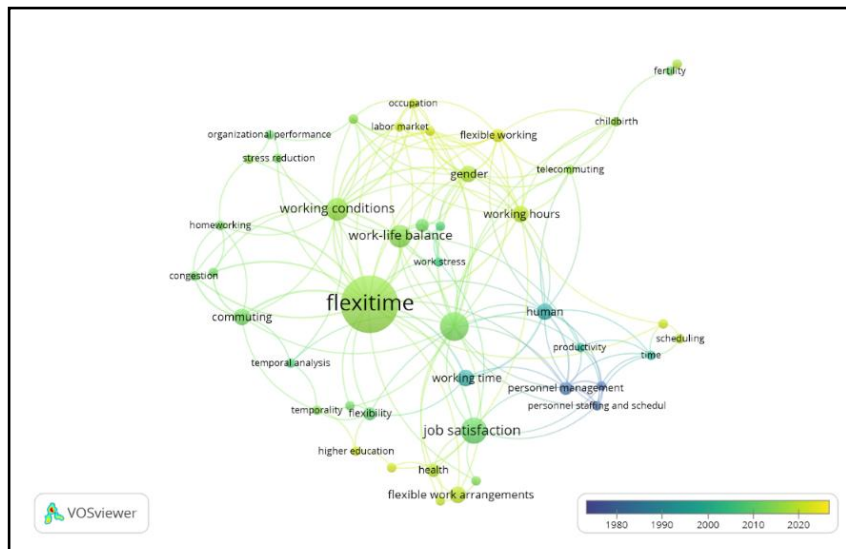


Figure 8. Visual Overlay of Co-Occurrence of Keywords (Threshold 2)

Source: Author's Elaboration Results with VOSviewer version 1.6.20

Figure 8 shows the results of keyword analysis with a time scale from 1976 to 2024, where blue represents the range of 1976 to 1990, green the range of 2000 to 2010, and yellow for the range of 2020 to 2024. The flexitime keyword is at the center of the network which shows a strong relationship with other topics such as Work-life balance, Job satisfaction, and Working Conditions. Some keywords such as Working Hours and Working time are directly related to Flexitime, which shows the temporal aspect of work.

Meanwhile, in the current research focus, keywords such as *Gender*, *Homeworking*, and *Telecommuting*, represented by yellow nodes, have emerged more recently. These keywords reflect contemporary research trends that examine evolving work patterns, including remote work and the pursuit of gender equality. These topics have the potential to gain attention in the future. Given that these topics are quite distant from the main topic of Flexitime and other topics, it shows the urgency of research in the realm of gender, homeworking, and telecommuting.

The next discussion is on the Co-Occurrence Density Overlay analysis, which is used to describe the concentration or density of a topic or keyword in a network. In the Co-Occurrence Density Overlay, darker or lighter colors describe the concentration level of the elements listed. The darker the color, the denser the relationship between elements, conversely, lighter-colored nodes indicate weaker associations. Based on the results of the Co-Occurrence Density Overlay analysis, the visualization reveals several key findings, particularly around central topics such as flexitime and work-life balance.

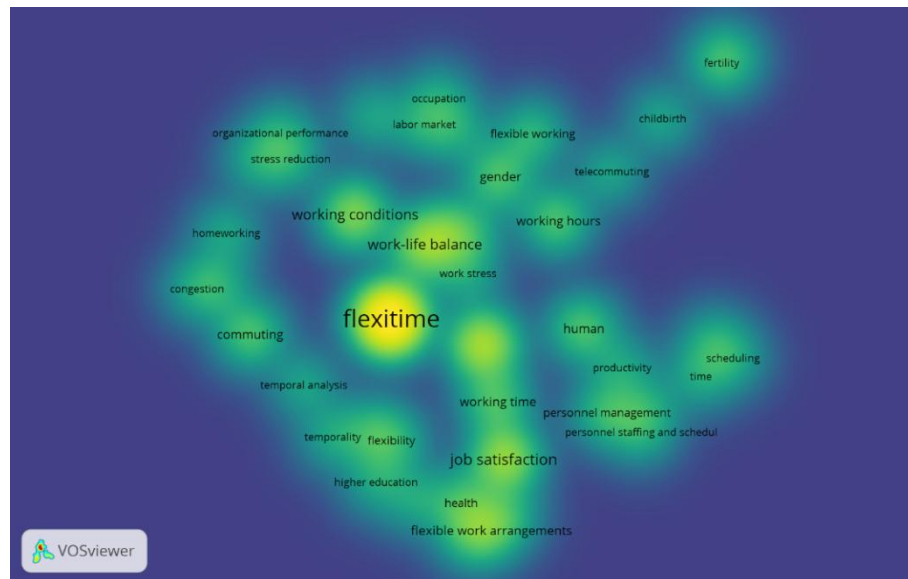


Figure 9. Density Overlay of Co-Occurrence of Keywords (Threshold 2)

Source: Author's Elaboration Results with VOSviewer version 1.6.20

The figure indicates that these areas are extensively researched and exhibit strong linkages with other related topics. In contrast, low-density areas such as the keywords teleworking and turnover intention indicate that the topics are still rarely researched or require more attention in future research. This suggests that the topics are relevant and there is still room for further exploration.

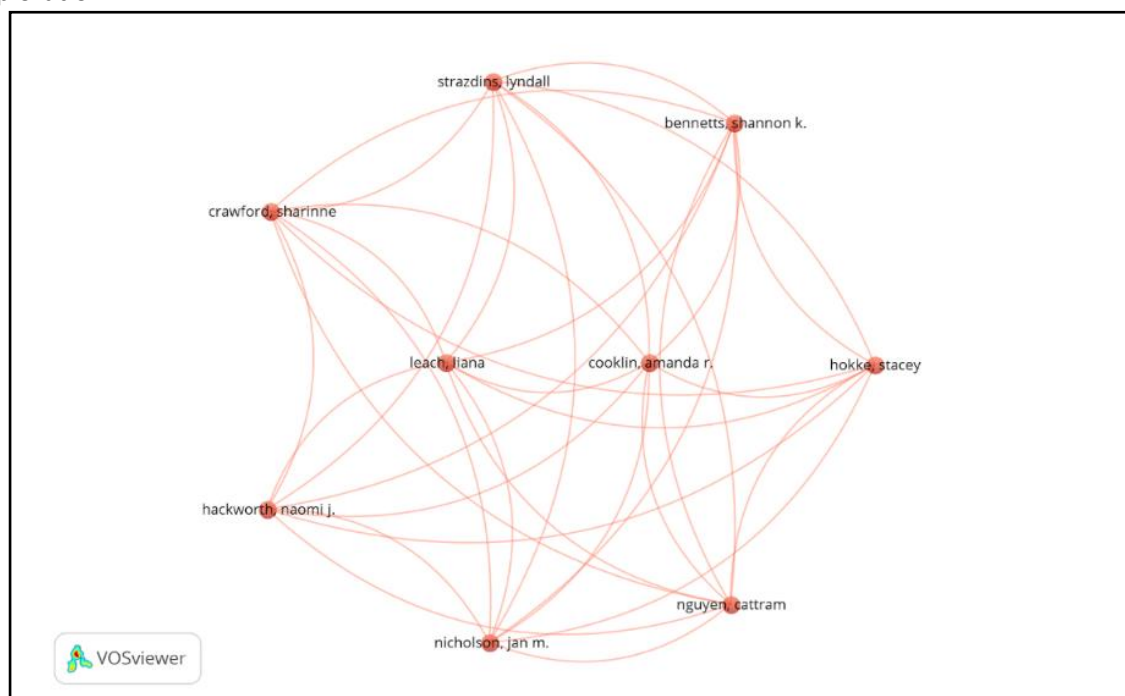


Figure 10. Co-Authorship Unit of Analysis Authors

Source: Author's Elaboration Results with VOSviewer version 1.6.20

The next discussion will discuss the results of the Co-Authorship analysis which shows the collaboration between two or more authors in publishing research. Co-Authorship is very useful in describing the collaboration network of authors in a particular field. Authors with many relationships with other authors are usually considered important figures in the field and their collaborations can indicate emerging areas of research. These author collaborations indicate that the topic is a major focus within the academic community and is receiving greater attention.

Figure 10 illustrates the collaboration network among authors conducting research related to the themes of flexitime and work-life balance. The network shows a close relationship between several key authors, such as Strazdins, Lyndall, Hackworth, Naomi J., and Nguyen, Cattaram, as forming the core of the collaboration. There is a strong relationship between the authors as indicated by the number of thick lines connecting the nodes. This indicates the high frequency of collaboration in joint publications.

On the other hand, authors such as Leach, Liana, Cooklin, Amanda R., and Nicholson, Jan M. also stand out as links between smaller groups. This also identifies a relationship that bridges collaboration between different clusters. The density of the lines also indicates relatively intensive collaboration between certain groups of researchers, but with varying levels of contribution.

The network is dominated by concentrated groups, without many limited nodes, and reflects the collaborative nature of this field of research. Strazdins and Nguyen demonstrate their central role as authors who play an important role in leading and facilitating collaborative research. This central role can also expand opportunities for new researchers to participate in collaborations in this field.

Figure 11 presents a bibliographic coupling analysis using countries as the unit of analysis, illustrating the relationships between countries based on the similarity of their cited literature. This approach differs from co-authorship analysis, as it focuses on shared references rather than collaborative authorship. This method measures the similarity of cited sources, rather than analyzing collaboration between influential authors. Countries with dominant publications related to flexitime topics are shown below.

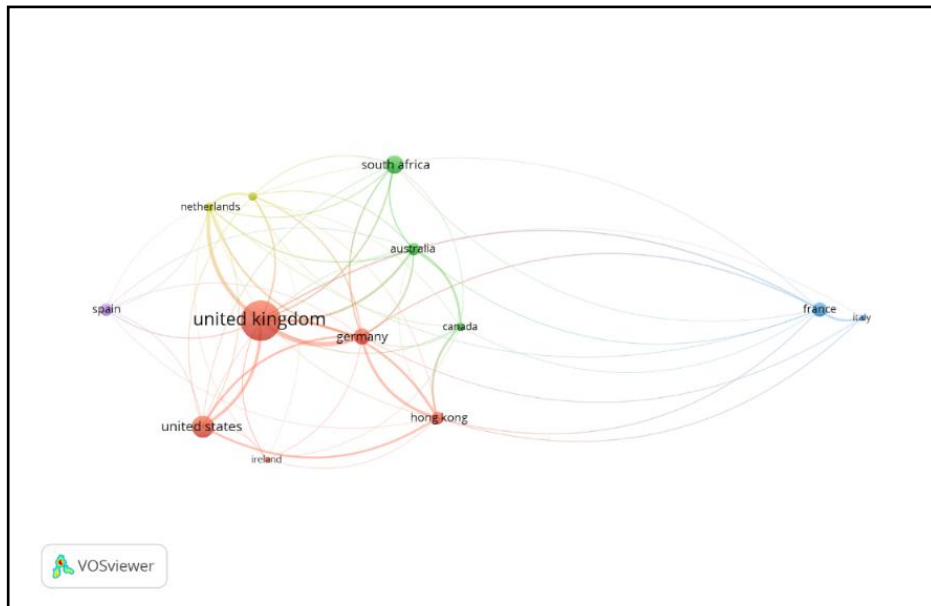


Figure 11. Bibliographic Coupling Unit of Analysis Countries

Source: Author's Elaboration Results with VOSviewer version 1.6.20

The figure is the result of a bibliographic network visualization that displays the relationship between countries that often refer to the same literature related to topics in the scope of flexitime. It can be seen that the country with the largest contribution is the United Kingdom (UK), which is indicated by the largest nodes and is in the central position of the network. This indicates that the UK is the center of collaboration and the country with a significant number of publications on flexitime topics. The bibliographic relationship between the UK and the United States is clearly marked with a thick line. On the other hand, countries such as Germany, Australia and Canada also have important connections with the UK indicating significant collaboration.

This network of relationships is also divided into clusters indicated in green, including Australia, South Africa and Canada which have similar possible research focuses. The next cluster, indicated in yellow, consists of countries such as France and Italy that are also connected but relatively separate when compared to the previous cluster. Some other countries, such as Spain, Netherlands, and New Zealand, have smaller circles indicating their minor role in the network.

Table 3. Unit of Analysis Countries Threshold 10

Country	Documents	Citations	Total link strength
united kingdom	21	796	863
germany	7	277	623
netherlands	3	207	352
hong kong	5	112	321
united states	10	115	273
australia	5	70	243
new zealand	3	141	155
canada	3	64	153
france	6	24	133
south africa	8	148	112
italy	2	4	81
spain	5	129	31
ireland	2	316	26

Source: Author's Elaboration Results with VOSviewer version 1.6.20

5. Conclusion and Suggestion

This study highlights the evolving landscape of flexitime research, with a significant increase in academic publications since the 2000s. This surge aligns with the growing emphasis on work-life balance, job satisfaction, and workforce adaptability in response to technological advancements and globalization. The United Kingdom, United States, and South Africa lead in research contributions, reflecting their proactive policies and labor market demands for flexible working arrangements. Key scholars, including Strazdins and Nguyen, play central roles in shaping the field through research collaboration and knowledge dissemination.

Despite the growing body of literature on flexitime, several critical research gaps persist. One of the primary challenges is the limited number of comprehensive studies addressing the obstacles organizations encounter when implementing flexitime. Although the benefits of flexible work arrangements have been extensively discussed, specific challenges – such as organizational resistance, regulatory constraints, and cultural barriers – remain underexplored. Many companies still struggle with integrating flexitime due to concerns over productivity management, coordination difficulties, and potential disparities in employee access to flexible work schedules. Additionally, the role of government policies in promoting and regulating flexitime is an area that requires further investigation. Different countries adopt varying approaches to flexible work policies, yet there is limited research comparing how government regulations impact the effectiveness of flexitime implementation across industries.

Another critical area that remains insufficiently explored is the role of technology and digitalization in enabling successful flexitime implementation. With the rise of remote work, digital collaboration tools, and AI-driven workforce management systems, organizations have new

opportunities to overcome logistical and communication challenges associated with flexitime. However, research on how technology improves, hinders, or reshapes the effectiveness of flexitime remains fragmented. A more detailed exploration of digital infrastructure, virtual teamwork, and monitoring mechanisms is needed to enhance the practical application of flexitime in diverse work environments.

In addition to these research gaps, this study has certain limitations. The analysis relies solely on bibliometric data from the Scopus database, which may exclude relevant studies from other academic sources. Moreover, while this study identifies key research trends and gaps, it does not empirically assess the impact of flexitime policies in real-world settings. Future research should consider integrating bibliometric insights with qualitative or quantitative analyses to provide a more comprehensive understanding of flexitime implementation and its effects.

To address these gaps, future research should focus on identifying and addressing the primary challenges organizations face in implementing flexitime – such as cultural resistance, managerial issues, and operational constraints – as well as examining the impact of government policies, best practices, and policy recommendations. Additionally, further investigation is needed into the role of technology and digitalization in enhancing the efficiency of flexitime across different industries and employment sectors. By addressing these issues, future research can make meaningful contributions to academics, organizations, and policymakers. A deeper understanding of the barriers, enablers, and outcomes of flexitime is essential for developing strategies that promote more inclusive, efficient, and sustainable flexible work arrangements. This research contributes to the broader discourse on contemporary work policies and provides a foundation for future exploration of flexible work practices on a global scale.

6. Reference

- Algava, É., Cavalin, C., & Célérier, S. (2012). The singular good health of self-employed workers. *Travail et Emploi*, 132, 5–20. <https://doi.org/10.4000/travailemploi.5806>
- Allan, K. (2006). The engineer of the 21st century. *IET Engineering Management*, 16(2), 16–19. <https://doi.org/10.1049/em:20060203>
- Alqasa, K. M. A., & Alsulami, N. Y. (2022). The Impact of Flexible Work Arrangements (FWA) on Employees Performance in the Saudi Education sector. *International Journal of Operations and Quantitative Management*, 28(1), 174–192. <https://doi.org/10.46970/2022.28.1.10>
- Alsarve, J. (2017). Working it out: strategies to reconcile work and family among Swedish lone mothers. *Families, Relationships and Societies*, 6(3), 325–340. <https://doi.org/10.1332/204674315X14418885009965>
- Amari, A., Mousa, M., Chaouali, W., Ghali-Zinoubi, Z., & Aloui, N. (2023). Dr. Jekyll or Mr. Hyde? Unpacking the Effects of Flexitime and Flexiplace: a Study on MENA Region. *Public Organization*

- Review, 23(4), 1333–1352. <https://doi.org/10.1007/s11115-022-00667-0>
- Amponsah, S., Kumi-Yeboah, A., Adjapong, S. O., & Omorogie, C. O. (2020). Coping experiences of graduate students on full-time employment and full-time academic programmes. *International Journal of Lifelong Education*, 39(5–6), 605–618. <https://doi.org/10.1080/02601370.2020.1852621>
- Ananda, A. (2024). The Influence of Flexible Work on Work-Life Balance and Employee Performance in Human Resource Management. *Devotion : Journal of Research and Community Service*, 5(2), 335–340. <https://doi.org/10.59188/devotion.v5i2.689>
- Aristizábal, C., & Alejandro, J. (2016). Editorial. *Revista Colombiana de Psicología*, 25(1), 9–11. <https://doi.org/10.15446/rcp.v25n1.56276>
- Azeem, M. M., & Kotey, B. (2023). Innovation in SMEs: the role of flexible work arrangements and market competition. *The International Journal of Human Resource Management*, 34(1), 92–127. <https://doi.org/10.1080/09585192.2021.1961162>
- Barling, J., & Barenbrug, A. (1984). Some personal consequences of “flexitime” work schedules. *Journal of Social Psychology*, 123(1), 137–138. <https://doi.org/10.1080/00224545.1984.9924524>
- Beare, H., Caldwell, B. J., & Millikan, R. H. (2018). Creating an Excellent School. In *Creating an Excellent School: Some New Management Techniques*. Routledge. <https://doi.org/10.4324/9781351041546>
- Blyton, P. (2008). Towards more sustainable work patterns. *WIT Transactions on Ecology and the Environment*, 117, 487–494. <https://doi.org/10.2495/SC080461>
- Blyton, P. (2014). Changes in working time: An international review. In *Changes in Working Time: An International Review*. Routledge. <https://doi.org/10.4324/9781315778426>
- Bryan, M. L. (2012). Access to Flexible Working and Informal Care. *Scottish Journal of Political Economy*, 59(4), 361–389. <https://doi.org/10.1111/j.1467-9485.2012.00585.x>
- Bryan, M. L., & Sevilla, A. (2017). Flexible working in the UK and its impact on couples’ time coordination. *Review of Economics of the Household*, 15(4), 1415–1437. <https://doi.org/10.1007/s11150-017-9389-6>
- Chen, K.-J. (2001). Change of work schedule and its implications during financial crisis: The case of the Philippines. *International Journal of Human Resource Management*, 12(2), 203–217. <https://doi.org/10.1080/09585190010014601>
- Chen, Z., & Yeh, A. G. O. (2021). Socioeconomic variations and disparity in space–time accessibility in suburban China: A case study of Guangzhou. *Urban Studies*, 58(4), 750–768. <https://doi.org/10.1177/0042098020916416>
- Chung, H. (2018). Dualization and the access to occupational family-friendly working-time arrangements across Europe. *Social Policy & Administration*, 52(2), 491–507. <https://doi.org/10.1111/spol.12379>
- Chung, H., & Booker, C. (2023). Flexible Working and the Division of Housework and Childcare: Examining Divisions across Arrangement and Occupational Lines. *Work, Employment and Society*, 37(1), 236–256. <https://doi.org/10.1177/09500170221096586>

- Chung, H., & van der Horst, M. (2018). Women's employment patterns after childbirth and the perceived access to and use of flexitime and teleworking. *Human Relations*, 71(1), 47–72. <https://doi.org/10.1177/0018726717713828>
- Chung, H., & van der Horst, M. (2020). Flexible Working and Unpaid Overtime in the UK: The Role of Gender, Parental and Occupational Status. *Social Indicators Research*, 151(2), 495–520. <https://doi.org/10.1007/s11205-018-2028-7>
- Chung, H., & van der Lippe, T. (2020). Flexible Working, Work–Life Balance, and Gender Equality: Introduction. *Social Indicators Research*, 151(2), 365–381. <https://doi.org/10.1007/s11205-018-2025-x>
- Clarke, S., & Holdsworth, L. (2017). Flexibility in the workplace: Implications of flexible work arrangements for individuals, teams and organizations Alliance Manchester Business School. *University of Manchester, Booth Street East, Manchester, M13 9SS, July*, 1–36. <https://www.acas.org.uk/research-and-commentary/implications-of-flexible-work-arrangements/report>
- Conradie, W. J., & de Klerk, J. J. (2019). To flex or not to flex? Flexible work arrangements amongst software developers in an emerging economy. *SA Journal of Human Resource Management*, 17. <https://doi.org/10.4102/sajhrm.v17i0.1175>
- De Menezes, L. M., & Kelliher, C. (2011). Flexible working and performance: A systematic review of the evidence for a business case. *International Journal of Management Reviews*, 13(4), 452–474. <https://doi.org/10.1111/j.1468-2370.2011.00301.x>
- De Spiegelaere, S., Van Gyes, G., & Van Hootegeem, G. (2016). Not All Autonomy is the Same. Different Dimensions of Job Autonomy and Their Relation to Work Engagement & Innovative Work Behavior. *Human Factors and Ergonomics In Manufacturing*, 26(4), 515–527. <https://doi.org/10.1002/hfm.20666>
- Dodier, R. (2007). Temporalities in periurban areas, from commuting time to flexible time and conflict. *Espace-Populations-Societes*, 2–3, 305–316. <https://doi.org/10.4000/eps.2198>
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133(March), 285–296. <https://doi.org/10.1016/j.jbusres.2021.04.070>
- Downes, C., & Koekemoer, E. (2011). Work–life balance policies: Challenges and benefits associated with implementing flexitime. *SA Journal of Human Resource Management*, 9(1). <https://doi.org/10.4102/sajhrm.v9i1.382>
- Downes, C., & Koekemoer, E. (2012). Work-life Balance Policies: The Use of Flexitime. *Journal of Psychology in Africa*, 22(2), 201–208. <https://doi.org/10.1080/14330237.2012.10820518>
- Drew, D., & Murtagh, E. M. (2005). Work/life balance: Senior management champions or laggards? *Women in Management Review*, 20(4), 262–278. <https://doi.org/10.1108/09649420510599089>
- Eldridge, D., & Nisar, T. (2023). Flexitime. In *Encyclopedia of Human Resource Management, Second Edition* (pp. 131–136). Edward Elgar Publishing Ltd. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85171509438&partnerID=40&md5=799dc8f3e53ad8b9c8bf0cbe330e693b>

- Eldridge, D., & Nisar, T. M. (2011). Employee and organizational impacts of flexitime work arrangements. *Relations Industrielles*, 66(2), 213–234. <https://doi.org/10.7202/1006144ar>
- FARHA, Y. A., Setiadi, I. K., & Jubaedah. (2022). Pengaruh Flexible Working Arrangement Dan Kepuasan Kerja Terhadap Kinerja Pegawai Direktorat Tik Kantor Pusat Ditjen Pajak. *Jurnal Visionida*, 8(1), 23–33. <https://doi.org/10.30997/jvs.v8i1.5630>
- Galea, C., Houkes, I., & De Rijk, A. (2014). An insider's point of view: how a system of flexible working hours helps employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8), 1090–1111. <https://doi.org/10.1080/09585192.2013.816862>
- Ge, J., & Polhill, G. J. (2016). Exploring the Combined Effect of Factors Influencing Commuting Patterns and CO2 Emissions in Aberdeen Using an Agent-Based Model. *Journal of Artificial Societies and Social Simulation*, 19(3). <https://doi.org/10.18564/jasss.3078>
- Giachi, S., & Vallejo-Peña, A. (2022). Comparing Flexible Working Hours in Northern and Southern Europe: A Methodological Analysis using Individual Survey Data. *E-Journal of International and Comparative Labour Studies*, 11(2), 134–157. <https://www.scopus.com/inward/record.uri?partnerID=HzOxMe3b&scp=85161279126&origin=inward>
- Goulding, A., & Kerslake, E. (1996). Flexible working in UK library and information services: Current practice and concerns. *Journal of Librarianship and Information Science*, 28(4), 203–216. <https://doi.org/10.1177/096100069602800403>
- Green, F. (2008). Leeway for the loyal: A model of employee discretion. *British Journal of Industrial Relations*, 46(1), 1–32. <https://doi.org/10.1111/j.1467-8543.2007.00666.x>
- Guillemot, L., & Soumagne, J. (2007). Temporalities and services in urban areas: The case of angers. *Espace-Populations-Societes*, 2–3, 255–272. <https://doi.org/10.4000/eps.2153>
- Haar, J. M. (2007). Exploring the benefits and use of flexitime: Similarities and differences. *Qualitative Research in Accounting & Management*, 4(1), 69–82. <https://doi.org/10.1108/11766090710732514>
- Hayman, J. R. (2009). Flexible work arrangements: Exploring the linkages between perceived usability of flexible work schedules and work/life balance. *Community, Work and Family*, 12(3), 327–338. <https://doi.org/10.1080/13668800902966331>
- He, S. Y. (2013). Does flexitime affect choice of departure time for morning home-based commuting trips? Evidence from two regions in California. *Transport Policy*, 25, 210–221. <https://doi.org/10.1016/j.tranpol.2012.11.003>
- HEYWOOD, J. S., SIEBERT, W. S., & WEI, X. (2011). Estimating the Use of Agency Workers: Can Family-Friendly Practices Reduce Their Use? *Industrial Relations: A Journal of Economy and Society*, 50(3), 535–564. <https://doi.org/10.1111/j.1468-232X.2011.00645.x>
- Hokke, S., Bennetts, S. K., Crawford, S., Leach, L., Hackworth, N. J., Strazdins, L., Nguyen, C., Nicholson, J. M., & Cooklin, A. R. (2021). Does flexible work 'work' in Australia? A survey of employed mothers' and fathers' work, family and health. *Community, Work and Family*, 24(4), 488–506. <https://doi.org/10.1080/13668803.2019.1704397>

- Holley, W. H., Armenakis, A. A., & Field, H. S. (1976). Employee reactions to a flexitime program: A longitudinal study. *Human Resource Management*, 15(4), 21–23. <https://doi.org/10.1002/hrm.3930150404>
- Ierodiakonou, C., & Stavrou, E. (2017). Flexitime and employee turnover: the polycontextuality of regulation as cross-national institutional contingency. *The International Journal of Human Resource Management*, 28(21), 3003–3026. <https://doi.org/10.1080/09585192.2017.1362658>
- Ingraham, P. W., & Rosenbloom, D. H. (1998). The new public personnel and the new public service. *International Journal of Public Administration*, 21(6–8), 995–1025. <https://doi.org/10.1080/01900699808525330>
- Jackson, L. T. B., & Fransman, E. I. (2018). Flexi work, financial well-being, work–life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning. *South African Journal of Economic and Management Sciences*, 21(1). <https://doi.org/10.4102/sajems.v21i1.1487>
- Kakar, A., Saufi, R., Devadhasan, B., Meyer, N., Vetrivel, S., & Magda, R. (2021). The Mediating Role of Person-Job Fit between Work-Life Balance (WLB) Practices and Academic Turnover Intentions in India's Higher Educational Institutions. *Sustainability*, 13(19), 10497. <https://doi.org/10.3390/su131910497>
- Kalliath, P., Kalliath, T., Chan, X. W., & Chan, C. (2020). Enhancing job satisfaction through work–family enrichment and perceived supervisor support: the case of Australian social workers. *Personnel Review*, 49(9), 2055–2072. <https://doi.org/10.1108/PR-06-2018-0219>
- Karyabwite, A., & Govender, P. (2011). Flexitime as a mechanism to reduce employee stress. *Corporate Ownership and Control*, 9(1 G), 648–654. <https://doi.org/10.22495/cocv9i1c6art8>
- Karyabwite, A., & Govender, P. (2012). Flexitime and stress reduction: biographical influences. *Corporate Ownership and Control*, 9(4–3), 339–345. <https://doi.org/10.22495/cocv9i4c3art4>
- Kirk, J. J., Downey, B., Duckett, S., & Woody, C. (2000). Name your career development intervention. *Journal of Workplace Learning*, 12(5), 205–217. <https://doi.org/10.1108/13665620010316217>
- Kogi, K. (1995). Increasing flexibility in shiftwork arrangements. *Work and Stress*, 9(2–3), 211–218. <https://doi.org/10.1080/02678379508256556>
- Krausz, M., & Hermann, E. (1991). Who is Afraid of Flexitime: Correlates of Personal Choice of a Flexitime Schedule. *Applied Psychology*, 40(3), 315–326. <https://doi.org/10.1111/j.1464-0597.1991.tb00993.x>
- Kröll, C., Doeblér, P., & Nüesch, S. (2017). Meta-analytic evidence of the effectiveness of stress management at work. *European Journal of Work and Organizational Psychology*, 26(5), 677–693. <https://doi.org/10.1080/1359432X.2017.1347157>
- Kröll, C., & Nüesch, S. (2019). The effects of flexible work practices on employee attitudes: evidence from a large-scale panel study in Germany. *The International Journal of Human Resource Management*, 30(9), 1505–1525. <https://doi.org/10.1080/09585192.2017.1289548>
- Kuhne, R. J., & Blair, C. O. (1978). Flexitime. *Business Horizons*, 21(2), 39–44. [https://doi.org/10.1016/0007-6813\(78\)90046-0](https://doi.org/10.1016/0007-6813(78)90046-0)
- Kumpulainen, M., & Seppänen, M. (2022). Combining Web of Science and Scopus datasets in

- citation-based literature study. *Scientometrics*, 127(10), 5613–5631. <https://doi.org/10.1007/s11192-022-04475-7>
- Lee, R. A. (1980). Recent Trends in the Managerial Use of Flexible Working Hours. *Personnel Review*, 9(3), 51–53. <https://doi.org/10.1108/eb055417>
- Lee, R. A. (1981). The Effects of Flexitime on Family Life — Some Implications for Managers. *Personnel Review*, 10(3), 31–35. <https://doi.org/10.1108/eb055439>
- Lee, R. A. (1982). Flexitime - Past Investigations and Future Directions. *Management Research News*, 5(2), 1–4. <https://doi.org/10.1108/eb027798>
- Lott, Y. (2020). Does Flexibility Help Employees Switch Off from Work? Flexible Working-Time Arrangements and Cognitive Work-to-Home Spillover for Women and Men in Germany. *Social Indicators Research*, 151(2), 471–494. <https://doi.org/10.1007/s11205-018-2031-z>
- Lott, Y., Kelliher, C., & Chung, H. (2022). Reflecting the changing world of work? A critique of existing survey measures and a proposal for capturing new ways of working. *Transfer: European Review of Labour and Research*, 28(4), 457–473. <https://doi.org/10.1177/10242589221130597>
- Meil, G. (2010). Geographic job mobility and parenthood decisions. In *Zeitschrift für Familienforschung* (Vol. 22, Issue 2). <https://doi.org/10.20377/jfr-273>
- Mrkic, D., & von Treuer, K. (2016). The Effects of Flexitime on Individual Work Performance. *Management Education: An International Journal*, 16(1), 13–23. <https://doi.org/10.18848/2327-8005/CGP/v16i01/13-23>
- Munch, E. (2019). The irresistible peak-hour: Instrumental and axiological rationales of work hours' synchronisation. *Transportation Research Interdisciplinary Perspectives*, 3, 100063. <https://doi.org/10.1016/j.trip.2019.100063>
- Munch, E. (2020). Social norms on working hours and peak times in public transport. *Time & Society*, 29(3), 836–865. <https://doi.org/10.1177/0961463X20905478>
- Narayanan, V. K., & Nath, R. (1982). A field test of some attitudinal and behavioral consequences of flexitime. *Journal of Applied Psychology*, 67(2), 214–218. <https://doi.org/10.1037/0021-9010.67.2.214>
- Narayanan, V. K., & Nath, R. (1984). The Influence of Group Cohesiveness on Some Changes Induced by Flexitime: A Quasi-Experiment. *The Journal of Applied Behavioral Science*, 20(3), 265–276. <https://doi.org/10.1177/002188638402000306>
- Nastiti, R., & Lisandri, L. (2022). Flexible Working Arrangement, Work-Life Balance dan Kinerja Pekerja Perempuan di Kota Banjarmasin di Tengah Pandemi. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 6(1), 19–25. <https://doi.org/10.35130/jrimk.v6i1.276>
- Ng, C. W., & Chiu, W. C. K. (2001). Managing equal opportunities for women: Sorting the friends from the foes. *Human Resource Management Journal*, 11(1), 75–88. <https://doi.org/10.1111/j.1748-8583.2001.tb00033.x>
- Ninkov, A., Frank, J. R., & Maggio, L. A. (2021). Bibliometrics: Methods for studying academic publishing. *Perspectives on Medical Education*, 11(3), 173–176. <https://doi.org/10.1007/S40037-021-00695-4>

- Nollen, S. D. (1979). Does flexitime improve productivity? *Harvard Business Review*, 57(5), 12, 16–18, 22. <http://www.ncbi.nlm.nih.gov/pubmed/10243536>
- Orpen, C. (1981). Effect of flexible working hours on employee satisfaction and performance: A field experiment. *Journal of Applied Psychology*, 66(1), 113–115. <https://doi.org/10.1037/0021-9010.66.1.113>
- Peetz, D., & Allan, C. (2005). Flexitime and the Long-Hours Culture in the Public Sector: Causes and Effects. *The Economic and Labour Relations Review*, 15(2), 159–180. <https://doi.org/10.1177/103530460501500201>
- Petersen, D. J. (1980). Flexitime in the United States: The lessons of experience. *Personnel*, 57(1), 21–31. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-0019188677&partnerID=40&md5=fbf3f87f8341487435c79938cb206c37>
- Piqhiyatul, S. (2019). *Pengaruh job stress dan flexible working hours terhadap work life balance pada wanita pekerja pemetik teh yang dimediasi oleh attitude toward women* [UIN Syarif Hidayatullah Jakarta]. <https://repository.uinjkt.ac.id/dspace/handle/123456789/79284>
- Ritawaty, N., Umairah, S., Hadziq, K., Sitorus, F., & Tarigan, S. E. (2024). Analisis Studi Literatur Tantangan Penerapan Flexible Working. *Jurnal Syntax Admiration*, 5(6), 2162–2171. <https://doi.org/10.46799/jsa.v5i6.1226>
- Roncero, R. C. (2017). Reduction and adaptation of working hours due to work-life balance. *Revista Del Ministerio de Empleo y Seguridad Social*, 133, 115–138. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85139750662&partnerID=40&md5=6c819789da69d2178ac5b232c4967463>
- RONEN, S. (1981). ARRIVAL AND DEPARTURE PATTERNS OF PUBLIC SECTOR EMPLOYEES BEFORE AND AFTER IMPLEMENTATION OF FLEXITIME. *Personnel Psychology*, 34(4), 817–822. <https://doi.org/10.1111/j.1744-6570.1981.tb01432.x>
- Rosow, J. M., & Zager, R. (1983). Punch out the time clocks. *Harvard Business Review*, 61(2), 12–16, 20. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-0020731704&partnerID=40&md5=c80b95b407797714ed29078e336e0884>
- Russell, H., O'Connell, P. J., & McGinnity, F. (2009). The impact of flexible working arrangements on work-life conflict and work pressure in Ireland. *Gender, Work and Organization*, 16(1), 73–97. <https://doi.org/10.1111/j.1468-0432.2008.00431.x>
- Samuel, N. (1986). Free time in France: a historical and sociological survey. *International Social Science Journal*, 38(1), 49–63. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-0022920205&partnerID=40&md5=b45f4a0eb83da62fcd831153a7d869dd>
- Sánchez, A. M., Pérez, M. P., De Luis Carnicer, P., & Jiménez, M. J. V. (2007). Teleworking and workplace flexibility: A study of impact on firm performance. *Personnel Review*, 36(1), 42–64. <https://doi.org/10.1108/00483480710716713>
- Santos, J. M. F. C. (2017). The Spanish labour market and work-life balance: The need for a change in the economic, social and cultural model. *Revista Del Ministerio de Empleo y Seguridad Social*, 133, 369–391. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85111683984&partnerID=40&md5=91afb63ef265409f44b00bce67e7ac82>

- Sari, C. P. (2016). *Analisis faktor-faktor yang Mempengaruhi sitasi dan indeks H publikasi dosen ITS di Google Scholar* [Institut Teknologi Sepuluh Nopember]. <http://repository.its.ac.id/id/eprint/71391>
- Seitz, J., & Rigotti, T. (2018). How do differing degrees of working-time autonomy and overtime affect worker well-being? A multilevel approach using data from the German Socio-Economic Panel (SOEP). *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 32(3–4), 177–194. <https://doi.org/10.1177/2397002218780630>
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*, 04(01), 20–23. <https://doi.org/10.4236/ajibm.2014.41004>
- SHAMIR, B. (1980). A note on individual differences in the subjective evaluation of flexitime. *Journal of Occupational Psychology*, 53(3), 215–217. <https://doi.org/10.1111/j.2044-8325.1980.tb00027.x>
- Sheail, P. (2018). Temporal flexibility in the digital university: full-time, part-time, flexitime. *Distance Education*, 39(4), 462–479. <https://doi.org/10.1080/01587919.2018.1520039>
- Solera, C. (2022). Family Act: a «Revolution» in Italian Family Policies? *Politiche Sociali*, 9(2), 333–337. <https://doi.org/10.7389/104624>
- Stella, I., Jheriohanma, E. B. J., & Nehemiah, C. (2020). Flexible Working Arrangments and Organizational Performance: An Overview. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 25(6), 50. <https://doi.org/10.9790/0837-2505065059>
- Subramaniam, G., Ramachandran, J., Putit, L., & Raju, R. (2020). Exploring Academics' Work-Life Balance and Stress Levels Using Flexible Working Arrangements. *Environment-Behaviour Proceedings Journal*, 5(15), 469–476. <https://doi.org/10.21834/ebpj.v5i15.2497>
- Sulaymonov, A. (2020). Flexible Working Practices: Urgency or Future? *Modern Economy*, 11(07), 1342–1350. <https://doi.org/10.4236/me.2020.117095>
- Sunaryo, S., Sawitri, H. S. R., Suyono, J., Wahyudi, L., & Sarwoto. (2022). Flexible work arrangement and work-related outcomes during the Covid-19 pandemic: Evidence from local governments in Indonesia. *Problems and Perspectives in Management*, 20(3), 411–424. [https://doi.org/10.21511/ppm.20\(3\).2022.33](https://doi.org/10.21511/ppm.20(3).2022.33)
- Susilowati, E., & Kasali, R. (2024). *Pengaturan Kerja Fleksibel : Dampaknya terhadap Ketahanan Mental dan Kesejahteraan Generasi X , Y , dan Z di Depok Flexible Work Arrangements : The Impact on Mental Resilience and Wellbeing of Generations X , Y , and Z in Depok*. X(1), 103–134. <https://ejurnal.ubharajaya.ac.id/index.php/kamnas/article/view/1582>
- Swart, J. C. (1985). Clerical workers on flexitime: A survey of three industries. In *Personnel* (Vol. 62, Issue 4). <https://eric.ed.gov/?id=EJ314778>
- Sweet, S., Besen, E., Pitt-Catsoupes, M., & McNamara, T. K. (2014). Do options for job flexibility diminish in times of economic uncertainty? *Work, Employment and Society*, 28(6), 882–903. <https://doi.org/10.1177/0950017014538335>
- Ten B., L. L., Haarb, J. M., & van der Lippe, T. (2010). Collegiality under pressure: The effects of family demands and flexible work arrangements in the Netherlands. *International Journal of Human*

- Resource Management*, 21(15), 2831–2847. <https://doi.org/10.1080/09585192.2010.528666>
- Urbancová, H., & Navrátilová, M. (2016). The organization of working hours of selected employee categories in Czech businesses. *Economic Annals*, 61(211), 99–116. <https://doi.org/10.2298/EKA1611099U>
- van Rossum, D. (2024). *100+ Hybrid Work Statistics and Trends in 2024*. FlexOS.Work. <https://www.flexos.work/learn/hybrid-work-statistics-and-trends#nav-bar>
- Welch, J. L., & Cordon, D. (1980). Assessing the impact of flexitime on productivity. *Business Horizons*, 23(6), 61–65. [https://doi.org/10.1016/0007-6813\(80\)90052-X](https://doi.org/10.1016/0007-6813(80)90052-X)
- Wexler, M. N. (2015). Re-thinking queue culture: The commodification of thick time. *International Journal of Sociology and Social Policy*, 35(3–4), 165–181. <https://doi.org/10.1108/IJSSP-06-2014-0048>
- Wheat, R. A. (1982). The Federal Flexitime System: Comparison and Implementation. *Public Personnel Management*, 11(1), 22–30. <https://doi.org/10.1177/009102608201100104>
- Whyman, P. B., & Petrescu, A. I. (2014). Partnership, flexible workplace practices and the realisation of mutual gains: evidence from the British WERS 2004 dataset. *International Journal of Human Resource Management*, 25(6), 829–851. <https://doi.org/10.1080/09585192.2012.751439>
- Whyman, P. B., & Petrescu, A. I. (2015). Workplace Flexibility Practices in SMEs: Relationship with Performance via Redundancies, Absenteeism, and Financial Turnover. *Journal of Small Business Management*, 53(4), 1097–1126. <https://doi.org/10.1111/jsbm.12092>
- Wickramasinghe, V., & Jayabandu, S. (2007). Towards workplace flexibility: Flexitime arrangements in Sri Lanka. *Employee Relations*, 29(6), 554–575. <https://doi.org/10.1108/01425450710826087>
- Wise, S. (2005). The right to time off for dependants: Contrasting two organisations' responses. *Employee Relations*, 27(2), 126–140. <https://doi.org/10.1108/01425450510572667>
- Wong, C. K., Tang, K. L., & Ye, S. (2011). The perceived importance of family-friendly policies to childbirth decision among Hong Kong women. *International Journal of Social Welfare*, 20(4), 381–392. <https://doi.org/10.1111/j.1468-2397.2010.00757.x>
- Xu, X., & Jiang, T. (2021). How can millions of Chinese food delivery riders be managed in an orderly way: Based on the labor process theory. *E3S Web of Conferences*, 292, 02018. <https://doi.org/10.1051/e3sconf/202129202018>