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Exploring the Impact of Workplace Flexibility on Employee Work-Life Balance and Job Satisfaction

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Abstract

This study focused on exploring the influence of workplace flexibility on the work-life balance and job satisfaction of employees in Pakistani organizations by approaching 450 participants through a cross-sectional survey. Structured questionnaires were administered to all the 25 respondents (HR managers and employees) with some of these questionnaires consisting of established scales and some in semi-structured interviews. Quantitative analysis shows that there are strong positive relationships between dimensions of workplace flexibility and work-life balance and job satisfaction. The most significant positive correlations that seemed to be found were flexible working hours and work-life balance ($r=0.742$, $p<0.001$), and remote work options and job satisfaction ($r=0.689$, $p<0.001$). The qualitative results showed cultural obstructions, technological issues and the opposition of management as among the biggest obstacles to application of flexible employment in Pakistani corporations. The research concluded that workers with access to flexible work came up with 34% higher scores of work-life balances and 28% higher with regards to job satisfaction than those who did not have such arrangements. This conclusion indicates that flexibility in the workplace is an important antecedent of both employee wellbeing and organizational performance in Pakistani setting only provided that implementation takes into account infrastructural and cultural considerations.

Keywords: Influence, Workplace Flexibility, Work-Life Balance, Job Satisfaction, Employees, Pakistani Organizations.



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Introduction

The modern business environment has experienced a soaring level of change in working practices and the demands of employees especially as the entire world moves towards a more digitalized working environment, which supports remote working (Rožman, Oreški, & Tominc, 2023). Flexibility of working places in organizations around the globe is gaining popularity as an effective strategic tool that helps attract and retain talents and motivate them as well as improve efficiency of operations and job satisfaction amongst workers. This paradigm shift in work is a complete transition of fixed work forms to more flexible and employee-focused work that would recognize the variety of needs and situations of modern workers (Amankwah-Amoah, Khan, Wood, & Knight, 2021).

There are different dimensions to the concept of flexibility in the work place and these include flexibility in time, remote working, compressed workweeks, job sharing, and location free conditions. Such arrangements enable employees to have more control over where, when and how they exercise their work duties and eventually lead to the creation of a better work-life balance and also job satisfaction. This has been the main premise of the concept and it has thrived very well all over the world since organizations have realized that it has the ability in alleviating employee stress, lowering employee turnover cases, improving employee productivity and encouraging organizational commitment (Alsos & Dølvik, 2021).

The implementation of flexible work arrangements that exist in Pakistan introduces opportunities and challenges peculiar to the postulated context of the country in terms of its culture, economy, and technology (Nagi, Ishaq, Malik, & ul Ain, 2025). The factors present in Pakistan are the quickly developing economy, service sector with workers, and the number of women joining the workforce of the country, which depict the necessity of more flexible and inclusive work arrangements. Nonetheless, the conventional forms of organizational culture, the hierarchical style of management, and the presence of technological constraints are also the great obstacles on the way to the large-scale application of flexibility programs in the workplace (Saleem, Farooq, Ali, & Khan, 2025).

Work-life balance in Pakistan is especially important due to a highly family centric culture, as well as expectations, within the Pakistani community (Syed, Memon, & Shah, 2025). Work life integration is an important area among the Pakistani workers because in many cases, two key areas demand the attention of the worker namely professional duties and family commitments. The traditional demand of long working hours and being physically present at the work place in many cases conflicts with the needs of employees to meet the demands in the family and other involvements (Gill & Siddiqui, 2021).

The spread of the COVID-19 pandemic and other recent world events changed the pace at which flexible work arrangements are adopted by industries in Pakistan. Organizations which had earlier not been inclined to offer remote working and flexible hours enforced rapid changes and have so offered valuable insights into the viability and success of the possibility of such arrangements locally. This natural experiment showed the possible advantages and the real complications of flexibility in work-places in Pakistani organizations (Shahzadi, Rafiq, & Ali, 2022).

The interplay between flexibility at work, work-life balance and job satisfaction can be described as multifaceted and based on individual, organizational and cultural factors. Although most studies in western environments have captured the positive effects of flexible work arrangements, little research has been done to evaluate the correlation between these influences in the Pakistani organizational set up. Such lack of knowledge requires thorough research so as to determine the

level to which workplace flexibility influences employee outcomes as per the socio-cultural and economic dynamics in Pakistan (Fazal, Masood, Nazir, & Majoka, 2022).

Pakistan organizations cut across different spectrums such as the banking, telecommunications, information technology, and manufacturing sectors which have different operation requirements and flexibilities (Begum, 2022). The banking sector, its provisions with customer service needs and regulations requirements, does not describe the same problem when it comes to flexible arrangements implementation as opposed to the IT sector that frequently has a larger technological capability and the working structure of projects. To become efficient in creating the strategies that will allow flexibility in the workplace, it is vital to understand these dynamics within the sector (Shahzad, 2023).

Another twist to the flexibility considerations in the work place is found in the generational diversity in the Pakistan work force. Younger employees, especially those of the millennial and the generation Z, tend to have other expectations of work arrangements and integration of life than the older generations that are more familiar to the old system of work organization. Such a generational variance must be considered during the planning of and adopting of flexible work policies (Rafiq, Kamran, Zia, Munir, & Afzal, 2024).

The issue of flexibility at work is one that considers gender in Pakistan. Female employees tend to be burdened with especial issues about family issues, cultural aspects and social norms. One possible solution to these challenges is flexible forms of work which may enable women to have greater opportunities to strike a balance between their professional and personal lives, which will lead to rising female participation in workforce (Afzal, Arshad, & Naseem, 2024).

Economic implication of workplace flexibility is not only confined at the individual satisfaction of the employees to the overall organizational performance and country productivity (Szalavetz, 2023). Well implemented organizations with a flex work of organization can have low operational cost, retain, and recruit employees, and it will have high productivity. The benefits have the potential to add to the overall economic growth and competitiveness in the global market, and thus the flexibility at the workplace is subject to national economic interest (Héry, Malenfer, Devel, & Levert, 2021).

Research Objectives

1. To investigate the connection between the diverse components of workplace flexibility and employee work-life balance in the Pakistani organizations of different industries.
2. To examine how the workplace flexibility arrangements shape job satisfaction level, among the employees of the banking, telecommunication, information technology, and manufacturing businesses of companies in Pakistan.
3. To determine the barriers and facilitators of implementation and efficacy of workplace flexibility programs as applied in the Pakistani context of organization.

Research Questions

1. What are the effects of various aspects of workplace flexibility (flexible working time, the opportunity to work remotely, the option of compressed working week) on the work-life balance of employees working in Pakistani companies?
2. How are level of job satisfaction and the workplace flexibility arrangements among employees in different sectors in Pakistan related?

3. Which are the main organizational, cultural, and technological impediments which influence successful introduction of the workplace flexibility programs in the Pakistani companies?

Significance of the Study

The research will be of great importance to various players in the emerging business environment in Pakistan. To leaders and human resource handlers in organizations, the study offers empirical data on how flexible programs in the workplace enhance organizational outcomes of employees, to make informed deductions on data to use in formulation and realization of policies in regard to policy formulations and effects. The result provides relevant sector-based knowledge on the limitations and advantages to provide organizations with flexibility programs tailored to their needs to ensure maximum benefits and suitability to the specific organizational needs. To employees, the study confirms the significance of work-life balance and makes it possible to present this evidence in their effort to argue on how work should be organized more flexibly. The present study assists the academic literature by covering unfilled gaps in the knowledge of workplace flexibility impacts in Pakistan-based organizational settings, which assists in initiating further studies in the field in other economies of the world that share cultural and economic features with Pakistan. The findings can be used to guide government policies that encourage the concept of flexible work arrangements to be one of the policies to promote economic growth of a country and to increase in workforce engagement. Gender considerations and generational differences that form the core of the focus of the study present productive insights in relation to the establishment of an inclusive workplace policy that may improve the overall involvement of the workforce, especially among women and younger workers, who are necessarily becoming quite concerned with work-life balance and flexibility in making career choices.

Literature Review

Workplace flexibility is an area that even in the past decades, it has taken dramatic changes whereby the process of considering accommodation of someone in the workplace is no longer considered as a sporadic consideration but rather on a strategic consideration by the organization to benefit both the employee and the organization (Bal & Izak, 2021). The initial studies on flexibility in work place concentrated mainly on alternative work schedule and its effects on absenteeism and turnover among employees. Nevertheless, in the modern literature, the field of flexibilities has been broadened to add more flexibility dimensions such as spatial flexibility, temporal flexibility, and functional flexibility, which generate different implications on the outcome of employees and organizations in unique ways (Hill & Carroll, 2024).

Flexibility in the workplace has been the subject of many theoretical studies founded on various recognized models such as the Job Demands-Resources model whose ideas depict that workplace flexibility is a job resource that enables employees to manage work pressures and still keep a good personal wellbeing. Another significant perspective about flexibility in the workplace is the Boundary Theory which suggests that flexible arrangements will enable these workers to better cope with the boundaries between the personal life and the work-related lives. The above-mentioned theoretical perspectives also propose that workplace flexibility can be used as a stress release system and a performance boosting tool (Ray & Pana-Cryan, 2021).

Studies on work-life balance have continuously proven why it is so essential to the wellbeing of an employee, their job satisfaction and organizational commitment. Work-life balance can be described as the degree at which a person is able to manage and merge working commitments and personal/family commitments quite effectively without much interference or tension. It has been revealed through studies that employees with better work-life balance show more job satisfaction,

less stress and burnout, better physical and mental health, and stronger organizational loyalty and commitment (Hopkins & Bardoel, 2023).

Flexibility in the workplace and work-life have been under extensive documentation in the West where many studies have established positive interconnections between flexible working initiatives and facilitation of employees in maintaining balance amid the competing demands. Flexible working schedules serve to enable the workers to be able to work on their own timing in order to attend to their personal needs, medical, family commitments, and individual working pace. Working at home options also save the employee the commute time and offers more control over the working environment with greater ease of combining work and personal life during the day (Marzban et al., 2023).

Research in job satisfaction has established various individual factors that lead to employee satisfaction such as remuneration, recognition, career advancement chances, working conditions, support of the management and the equilibrium between routine and work (Kane, Nanda, Phillips, & Copulsky, 2021). Flexibility has become a growing influence in job satisfaction, especially among the younger generations which place more value on autonomy, integration of work life and meaningful work experiences. Research findings indicate that those workers who have access to flexible work arrangements experience higher job satisfaction despite the attempt to control other relevant factors that include salary and benefits (Poláková et al., 2023).

A cross-cultural study of the concept of flexibility in the workplace indicates large differences among cultures in terms of acceptance, implementation, and effectiveness of the concept. A high-context culture, which focuses on the connection, hierarchy, and collective decision-making, might have other difficulties in the practice of flexible working patterns than cultures characterized by individual self-regulation and the orient to their performance. These cultural differences play a critical role in the effective introduction of flexibility programs in any given organizational contexts (Rashmi & Kataria, 2022).

Investigation of the South Asian perspective and the cultural, economic and technological reasons of workplace flexibility adoption and efficacy has been emphasized in research studies as well, involving Pakistan and other countries in the South Asian region (Shakil, Tariq, Memon, & Torkkeli, 2024). Traditional cultures that are focused on hierarchy and face-to face communication/presence within an organization can be one of the sources of resistance to flexible work arrangements. But factors such as economic burdens and rise in workforce diversity, coupled with technological innovations are bringing about a situation whereby workplace flexibility would be more widely applied (Himawan, Helmi, & Fanggidae, 2022).

The considerations of gender incorporation in research on flexibility in the workplace indicate that women tend to be more advantageous in corresponding with flexible arrangements given the aspect of unequal family-based care roles and societal demands. Research findings have revealed that workplace flexibility has great potential to change the way women evolve in careers, stay satisfied with their work lives, and contribute to the level of personnel participation in the available workforce. Workplace flexibility can play a key role in supporting female professional growth and economic integration in their economic activity where the traditional female role is rather strict (Sarwar, Panatik, Shahrin, Nordin, & Mohd Shukor, 2025).

The results of the sectorial research on workplace flexibility implementation shows that the implementation of flexibility in different industries has no equal rates of feasibility and effectiveness (Kossek, Perrigino, & Lautsch, 2023). Flexible arrangements have been more successful in knowledge-based industries like information technology, consulting and finance

because these industries have project rather than time-based work systems and more technological capacity. A more difficult challenge may be applicable to manufacturing and customer service businesses since their operations might require physical connections and working at a particular time (Brega, Briones, Javornik, León, & Yerkes, 2023).

The organizational influences on the success of the flexibility in the workplace are the support of the management, the organizational culture, the infrastructure of the understanding of technology, systems of performance management and the formulation of clear guidelines within policy. Studies consistently demonstrated that all these must be done through leadership commitment, effective training initiatives, proper investments in technology, and regular monitoring of policies through changes in accordance to the employee perceptions and performance (Ahmadi, Cantinia, Frías, & Staudacher, 2025).

Among the moderating characteristics operating between workplace flexibility and outcomes are the preferences of the staff to autonomy and other family commitments, the distance to the workplace, the kind of job, and career phase. There are those employees who might work well in a loose setup and those who will suit strict settings and clearly defined work and social lives. It is important to understand these individual differences to come up with flexible policies focusing on addressing the needs of various employees without affecting the effectiveness in the organization (Mathur, Arora, & Nangia, 2025).

Recent studies on how flexibility at work is affected by COVID-19 pandemic have yielded hitherto unknown levels of understanding on how fast and efficient remote working and flexibility can be. Research on the experience of implementing huge-scale flexibility led during and after the pandemic can identify the pros and cons and include the effects on productivity, cooperation, organizational culture, and the welfare of employees. It can offer good insights to organizations that contemplate using long-term flexibility plans (Adisa, Antonacopoulou, Beauregard, Dickmann, & Adekoya, 2022).

Research Methodology

The researchers have adopted the mixed-methods research design in carrying out a study aimed at understanding how workplace flexibility affects work-life balance and job satisfaction of the employees of Pakistan organizations. The study employed cross-sectional survey design, which is a cross-cutting study design that was aimed at employee sampling in different sectors of the economy such as banking, telecommunications, information technology, and manufacturing firms located in the major cities of Pakistan i.e., Karachi, Lahore, Islamabad, and Faisalabad. Stratified random sampling method was employed to identify the participants and that included 450 participants with varied levels in the organization and demographic backgrounds to help collect data that would be representative. In the study, the main data collection tool was a self-administered structured questionnaire based on which we integrated scales validated in other studies to measure flexibility in the workplace (following the scale developed by Hill et al., 2008), work-life balance (using the tool developed by Hayman, 2005), and job satisfaction (utilizing the Job Satisfaction Survey developed by Spector). The Urdu translation of the questionnaire was made due to local preferences in language and cultural setting. Also, 25 HR managers and employees were interviewed semi-structurally based on a qualitative cue of policies and how employees saw flexible work arrangements in an organization. Data had been collected during the three months between January and March of 2025 using both online and physical distribution methods in order to optimize the response rate in line with the local business paradigm and practices, along with local cultural considerations in the corporate context of Pakistan.

Results and Data Analysis

Quantitative Analysis

The quantitative analysis of data collected from 450 respondents across four major sectors in Pakistan revealed significant insights into the relationship between workplace flexibility, work-life balance, and job satisfaction. The response rate achieved was 89.5%, with 403 complete and usable questionnaires analyzed. Demographic analysis showed that 58% of respondents were male and 42% were female, with ages ranging from 24 to 55 years and a mean age of 34.2 years. The sample included 28% from banking sector, 26% from information technology, 24% from telecommunications, and 22% from manufacturing companies.

Table 1: *Demographic Characteristics of Respondents (N=403)*

Characteristic	Frequency	Percentage
Gender		
Male	234	58.1
Female	169	41.9
Age Groups		
24-30 years	145	36.0
31-40 years	162	40.2
41-50 years	76	18.9
51-55 years	20	4.9
Education Level		
Bachelor's	156	38.7
Master's	201	49.9
Postgraduate	46	11.4
Work Experience		
1-5 years	134	33.2
6-10 years	149	37.0
11-15 years	87	21.6
16+ years	33	8.2
Sector		
Banking	113	28.0
IT	105	26.1
Telecommunications	97	24.1
Manufacturing	88	21.8

The demographic analysis revealed a well-distributed sample across different age groups and experience levels, with the majority of respondents holding master's degrees and having 6-10 years

of work experience. The gender distribution closely reflects Pakistan's urban workforce composition, while the sectoral representation ensures comprehensive coverage of different organizational types and flexibility implementation challenges.

Table 2: Descriptive Statistics for Main Variables

Variable	Mean	SD	Minimum	Maximum	Cronbach's α
Workplace Flexibility (Overall)	3.24	0.89	1.20	4.80	0.912
Flexible Working Hours	3.45	1.12	1.00	5.00	0.867
Remote Work Options	2.98	1.24	1.00	5.00	0.889
Compressed Work Week	2.87	1.18	1.00	5.00	0.834
Job Sharing	2.65	1.09	1.00	5.00	0.798
Work-Life Balance	3.18	0.95	1.40	4.90	0.924
Job Satisfaction	3.34	0.87	1.50	4.85	0.908

The descriptive statistics indicate moderate levels of workplace flexibility implementation across Pakistani organizations, with flexible working hours being the most commonly available option and job sharing being the least implemented. Work-life balance and job satisfaction scores suggest room for improvement, while the high Cronbach's alpha values confirm excellent internal consistency reliability for all scales used in the study.

Table 3: Correlation Analysis Between Variables

Variables	1	2	3	4	5	6	7
1. Workplace Flexibility	1						
2. Flexible Hours	0.834**	1					
3. Remote Work	0.756**	0.589**	1				
4. Compressed Week	0.723**	0.612**	0.534**	1			
5. Job Sharing	0.691**	0.487**	0.523**	0.598**	1		
6. Work-Life Balance	0.712**	0.742**	0.634**	0.589**	0.456**	1	
7. Job Satisfaction	0.698**	0.623**	0.689**	0.576**	0.501**	0.734**	1

p < 0.01, *p < 0.001

The correlation analysis reveals strong positive relationships between all workplace flexibility dimensions and both work-life balance and job satisfaction. Particularly noteworthy is the strong correlation between flexible working hours and work-life balance ($r=0.742$), indicating that temporal flexibility is most critical for achieving work-life balance in the Pakistani context. Remote work options show the highest correlation with job satisfaction ($r=0.689$), suggesting that location independence significantly contributes to employee satisfaction.

Table 4: Sector-wise Analysis of Workplace Flexibility Implementation

Sector	Workplace Flexibility Mean	Work-Life Balance Mean	Job Satisfaction Mean	F-value	p-value
Banking	2.98 ± 0.82	2.94 ± 0.88	3.12 ± 0.79		
IT	3.67 ± 0.78	3.55 ± 0.85	3.69 ± 0.81		
Telecommunications	3.34 ± 0.85	3.21 ± 0.91	3.45 ± 0.84		
Manufacturing	2.98 ± 0.89	2.89 ± 0.94	3.08 ± 0.87		
ANOVA Results				F=18.42	p<0.001

The sector-wise analysis demonstrates significant differences in workplace flexibility implementation and outcomes across different industries. The IT sector shows the highest levels of workplace flexibility, work-life balance, and job satisfaction, while banking and manufacturing sectors lag behind. These differences reflect varying operational requirements, technological capabilities, and organizational cultures across sectors.

Table 5: Gender-based Analysis of Study Variables

Variable	Male (n=234)	Female (n=169)	t-value	p-value	Cohen's d
Workplace Flexibility	3.19 ± 0.91	3.31 ± 0.86	-1.34	0.181	0.13
Work-Life Balance	3.09 ± 0.97	3.30 ± 0.91	-2.18	0.029*	0.22
Job Satisfaction	3.28 ± 0.89	3.43 ± 0.84	-1.67	0.096	0.17

*p < 0.05

Gender-based analysis reveals that female employees report slightly higher work-life balance scores, which is statistically significant, suggesting that women may be deriving greater benefits from available workplace flexibility arrangements. This finding aligns with literature suggesting that women often face greater work-life conflicts and therefore benefit more substantially from flexible work options.

Table 6: Multiple Regression Analysis - Workplace Flexibility Predicting Work-Life Balance

Predictor Variables	β	SE	t	p	95% CI
Flexible Working Hours	0.485	0.064	7.58	<0.001	[0.359, 0.611]
Remote Work Options	0.234	0.058	4.04	<0.001	[0.120, 0.348]
Compressed Work Week	0.167	0.061	2.74	0.006	[0.047, 0.287]
Job Sharing	0.089	0.063	1.41	0.158	[-0.035, 0.213]

Model Summary: R² = 0.624, F (4,398) = 164.32, p < 0.001

The multiple regression analysis indicates that workplace flexibility dimensions collectively explain 62.4% of the variance in work-life balance scores. Flexible working hours emerged as the strongest predictor, followed by remote work options and compressed work weeks. Job sharing did not significantly contribute to work-life balance in this model, possibly due to limited implementation and cultural factors in Pakistani organizations.

Table 7: Multiple Regression Analysis - Workplace Flexibility Predicting Job Satisfaction

Predictor Variables	β	SE	t	p	95% CI
Flexible Working Hours	0.312	0.059	5.29	<0.001	[0.196, 0.428]
Remote Work Options	0.398	0.053	7.51	<0.001	[0.294, 0.502]
Compressed Work Week	0.189	0.056	3.38	0.001	[0.079, 0.299]
Job Sharing	0.134	0.058	2.31	0.021	[0.020, 0.248]

Model Summary: $R^2 = 0.587$, $F(4,398) = 141.73$, $p < 0.001$

For job satisfaction, the workplace flexibility dimensions explain 58.7% of the variance, with remote work options being the strongest predictor, followed by flexible working hours. All flexibility dimensions significantly contribute to job satisfaction, suggesting that comprehensive flexibility programs may be more effective than single-dimension approaches.

Table 8: Age Group Analysis of Workplace Flexibility Preferences

Age Group	Flexible Hours Preference	Remote Work Preference	Overall Satisfaction	F-value	p-value
24-30 years	4.23 $\pm$ 0.78	4.45 $\pm$ 0.72	3.67 $\pm$ 0.81		
31-40 years	3.89 $\pm$ 0.84	3.78 $\pm$ 0.89	3.45 $\pm$ 0.86		
41-50 years	3.12 $\pm$ 0.91	2.87 $\pm$ 0.95	3.08 $\pm$ 0.89		
51-55 years	2.65 $\pm$ 0.88	2.34 $\pm$ 0.92	2.89 $\pm$ 0.93		
ANOVA Results				F=24.67	p<0.001

The age group analysis reveals significant generational differences in workplace flexibility preferences and outcomes. Younger employees (24-30 years) show the highest preference for both flexible hours and remote work options, while older employees demonstrate lower preferences and satisfaction levels. This finding highlights the importance of generational considerations in designing workplace flexibility policies.

Qualitative Analysis

By relying on interviews, the qualitative aspect of the research was introduced as the participants (n= 25) were interviewed based on semi-structured interview designs, 15 employees at various organizational levels, and 10 HR managers were interviewed within the four industries in which they worked. The interviews also gave an in-depth view on the contextual factors which contribute to adequacy and implementation of workplace flexibility in Pakistani organizations. Interview transcript thematic analysis indicated some of the key themes that have supplemented and succeeded in interpreting the quantitative results.

Theme 1: Barriers of Culture and Tradition

The respondents made a unity concerning the cultural and traditional impediments as the greatest barriers to implementation of workplace flexibility. Overall, most managers were afraid of how it is possible to establish and have control and supervision when employees are working remotely or even working on flexible schedules. A senior manager in the banking industry was quoted saying that face to face communication and physical presence are the key values in culture that depict

commitment and sense of dedication. You cannot change these beliefs that deep-rooted overnight." On the same note, employees reported that some supervisors associate physical presence with hard work and dedication thus some feeling resistant to flexible arrangements despite the formal availability of the same.

With the idea of presentism entering the discussion as an important cultural factor, other participants observed that attendance in a store can be equated with more importance when compared to productivity and output. According to a mid-level employee of the telecommunications industry, despite completing his work efficiently at home, some of his colleagues and managers still lack confidence in his performance since he is physically not present in the office. This cultural prerequisite of being seen and present is a psychological roadblock to the employees who could have comfortable conditions with the flexibility of arrangements.

The pattern of getting or not getting flexibilities at work also depends on the traditional gender roles and the family expectations. Female participants indicated that although flexible work enables them to take care of family members, at times, the women are criticized by the extended family members because working at home is considered as not being a real work. According to one of the female IT professionals, the mother-in-law could not at first comprehend how she was able to work without leaving home because in her case, she understood that work meant office.

Theme 2: Technological Infrastructure and Capabilities

Technology infrastructure was found to be a facilitator and impediment on the implementation of workplace flexibility. Industrial firms in the IT sector tend to have higher technological capacity and an easier adaptation to flexible working models. Nevertheless, the respondents representing the other industries, mostly manufacturing and banking, pointed out to considerable barriers related to technology. According to an HR manager working in a manufacturing firm, their computer systems are geared towards local use only, and the data and security aspect of it makes it very hard to support their employees with technologies that would enable it to work flexibly.

The prevalent practical obstacles to remote work efficiency that were mentioned were internet access and access to the power supply. Some of the respondents also mentioned that remote work is hindered by unreliable internet services and frequent power cuts in parts of Pakistan to the extent that it is rather counterproductive. One software developer says, "I prefer working at home, but then there is always a problem with whatever internet connection or load shedding, and in the office, we have backup power, and an improved internet connection."

Workplace flexibility access is affected by the digital divide between various socioeconomic groups and geographical locations too. Respondents living in smaller cities also mentioned the lack of technological infrastructure in their localities that challenged their full use of flexible work possibilities, which establishes disparities to access such perks.

Theme 3: Management Support and Leadership Attitudes

Management support turned out to be a very crucial element in defining the success of flexibility at the workplace. The respondents who had favorable managers indicated that they had much better experiences with flexible arrangement than the respondents with resistant or skeptical managers. When asked about flexibility, one worker described his manager as one who pays attention to the results instead of the number of hours spent in the office, which makes flexible work really flexible and functional.

Awareness and training of managers seemed to be essential in a successful implementation. Some of the HR managers admitted that most supervisors are not equipped with skills and knowledge in

the management of flexible teams. A HR director added, "We learned that merely proclaiming flexi-policies had no sufficient value." Managers were to be trained how to clarify expectations, measure performance, and keep the team intact using flexible arrangements."

There was a challenge posed by the generational gap existing between the older managers and the younger employees. The employees who were younger in the company tended to demand more flexibility in the workplace, where the older managers might feel a bit awkward about non-traditional work arrangements. This generational gap did not go easily and usually involved more supplementary communications and training.

Theme 4: Work-Life Integration vs. Separation

Participants showed some intriguing findings related to the choice of work-life integration vs separation. Although most workers enjoyed the opportunity to more effectively combine work and nonwork activities permitted by flexible arrangements, boundary management issues were problematic to others. One of the marketing professionals said, "Working at home gives me the opportunity to see my children, although this also means I am never really out of work, which is stressing."

The term work-life balance had different meanings to some participants who are more inclined to time divided separation between work and personal time, whereas there are more groups of participants who feel that work and life ideally blend into each other. These preferences were also defined by the cultural aspects with family-oriented participants tending to prefer integration that would give them the possibility to accomplish their family responsibilities and keep their professional responsibilities.

Female participants especially those with children indicated that flexibility at the workplace helped to a great extent in addressing the competing demands. Nevertheless, they mentioned that there were cases when such flexible arrangements resulted in the higher demands of family members that could raise responsibility within the household. As one of the women respondents said, flexibility in work allows her to balance the two roles, although family members are tempted to think that she is always at home to tend to family chores when she is at home on a workday.

Theme 5: Organizational Culture and Policy Implementation

The discrepancy between formal policies and reality of their implementation turned out to be a very important theme. Most organizations were formal flexible work policies, but they were associated with a cultural barrier and disparity in the execution of the policy. The respondents were of the view that the informal organizational culture tended to override formal policies, the peer pressure and the expectation of the management that inhibited the application of policies.

Transparency and communication in the implementation of policy were noted to be the areas that needed improvements. A number of the participants mentioned that they were uncertain as to the specific nature of the flexible arrangements on offer and in what situations it became possible to take them. Efficient working of policies was determined through an emphasis on clear guidelines, consistent application and frequent and active communications.

Some HR managers emphasized the need to use pilot programs and a gradual implementation. Organizations that applied flexibility in phases with appropriate evaluation and adjustment procedures received more success tales than these ones that tried to change everything at one time in the absence of considered preparation and support facilities.

Theme 6: Sector Specific Challenges and opportunities

Each industry experienced diverse issues and opportunities concerning flexibility on the work place implementation. The greatest positive experiences were reported by IT sector participants with the reason being the use of the project-based work structures, technological abilities and outcome-based cultures as contributing factors. The participants in the banking sector cited regulatory requirements and customer service as an impediment to the sector, whereas the participants in the manufacturing sector cited operational requirements as an impediment to flexibility options.

In customer routing, the customer-involving functions were found to be roles where implementation of a flexible arrangement is hard. Those involved in such functions observed that current quality and availability of services had to be maintained along with the provision of flexibility, and this often-demanded creativeness and the need to supplement the resources. Nevertheless, there are other organizations that were effective in flexibly scheduling those jobs involving customer service by taking their time in organizing the schedule and programs.

The telephone services industry had half good and half bad with perhaps some more flexibility around technical considerations than around customer services and field operations. Such difference in terms of sectors explained the significance of individualized strategies as opposed to homogenized tactics.

Theme 7: Effect of Performance and Productivity

The testimonies of participants showed that the benefits of workplace flexibility to their performance and productivity were mostly positive, although it depended on the personal preferences and the type of work. Those who did point out that they can use their time more productively, and it was less stressful to get rid of commute to work. A financial analyst said, on remote work, she gains two hours of productive time working at home since she does not have to spend time commuting by car, and she is not fatigued and more productive.

However, there were issues of self-control and motivation under flexible working arrangements as some of the participants have reported, especially in home working where distraction is common. The value of a designated working environment and defined lines became a determinant of the level of productivity. The subjects with dedicated home offices typically experienced high levels of productivity in contrast to the subjects working in shared centers as well as multi-purpose centers.

The collaboration of the team and communication was identified as an area that needs focus in flexible work arrangements. Although technology was the factor that made remote collaboration relatively easier, other participants managing the flexible association felt that it was harder to have spontaneous contacts and was trickier to build a team connection. Organizations which inadequately invested in collaboration tools and team building exercises on regular basis witnessed superior results as far as organizing team cohesion and team involvement in communication effectiveness is concerned.

Discussion

The research results are strong indicators of the benefits of work place flexibility in improving work life balance and job satisfaction among Pakistani workers as much as they demonstrate significant extenuating factors to consider in implementation and effectiveness, which matters in other settings. The high positive significant correlations that were presence between the dimensions of workplace flexibility and the outcome variables agree with the global study as well

as demonstrate the peculiarities of business organization in Pakistan. The quantitative findings show that job flexibility has the biggest correlation with the work-life balance because of the family-oriented nature of the society in Pakistan: the working employees frequently have to attend to the family needs, religious duties, and social agendas requiring time flexibility but not location independence.

The results of the study indicate that there are differences in a sector wise manner in the industries in Pakistan which is due to the technological differences, operation needs and organizational cultures in different sectors. The more significant flexibility scores and employee outcomes can be related to higher flexibility in the IT sector and the impact of technology and international clients and joint ventures to this field. On the other side, less monitoring implementation in the banking industry and manufacturing is related to regulatory, customer service demands, and conservative corporate cultures, which are focused on physical location and direct supervision. The results implied that sector-driven methods of implementing workplace flexibility are more viable in comparison with universal policies, and that every industry has sector-specific problems that should be solved individually regarding its operational realities and cultural factors.

Its qualitative results show the multilateral interaction of formal policies and informal practices with the culture in Pakistan-based organizations. As much as flexible work policies have been implemented in many businesses, they boast of various success issues, which include cultural hindrances, management perception, and enforcement. Providing focus on the physical presence and face-to-face interaction and defining this signal of commitment is considered to be the cultural reference that is deep rooted and affects the ways of work. Yet, the positive responses of employees to the flexible arrangements provided indicates that the cultural attitudes can change under the influence of qualitative implementation, management training, and conservative way of changing the organizations. The generational differences that were revealed during the study suggest how the new employees can become the agent of the cultural change, which may turn out to become the catalyst of the tolerance to flexible work habits as the new employees will go up the ladder to lead the organization.

Conclusion

The present study was able to capture the true benefits of workplace flexibility on work-life balance and job satisfaction of employees working in Pakistani organizations as well as highlight essential issues faced in implementing the same and the opportunities available in this setting. The quantitative data analysis showed that a lot of connections existed between different flexibility dimensions, and working hours' flexibility and remote works options differed and corresponded the highest with work-life balance and job satisfaction, respectively. These observations validate that work flexibility may be an effective instrument to assure better wellbeing and satisfaction among the employees in the dynamic business environment in Pakistan.

The sector wise analysis has underscored the significant difference in the implementation and performance efficiency of flexibility in various industries with the IT sector leading in both accessibility and performance, whereas the traditionally based industries such as banking and manufacturing industries encounter additional problems due vulnerability to operation need and cultural restrictions. Qualitative results offered significant insights into the situational participants that can affect the success of workplace flexibility thus, it was discovered that attitude towards workplace flexibility among different cultures, the support of the administration in place, technological backup and the methodology used in implementation of the practice are major contributors toward determining the success or failure.

The mixed-methods framework used in the study helped to better understand workplace flexibility in Pakistan by finding statistical support in how workplace flexibility is used, and in-depth contextual information explaining the mechanisms of the existence of such relationships. The results reveal that although the Pakistani workers can benefit and appreciate workplace flexibility, effective application of flexibilities need to be considered carefully regarding cultural practices, organizational capacity and industry demands. The study adds important facts to the few literatures in the South Asian settings and can act as a guideline to organizations that intend to introduce successful workable flexible work schemes.

The gender differences revealed in the research, especially the greater scores of work-life balances more often demonstrated by women in case of inclusiveness of flexibility, point to the potential of the concept of flexible work arrangements in solving gender equity issues in Pakistani workplaces. The finding has great significance both to the organizations involved in encouraging and retaining the female talent and it is relevant to the national policies interested in enhancing the women workforce contribution. The identified generational differences indicate that the flexibility in workplace settings is going to gain even more attention as younger employees, who show greater tendencies toward flexible work arrangements, continue their career paths, and take the positions of leadership.

Recommendations

When attempting to turn a flexible workplace ideal into reality, organizations intending to pursue effective workplace flexibility programs in Pakistan ought to take a gradual approach that has an initial pilot program in one or more of its departments or jobs, and then cautiously expand on the same, using data learnings, and readiness of an organization. Training and development programs, such as the management of flexible teams, must be offered to ensure that the skills required to run a result-oriented performance management are provided to the supervisors involved as compared to time-based supervisory behaviors. Technology infrastructure, such as stable internet and network connections, secure remote access, and collaboration software, is important to facilitate flexible working, especially in traditional industries. To eliminate confusion and make the implementation attain the same pattern, clear policy development outlining the specific guidelines on the eligibility, expectation, and evaluation criteria should be developed. Evaluation and feedback should be put in place regularly to review the success of the program of flexibility and introduce changes that are required on the basis of the reports of the employees and the performance of the company. Organizational attitudes that focus on flexible work arrangements can be changed through cultural change initiatives such as awareness programs and sharing of the success stories. A solution specific to the sector must be designed keeping in mind the requirements of the industry, constraints due to regulations and the realities of the functioning as opposed to a universal solution that may be applied across sectors. Lastly, organizations must acknowledge flexibility as one of the wider employee wellbeing and retention policies, which could be implemented to increase organizational competitiveness in hiring and retaining skilled personnel in the growing Pakistan job market.

Conflict of Interest

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