
Explore The Effects Of Remote Working, Hybrid Models, And Flexible Hours On Employee Productivity And Mental Health

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Abstract

Remote work, work from home and flexible work arrangements have remained some of the key features of the modern workplace; therefore, warranting an examination of their impact on employees' productivity and wellbeing. The objective of this piece of work is to establish the qualitative effects of these contemporary employment relations by combining both quantitative and qualitative research. Through the analysis of changes in productivity rates and mental health parameters, the study aims to reveal the relationships that explain the separation of the examined work models' impact on different aspects of employees' performance. These include worklife ratio, control, social contact, and availability of resources which are very important in the process of investigation. As for preliminary conclusions, it is possible to state that the free-choice remote work leads to improvement in the productivity due to the minimal time spending on the way to work, and more flexibility; however, it is also linked to isolation and stress. Such approach can be more effective, and probably reduce some of the disadvantages of complete work from home, while still being flexible enough. Though flexible hours mean more options are available regarding the kinds of hours one works, or the fact that remote work can mean work can be done at any time of the day, this can obviously be very catastrophic for the work-life balance. The outcomes of this study will prove useful to organisations which are possibly seeking to facilitate work arrangements for increased productivity expected to have a positive impact on the health of workers. Therefore, the research proves useful in the current debate on the future of work in the post Covid-19 world.

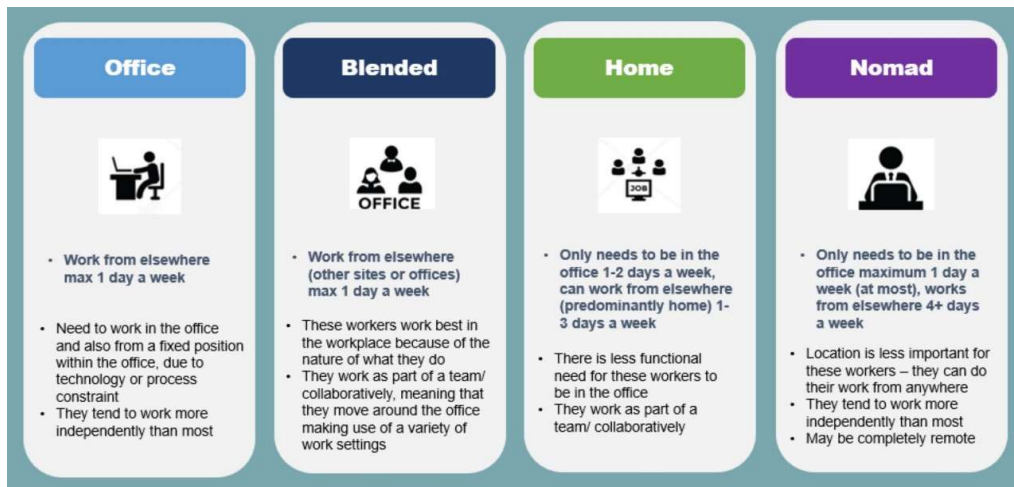
Keywords: *Productivity, Employment, Flexibility, Employee performance, Work life Ratio*

Introduction

The new digital age and the recent unprecedented COVID – 19 global crises have over time led to a shift in traditional working paradigms. Telecommuting, distributed workplaces, and flexible schedules/staffing have become some of the most popular trends that replaced the traditional work in-office experience drastically changing the face of employment. This paper aims to identify how these changing patterns of work organization influence employees' performance and well-being, offering new insights into the related questions within the current world of work. Flexibility working or in other words location independent working, where individuals can accomplish their work at places that are not assigned or officially defined working spaces, has been implemented due to social distance policies. This change has made it necessary to reconsider such a concept as productivity for workers having experienced the separation of spheres of work and home life within the same premises (Charalampous et.al 2019). Essential works indicate an uplift in productivity, thanks to less time spent on the road and more independence. However, some articles point some of the challenges, which are shortage of social contacts, possibilities of distractions, and blurring of the working and personal life barriers. For more flexibility, the telework arrangement is used alongside an in-office structure or what is referred to as the blended model. Employees can have the freedom to work from home while at the same time being able to have co-worker

interaction and social relations from the workplace.

However, the application of hybrid models in increasing the productivity and well-being depend on various factors such as; support from the employer, availability of technology, and personal endorsed preferences. Other factors such as flexible hours in which the employee is allowed to choose his/her working hours only add more complexity to this situation. Compliance with flexibility might benefit from higher job satisfaction and correlation with individual responsibilities, but, on the other hand, it might produce stress through the losing definition of working time. Analyzing the relations between these work arrangements and their outcomes, concerning productivity and employees' mental health, is vital for organizations attempting to construct work environment that can effectively support employees (Chung et.al 2020). The objective of this research is to offer systematic knowledge on enhanced remote work, mixed-schedule, and flexible-hours practices on teams' performance and well-being. It will thus be possible to compile and analyze these variable in a manner that furthered the understanding of working conditions, work design, and the promotion of strategies that would optimize working arrangements in ways that would best foster both performance and well-being within today's workplace (Derks et.al 2018).



Research Background

The background of this research lies in understanding the dynamics of shifts with regards to work procedures owing to technological interventions and changes in working models due to the COVID-19 outbreak. Now, working from home, which was adopted in many companies due to the coronavirus outbreak, has become permanent for many businesses. This evolution has required substantial analysis of its effects on employees' performance and well-being. Research shows that the previous results are inconclusive; some authors describe potential increases in efficiency as a result of self-organization and no rush to work, while others describe the problem of loneliness and the inability to create a boundary between work and home. Remote work has been advocated for to be done together with in-office work, in what is referred to as hybrid models. This model is meant to mimic the sessional or dispersed arrangements for work while not losing the advantages of face-to-face communications completely. However, studies have shown that it has an impact on productivity as well as mental health of the employees; the impact depending on various factors such as organizational policies, technological support and the employees' preference. Other progressive working conditions that have slowly crept into organisations include: branded working conditions such as flexible working hours whereby the employees can choose their working times (Felstead et.al 2021). While flexibility does help to promote job satisfaction as well as enhanced employee's quality of working life, flexibility also poses several problems like overworking when not well regulated. Therefore as a multiplicity of literatures on modern work arrangements already exist, this research seeks to bring a synthesis of these works through identifying how these work patterns impact employee production and well-being to inform the development of organisational policies and practices.

Research Objective

- To investigate the impact of remote working on employee productivity, examining factors such as autonomy, work-life balance, and environmental conditions.

- To analyze the effects of hybrid work models on mental health, focusing on the balance between remote and in-office work and its influence on employee well-being.
- To evaluate the relationship between flexible working hours and job satisfaction, assessing how customizable schedules affect stress levels and overall productivity.
- To identify the challenges and benefits associated with remote working, hybrid models, and flexible hours, providing recommendations for optimizing these work arrangements to enhance both employee performance and mental health.

Research Problems

COVID-19 has greatly fostered such things like remote work, the work from home, hybrid work, and flexible work changes, and non-standard working time that defined flexibility in the pre-pandemic time. As the following potential advantages of those new work arrangements, including autonomy, better work-life balance, and job satisfaction reminded, these innovations also entail a range of novel challenges that may affect the employees' productivity and well-being negatively. Knowledge of these effects is valuable for organizations which seek to achieve the highest results for work and, at the same time, prevent deterioration of the state of health of their employees. The main research issue can be formulated as follows: The role and impact of the configurational elements of modern work arrangements on employees' productivity and well-being. Namely, it is necessary to find out whether the efficiency, as people are granted more freedom and have shorter working hours because of working remotely, is disadvantaged by social isolation and flexible personal and working time (Kossek et.al 2018). Moreover, the new organizational structure that implies a blend of remote and office work needs a critical analysis of its efficiency concerning productivity and well-being. The efficiency of this model, however, depends on certain aspects such as organizational support, technological base, and personnel's individual attitude. In addition, it can be noted that the Adaptable business hours are also the source of concerns because they give one the freedom to design the working hours in a way that suits him or her most. On the positive side, it helps increase employee satisfaction and decrease stress because it enables one to balance family and work responsibilities; on the other hand, it leads to the prevalence of the work-family conflict if the boundaries are not well controlled. There exists a gap in the literature in regard to the relationship between flexible hours in relation to employee productivity and mental health, which thus calls for extensive examination (Kroll et.al 2019). This research seeks to fill these gaps by providing a systematic analysis of the impact of remote working, hybrid model and flexibility in terms of working hours on employees' productivity and well-being. In so doing, this research will advance scholarly knowledge of these variables and thus promote the formative of accurate and pertinent strategies facilitating optimal work arrangements that will build organizational performance; and concurrently, the health and welfare of employees. It is essential for organizations mainly in developing new strategies after the shift in the work environment especially following the pandemic outbreak to undertake such a study (Liang et.al 2021).

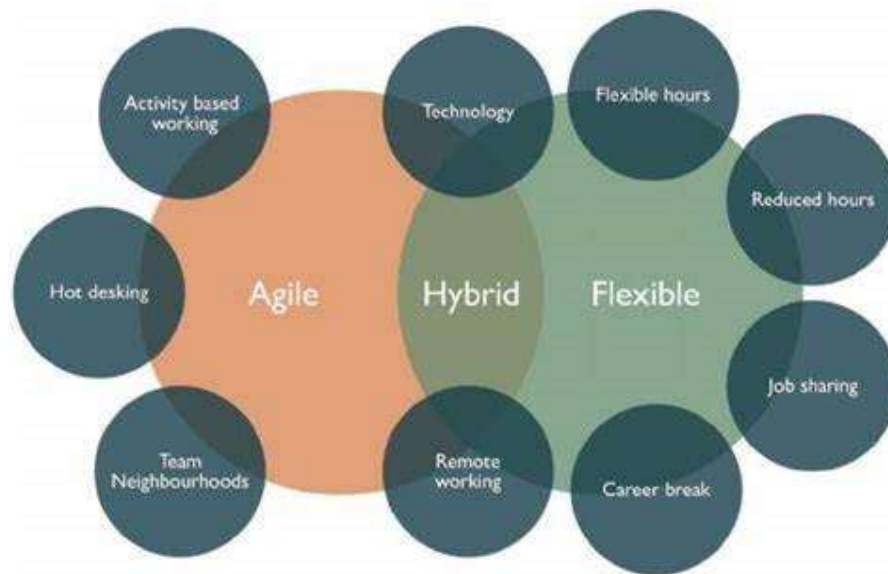
Literature Review

Effectiveness of using remote work environment in enhancing employees' performance, taking into consideration measures like independence, work-life balance, and physical climate

Flexibility in working environment especially due to working from home has been the subject of many research work done on effects on employee performance. Autonomy is one of the essential conditions for remoteness that affects productivity in organizations. Taking into account Gajendran and Harrison (2007), with the increase of autonomy level in conditions of telework, the level of satisfaction with work is higher, as well as the results of work. Although, to minimize on the negative effects of independence which include isolation, it is important to seek reasonable levels of support from the organization (Golden et al. , 2008). Another essential aspect that strongly impacts productivity in contexts of remote work is work-life balance. Thus, telecommuting can improve work-life balance due to the provision of a schedule that a worker can follow when holding a job and performing other tasks. In their study, Bloom et al. (2015) established that the employees in work from home received many more work hours indicating that they had a more focused work environment and lesser interruptions. But at the same time, the same study also indicated the problem of the lack of clear lines between work and personal life, as such distinctions make possible to reduce the level of stress, and, as a consequence, the rate of burnout (Felstead and Henseke, 2017). The availability or otherwise of the working environment, and other working conditions such as home office and available resources affect remote work productivity (Oakman et.al 2020). Having no

designated office and insufficient or improper technology contributes to limited performance (Biron and van Veldhoven, 2016).

On the other hand, having a comfortable and optimally set home office would boost the productivity since the worker shall not have to encounter irritating barriers (Oakman et al. , 2020). Additionally, it is worthy of note to mention the culture of the organization and communication. Proper communication tools and favourable organizational environment are mandatory in reducing such undesirable outcomes of going remote as productivity decline. According to Kelliher and Anderson (2010), it is possible to achieve high employee productivity when organizations promote the culture of trust and give consistent feedback even in cases of telework. Concisely, the literature review shows that remote work can benefit the employee productivity via autonomy and work-life balance as prerequisites: sufficient support and favourable environment. Nevertheless, the nature of work that involves remote working allows isolation and may also lead to environments overlapping between work and personal life thus the need for moderate approach in the formulation of the policies in relation to the recommendation of remote working for employees. As a consequence, these results highlight the need for a comprehensive approach in managing remote work policies to achieve organizational efficiency and promote people's health (Prasad et.al 2020).



Determining the connection between the flexibility of working hours and job satisfaction, analyzing how adjustability of the hours impacts the levels of stress and the rates of performance

More organizations have adopted work schedules that allow employees to work at different times during the day, resulting to a change in the traditional work cycle regimes. The link between flexibility of working hours and the level of job satisfaction has also been elaborated in the prior work, positive association being the common trend. Moen et al. (2011) also suggest that comprehensive work schedules are positively related to employees' job satisfaction due to flexibility because it helps them to address their personal requirements and avoid such conflicts. Flexible timing also plays a major part in health concern especially working stress with a number of research showing that it reduces working stress. According to Allen et al (2013), there is a possibility of reducing stress since working arrangements give the employees more autonomy in time management hence better management of pressure at the workplace (Rubin et.al 2020). Along the same line of thought, Kossek and Lautsch (2018) find that flexibility decreases the forces that force one to work specific schedules as prescribed by the organization but rather do so when they are fresh from the list of priorities.

Nevertheless, the potential of flexible working hours cannot be denied as long as such opportunities are managed properly and incorporated into the organization's systems. Golden (2008) has noted the advantages of flexibility in the organization in terms of its impact on the job satisfaction of employees at the same time the author also notes the demerits of flexibility meaning that it in fact leads to the extended hours of work and it is difficult for the employee to 'switch off' particularly when there is no clear distinction between working time and time for leisure. This particular is termed 'boundarylessness,' which leads to increased levels of stress as well as burnout

eradicating the upside of flexibility in working hours. Flexibility of working hours can also point to overall productivity as one of the major components which can be affected. Research shows that flexibility can increase output due to the fact that working hours can be brought in harmony with people's productivity patterns. Gajendran and Harrison (2007) looked at telecommuting and said that employees that telecommuted were more productive because they used less time commuting and could work during their best hours.

However, as pointed out by Hill et al., (2008), this type of flexibility is characterized by flexibility of work schedule and whereas, flexibility of work schedule and location can boost productivity, they also state that flexibility of work schedule may sometimes have negative realization and lead to procrastination and therefore poor productivity if properly managed (Schieman et.al 2021). Thus, it is possible to affirm that flexible working hours have a positive correlation with the job satisfaction and it is based on the stress reduction and productivity improvements. However, the flexibility that accompanies these arrangements has to be properly managed to avoid negative consequences such as overworking or underutilizing employees' potential. Hence, the implementation of flexible working arrangements underlines the necessity of properly designing and regularly evaluating such practices for their beneficial effects on organisational staff.

Methodology

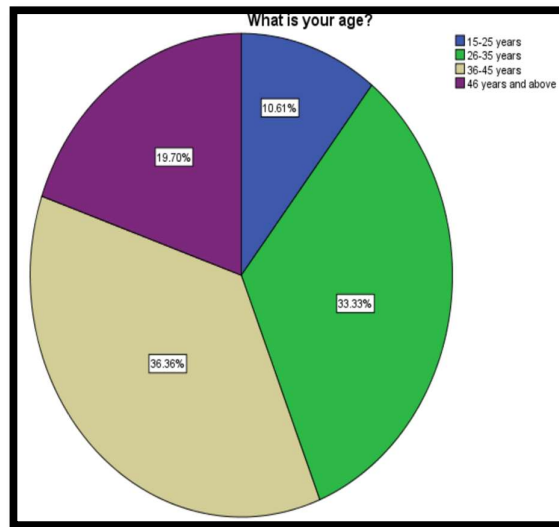
The impact of remote working, hybrid models, and flexible hours on the employees' productivity and mental health, a primary qualitative research approach is used, which is supported by surveys and statistical analysis with the help of the SPSS tool. The first phase of the study is the creation of an extensive questionnaire to obtain specific data regarding the WAs, output measurements, and MH markers. Batteries of previous, standardized measures are used in the survey, including the measures of job satisfaction and perceived stress, job performance self-estimations, etc. The respondents for the survey are chosen either from different industries or from the different organizational hierarchy to increase the response variability. The survey is electronic to ensure that coverage of as many people as possible and have high returns (Shockley et.al 2020). To keep the rights of participants intact, the survey gathered data that involves the removal of identifying information. Responses collected from the survey are then transferred from the questionnaires into the SPSS for analysis. In this study, descriptive statistics are computed to produce basic summary measures of data, with the variables' mean, median, and standard deviation. Tests such as Pearson's correlation and multiple regression are used in assessing the relations between work arrangements and outcomes such as job satisfaction and employee turnover. They assist to reveal major factors influencing productivity and well-being, with reference to such factors as autonomy, work-life balance, and physical environment. Also, to assess the impact of work arrangements (remote working, hybrid, flexi-hours), ANOVA is performed on productivity and mental health parameters. The findings of factor analysis on the survey constructs are aimed at providing validity of the measures used. Research methods applied in the study guarantee credible data collection and analysis necessary for establishing the effects of contemporary work modalities on employees' performance and well-being. The employment of the Statistical Package for Social Sciences – SPSS entails precise results that enable the making of rational recommendations on the practices within organisations (Spurk et.al 2020).

Analysis

Demographic examination

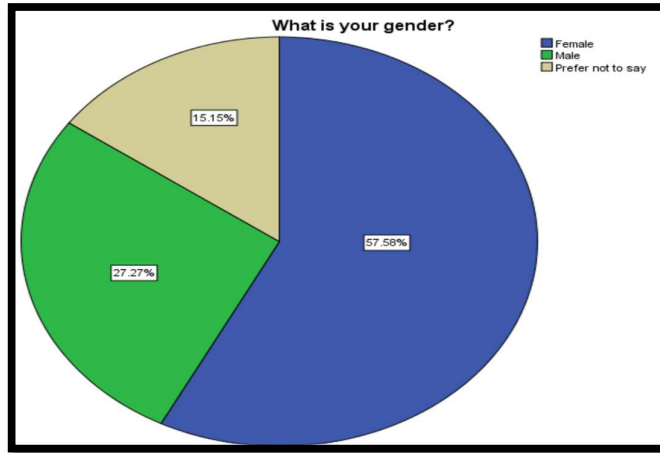
What is your age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-25 years	7	10.6	10.6	10.6
	26-35 years	22	33.3	33.3	43.9
	36-45 years	24	36.4	36.4	80.3
	46 years and above	13	19.7	19.7	100.0
	Total	66	100.0	100.0	

Age



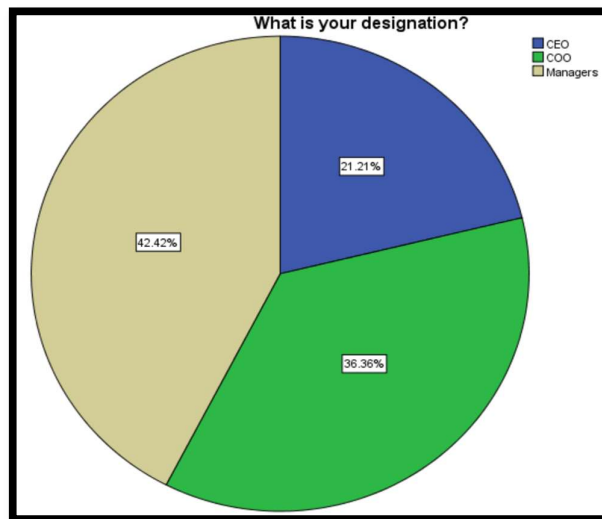
The above-highlighted table and figure indicate the age distribution of the contestants intricated in the survey. The most frequent and least frequent age groups were 36-45 and 15-25 aged participants with 36.36% and 10.6% respectively.

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	38	57.6	57.6	57.6
	Male	18	27.3	27.3	84.8
	Prefer not to say	10	15.2	15.2	100.0
	Total	66	100.0	100.0	



The gender distribution of the participants suggesting that there were 57.58% females, 27.27% males, and 15.15% denied revealing their gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	14	21.2	21.2	21.2
	COO	24	36.4	36.4	57.6
	Managers	28	42.4	42.4	100.0
	Total	66	100.0	100.0	



The above-highlighted table and figure designate the professional title of the participants and it can be seen that there were 42.42% managers, 36.36% COO, and 21.21% CEO respectively.

Descriptive analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
DV	66	1	3	1.67	.950	.724	.295	-1.523	.582
IV1	66	1	5	2.09	1.795	1.045	.295	-.938	.582
IV2	66	1	5	3.06	2.014	-.062	.295	-2.060	.582
IV3	66	1	5	2.32	1.315	1.059	.295	.117	.582
IV4	66	1	5	2.45	1.939	.580	.295	-1.716	.582
Valid N (listwise)	66								

The mean, SD, skewness, and kurtosis values of the developed DV and IVs. The mean value and standard deviation value of the DV are 1.67 and 0.95 respectively. Moreover, the mean values of IV1, IV2, IV3, and IV4 are 2.09, 3.06, 2.32, and 1.93.

Regression

Hypothesis

H1: There is a positive relationship between remote working and employee productivity and mental health

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.144 ^a	.021	.006	.947	2.142

a. Predictors: (Constant), IV1
b. Dependent Variable: DV

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.222	1	1.222	1.362	.052 ^b
	Residual	57.444	64	.898		
	Total	58.667	65			

a. Dependent Variable: DV
b. Predictors: (Constant), IV1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.507	.180		8.380	.000
	IV1	.076	.065	.144	1.167	.052

a. Dependent Variable: DV

ANOVA, and coefficient values among which the ANOVA table authenticates the significance value which is

0.052 is equivalent to the normal standard value of 0.05. This indicates that the second independent variable is strongly linked with the dependent variable. There is a positive relationship between remote working and employee productivity and mental health.

H2: Hybrid Models play a huge role in influencing employee productivity and mental health

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.214 ^a	.046	.031	.935	2.571

a. Predictors: (Constant), IV2
b. Dependent Variable: DV

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.976	.210		9.388	.000
	IV2	-.101	.058	-.214	-1.756	.065

a. Dependent Variable: DV

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.696	1	2.696	3.083	.065 ^b
	Residual	55.971	64	.875		
	Total	58.667	65			

a. Dependent Variable: DV
b. Predictors: (Constant), IV2

The ANOVA table validates the significance value which is 0.065 is nearly equal to the normal standard value of 0.05. This signifies that the second independent variable is strongly connected with the dependent variable. Therefore, there is a robust connection between hybrid models and employee productivity and mental health.

H3: Flexible hours act as one of the impactful factors for employee productivity and mental health

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.370 ^a	.137	.123	.890	2.387

a. Predictors: (Constant), IV3
b. Dependent Variable: DV

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.013	1	8.013	10.124	.023 ^b
	Residual	50.654	64	.791		
	Total	58.667	65			

a. Dependent Variable: DV
b. Predictors: (Constant), IV3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.286	.223		10.237	.000
	IV3	-.267	.084	-.370	-3.182	.023

a. Dependent Variable: DV

Regression inspection highlights different score values of the third independent and dependent variables. The R-value is 0.370, the R-square value is 0.137, and the Durbin Watson value is 2.387 respectively. Moreover, the significance value is 0.023 highlighted in the ANOVA table which is not equal to the standard value of 0.05. Therefore, there is a weak association between IV3 and DV, which means flexible hours act as one of the impactful factors for employee productivity and mental health.

H4: Work-life balance has a constant connection with employee productivity and mental health

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.535 ^a	.286	.275	.809	1.571

a. Predictors: (Constant), IV4
b. Dependent Variable: DV

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.762	1	16.762	25.600	.050 ^b
	Residual	41.905	64	.655		
	Total	58.667	65			

a. Dependent Variable: DV
b. Predictors: (Constant), IV4

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.310	.161		14.306	.000
	IV4	-.262	.052	-.535	-5.060	.050

a. Dependent Variable: DV

Regression examination highlights different score values of the independent and dependent variables. The R-value is 0.53 and the R-square value is 0.286. Moreover, the ANOVA table highlights the significance value which is 0.05, and this corresponds to the normal value. Therefore, this examination supports H4 as having a strong link between IV4 and DV which suggests that work-life balance has a constant connection with employee productivity and mental health.

Correlation test

Correlations						
		DV	IV1	IV2	IV3	IV4
DV	Pearson Correlation	1	.144	-.214	-.370**	-.535**
	Sig. (2-tailed)		.248	.084	.002	.000
	N	66	66	66	66	66
IV1	Pearson Correlation	.144	1	-.087	.424**	-.251*
	Sig. (2-tailed)	.248		.489	.000	.042
	N	66	66	66	66	66
IV2	Pearson Correlation	-.214	-.087	1	-.275*	.040
	Sig. (2-tailed)	.084	.489		.026	.749
	N	66	66	66	66	66
IV3	Pearson Correlation	-.370**	.424**	-.275*	1	-.160
	Sig. (2-tailed)	.002	.000	.026		.199
	N	66	66	66	66	66
IV4	Pearson Correlation	-.535**	-.251*	.040	-.160	1
	Sig. (2-tailed)	.000	.042	.749	.199	
	N	66	66	66	66	66

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The Pearson correlation values of all independent variables and dependent variables which include remote working, hybrid models, flexible hours, work-life balance, and employee productivity and mental health. The correlation analysis suggests that all the values fall between -1 and 1 which indicates the strength and direction of links between variables. Wrong incorporation: The flexible hours, which are claimed to help the employees to better manage their working hours and schedule, can greatly affect the improvement of job satisfaction level and the quality of the work-life balance. The above arrangement can help boost the motivation of a worker and at the same time, cut down on stress. Thus, if certain limits are not kept, flexible hours can encroach on personal time, meaning that the employee will have to work during this time too and become tired. To increase the advantages and lessen the disadvantages of those work arrangements, organizations ought to implement proper balance. Including the implementation of suitable information technologies, the establishment of organizational culture, and recognizing mental health issues are important tactics. Increasing the effectiveness of these models which involves training managers to appropriately lead their subordinates in these new work environments and guaranteeing good communication channels can also be effective. Therefore, it is often a continuous process of evaluation and adaptation in order for remote working, as well as the use of both a fixed and a flexible working day, to be successful. Thus by deciphering the relationship between these work arrangements and productivity and well-being of employees organizations can foster a favorable and productive work prospect suitable to the modern employee.

Discussion

The debate on such flexible work arrangements as remote working, hybrid working model, and flexible working hours present a number of advantages and disadvantages of such working practices that has had an impact on employees’ performance and well-being in various ways and in different organisations and has different effects on workers depending on their individual difference. The findings of this study give a practical overview of how these work arrangements relate to various facets of employees’ performance and health and can prove beneficial for both employers and employee. Remote working, though a relatively beneficial option in that people can be independent workers, save time on commuting, effectively balance their work load with the personal one, is not without its difficulties. The flexibility which accompanies assignments completed within the framework of

telecommuting can boost performance rates because the workers are free to complete assignments at the time when they are most focused and do not interrupt one another as it happens in shared offices. However, these are some disadvantages of isolation from colleagues where that apart from having a lonely feeling which in a way affects the mental health of a worker, there is a disconnect with the organizational culture as well. Additionally, lack of distinction between organizational and private life leads to such negative consequences as increased work IDs and burnouts, when people can hardly draw a line between their work and personal life situations.

The hybrid work models try to avoid deficiencies of both the remote and in-office work practices by providing the freedom of choice while at the same time providing the advantages of interaction. This theory can increase productivity with the help of the pluses of these types of arrangement (Wang et.al 2020). For example, the workers can execute specific activities from their homes but partake in collective exercises in the office. However, there is still the issue of the probability level that is determined by the availability of sufficient technological support and by building an organizational culture that includes both remote and in-house employees in the organization. Third, such changes in working environments may lead to certain practical difficulties and major shifts in daily practices when going from one environment to another. Uncertain working hours make the work productivity and mental health issues even more complex. Flexibility of work schedules engages employees and offers them the opportunity to choose the timing of their working hours; this improves employee satisfaction, work-life balance, and their level of motivation. Flexible hours makes it easier for the employees to attend to their personal business hence enhancing their well-being. However, it can also contribute to certain problems, which include the ability to find it difficult to always coordinate with other people, problems in significantly synchronizing work schedules, and the strong possibility of extending work time into personal time thus becoming a drain on the people in the long run because of exhaustion. Owing to the complexity of these findings, the implications are numerous. Company leadership needs to understand how to establish and manage remote, hybrid, and flexible work to reap the most advantages while also avoiding the possible pitfalls. Three of the key strategies therefore consist of fostering a solid technical platform, cultivating a workers' positive culture, and availing psychiatric help. In addition, managerial staff must also be educated on their spaces for leadership over the distributed teams, communication, as well as the manner in which employees in the modern setting can be made to feel and be committed to the organizations (Wilks et.al 2017). All in all, although home working, work schedule flexibility, and a combination of both office and remote working can be powerful drivers for increasing employees' performance and well-being, they also pose certain issues that should not be underestimated and should be addressed continuously. Thus, by following this balanced approach as well the ongoing improvement of these work arrangements, it is possible to achieve sustainable high organisational performance and safeguard employee's health within organisations in the context of emerging patterns of work (Zhang et.al 2020).

Conclusion

The results of remote working, changes towards the hybrid models, and the shift towards flexibility in working hours highlight both the opportunities and the lack of productivity and negative influence on the employees' well-being. Such contemporary work structures and patterns can be attributed to new technologies and are further amplified due to the COVID-19 situation; they are loaded with prospects as well as issues. Telecommuting can benefit the employees since it grants them more freedom in their working environment, which if properly used, can lead to the improvement of the quality of work since employees get to work in conditions best suited for their working styles. However, it also has certain risks like that the people get isolated from others, the boundaries between the work and personal life become vague, and the person gets burnt out. The lack of patronization also understates collective harmony and decreases the feeling of organizational identification which is a sign of adverse mental wellbeing. As with the previous type of models, the hybrid ones aim for the best of both worlds – working from home and from the office. They allow people to work from home while having core human interactions which are helpful in creating a teamwork and organizational culture. However, the success of hybrid models largely depends on the management practices, technological facilities, and the possibility of a considerable interaction between virtual and place-based working milieu. Miscommunication and long paths hamper interaction and are emphasized as organizational limitations that disrupt productivity and human resources' well-being.

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