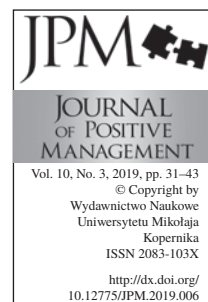# FLEXIBILITY AND WORK-LIFE BALANCE – OPPORTUNITIES AND THREATS

Katarzyna Januszkiewicz

SWPS University of Social Sciences and Humanities, Warsaw, Poland

e-mail: kjanuszkiewicz@swps.edu.pl

Abstract

Purpose: Flexibility of organizational behaviour of employees is most often treated as a homogeneous category, without taking into account differences in its form and scope. However, it should be noted that various forms of flexibility have various consequences. The purpose of this article is to describe the opportunities and threats of flexible behaviour in the perspective of the organization and for the work-life balance of employees.

Methodology/Approach: The paper presents a deductive model of analysis based on in-depth literature studies in management, psychology and sociology.

Findings, implications/limitations: The first part of the paper outlines the implications of flexibility in general terms identifying them as potential opportunities and threats in the perspective of employees and organizations. Particular attention has been paid to the challenges of contamination of the spheres of life and the resulting conflicts. The second part of the paper discusses the implications of the indicated types of flexibility of organizational behaviour of employees. Such variation in description seems to be particularly important from the point of view of the analysis of the consequences, since it allows the identified effects to be assigned to specific categories and thus to be accurately identified.

Keywords: flexibility, organizational behaviour

Paper type: Literature review

1. Introduction

The new model of implementation of professional tasks causes that not only the character of the employee-organization relationship, but the whole space of human life is changing significantly. The current division into the professional and private spheres was perhaps somewhat contractual, but deeply rooted in the social tradition. Nowadays, the use of flexible organizational solutions has permanently changed the way we understand the place, the way and the time of work, making our employees' behaviour ever more flexible (see, among others, Galinsky et al., 2008; Kossek et al., 2015).

Flexibility of the individual's behaviour in the workplace is most often considered as a homogeneous category, without taking into account the variability of its forms and ranges. However, such an approach seems to be over-simplified because flexible behaviour is manifested in different areas of the individual's functioning and, as such, carry many, often different consequences.

Carrying out such detailed analysis makes it possible to refer to the FOBE (Flexible Organizational Behavior of Employees) concept, which distinguishes four basic types of behavioural flexibility: task, function, temporal and spatial.

2. Theoretical background of the FOBE concept

The concept of FOBE is based on the assumption that the flexibility of organizational behaviour of employees is polymorphous. The response of an individual to organizational changes can be manifested in a very varied, both qualitatively and quantitatively, manner. Based on the literature research, it can be pointed out that the dimensions within which changes in the behaviour of the individual in the organizational space are described are referred to the flexibility in three general categories (see, among others: Hill et al., 2008; Galinsky et al., 2013; Pitt-Catsouphes and Matz-Costa, 2008; Rau and Hyland, 2002; Thompson et al., 2015):
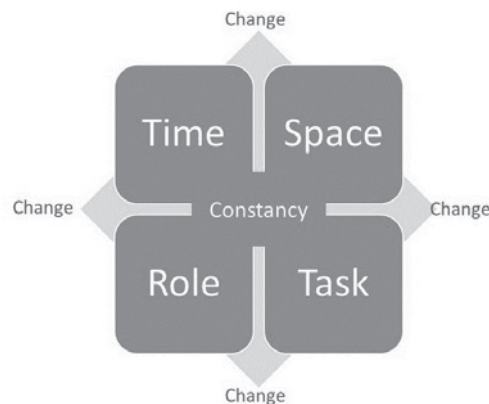
- when,
- where,
- and how an individual does his/her job.

However, the flexibility of time and place of work are considered as the most frequently described and applied solutions to make the organization more flexible (Thompson et al., 2015; Chung and Tijdens, 2013; Baltes et al.,1999; McMenanin, 2007; Schiff, 1983). It should be noted, that the qualitative heterogeneity of the described practices is an important premise for making more detailed divisions allowing a better understanding of the phenomenon under investigation.

The dimensions presented above can be considered as the most frequently mentioned areas of flexibility in terms of organizational behaviour. This image, however, seems incomplete, since it omits the change in the roles that the individual plays in the organization resulting in some way from the change of time, place, type and manner of performing tasks. Multitasking, multi-jobbing, and finally the use of new organizational and management methods, redefines the form of participation in both formal and informal aspects. In the literature on the subject, relatively little space is devoted to this issue directly. The existing studies are fragmentary, referring e.g. to the phenomenon of transformation itself (e.g. transformation of managerial roles: Brzozowski, 2009; Dozier and Broom, 1995; Gatenby et al., 2015), or when discussing new management concepts, the change of the role of employees is indicated somewhat "by the way" (Brown and Cregan, 2008; Czerska, 2002; Pabian, 2011; Januszkiewicz, 2014). Despite the fact that

the flexibility of the function, as it has been said so far, is not usually the focus of attention of researchers, this dimension seems to complement the picture of changes in organizational behaviour in a significant way. Therefore, including it in the organizational behaviour analysis model seems justified.

Literary research has allowed us to distinguish the most frequently mentioned manifestations of behavioural change, which were assigned to four categories: time, sphere, task an role. Take in Figure 1.

Based on the presented model, four basic types of flexibilities of employees' organizational behaviour were distinguished:

- Time flexibility – change of working time, manifested in the performance of work on the basis of non-standard forms of employment, with one or more employers, and / or in performance of work on the basis of atypical organization of working time (organizational time flexibility)
- Spatial flexibility – change manifested within the position (intra/inter-organizational) and/or place of work).
- Task flexibility – change in organization of the workplace manifested in the work content or method of work and / or functions and characteristics of the technological equipment.
- Functional Flexibility – change in employee's behaviour, manifested in organizational roles and / or team roles.

Analysis of the consequences of flexible behaviour based on the concept of EZOP requires special attention. Addressing the subject so difficult and complex, one cannot escape from certain generalizations or simplifications. Therefore, it is worth pointing out at the outset the four assumptions underlying their identification:

- The consequences of the flexibility of organizational behaviour of employees are both positive and negative.

In most cases it is very easy to decide whether a given organizational behaviour is related to positive or negative consequences. Sometimes, however, the answer to this question is not so obvious. What is good for an organization does not have to benefit employees, and vice versa. There are, however, situations where the same solution brings the entity both the chances and threats. An example of such a situation is the use of temporary employment contracts by organizations, which reduce the cost of employment, but on the other hand they weaken the commitment and loyalty of the workers themselves. Therefore, when analyzing the flexibility of organizational behaviour of employees, the relative nature of their consequences should be taken into account.

- The consequences of the flexible behaviour of employees should be accounted for systematically.

Flexibility of the individual is not only reflected in employee behaviour, but also in the way the organization functions, and eventually in the model of society. As in the case of introducing a flexible work organization, it changes not just the way of work in a given company, but, by influencing the employees' choices, it also modifies their family life. Therefore, pointing out the consequences brought about by the behaviour of an employee or organization, it should be remembered that it is some simplification, and the catalogue of entities affected by the change is not closed.

- The consequences of flexible behaviour should be considered in both the general and detailed perspective.

The qualitative distinction between types of flexible behaviour in the FOBE concept leads in consequence to defining their specific effects. In the subject literature, the consequences of flexibility are being characterized in a general way limiting the causes to the non-standard forms of employment or organization of work (Nabe-Nielsen et al., 2012; Hicks and Klimoski, 1981; Machol-Zajda, 2008). Although these issues are considered to be extremely important and timely, in the era of such widespread and above all varied changes, it seems necessary to provide a certain complement to the specific characteristics of the different types of flexibility.

2. Evaluation of flexibility in the perspective of the employee and the organization

According to what has been said before, the analysis of the consequences of the flexibility of organizational behaviour of employees should be multi-threaded and take into account different perspectives. Table 1 presents the most often indicated in the literature opportunities and threats of flexibility in the perspective of the organization and the employee.

	Opportunities	Threats
organization	• Reducing labour costs • Increasing freedom to regulate employment • Increasing the adaptability of the enterprise to market changes • The ability to efficiently adapt the state and structure of employment to changing needs • Recruiting workers for specific jobs • Delegating specific work outside the organization • Acquiring knowledge / qualifications just in time, the knowledge that is needed immediately but only for a short time • Easier access to employees with the desired qualifications and competencies • Access to experts who know the local markets • Better adaptation of employment to the current needs of the enterprise • Facilitated verification of employees' competence before permanent employment decision • Possibility of regular replenishment of the fixed body of the crew. • Limiting the spatial movement of people in favour of the data transfer	• Lack of identification with the company of employees working on the basis of flexible forms of employment • Tension between permanent and "flexible" workers • Limiting the transmission range of the desired behaviour • The impeded process of cumulating "silent knowledge" • Resistance from trade unions • Reduced protection of information that is company secret • Deficit of desirable employees in the period of increased demand for work etc.
employees	• Possibility of higher pay • Greater freedom in shaping the working time • Greater autonomy in performing tasks • The sense of a stronger relationship between the effects of work and remuneration • Greater opportunities in terms of changing employer • Possibility to work for several employers at the same time • Possibility of gaining more professional experience	• Reduced standards of social security • Worse wage conditions • Job insecurity, lack of professional stability • The risk of lack of continuity of work , and therefore, lack of continuity of income • Lack of identification with the company, isolation from the work environment • Ignorance of legal regulations concerning flexible forms of employment • Excessive workload due to the desire to earn higher income.

Table 1.
Opportunities and threats of flexible behaviour – work perspective

Source: own elaboration based on: Sowińska, 2014; Jeleniewska et al., 2008; Stroińska, 2014.

The presented summary clearly shows the relative nature of the consequences of flexibility. Even the deformalization of work organization, which is directly linked to increasing the autonomy of both the organization and the employee, entails another, not so positive consequences. Kossek and the team (2015), based on the analysis of the results of the studies into the costs of flexibility, indicate that

flexible work organization reduces the number of physical contacts and contacts between co-workers, including between flexible workers and their supervisors, as well as with customers and the rest of the organization. In addition, people who use flexible work organization can feel isolated and excluded from the corporate community, and fear that working "otherwise", they reduce their chances of a professional career.

The risk of these problems is confirmed by the research conducted by J. Glass (2004), which shows that women who have benefited from flexible solutions offered by employers have experienced omissions in promotion and other negative effects (e.g. pay reduction), even if the company policy formally favoured flexibility. Similar conclusions were made by the team of M. Judiesch and K. Lyness (1999) when analyzing the career path of managers who have used non-standard solutions. In this case, also a decrease in salaries, a decrease in efficiency assessment and a "slowdown" of development were observed, with no gender differences – both for men and for women, the dynamics and cost range were similar.

Reducing the perspective of a worker solely to the analysis of the consequences of a professional nature should, however, be considered to be highly misused and simplistic. Flexible behaviours have consequences far beyond the sphere of work.

The transfer of occupational tasks to the home space makes a clear division between the work zone and private life zone disappear (Strykowska, 2002) and their boundaries are blurring (work-home blurring) (Galinsky et al., 2011). The individual, remaining in the physical space of workplace attributes, stays at work also mentally. Desk, computer, documents – these are the elements that, after leaving the traditional work, used to be left in the office, and now they exert pressure and influence the employee also in his free time. This lack of physical and mental division makes the boundaries between the worlds more and more blurred. This argument is often raised as a benefit resulting from the transfer of work to home. As this provides an opportunity to take up work for previously excluded groups, such as mothers of small children, or people taking care of dependent persons. However, in these cases the costs associated with lowering the quality of life seem particularly high. The results of the studies show that crisscrossing of daytime roles can lead to conflicts manifested in both spheres (Schultz and Schultz, 2002). Take in Figure 2.

A work – family conflict occurs when the requirements of one role impede or prevent the employee from performing another role (Greenhaus and Beutell, 1985). In the situation when the boundary between work and private life is blurred, the employee is consciously or not compelled to choose to what extent he or she will allocate his or her resources of time, attention and energy in one area, in opposition to the other. These are actions that are not always taken deliberately, with full awareness of the consequences, so the use of flexible organizational

Katarzyna Januszkiewicz
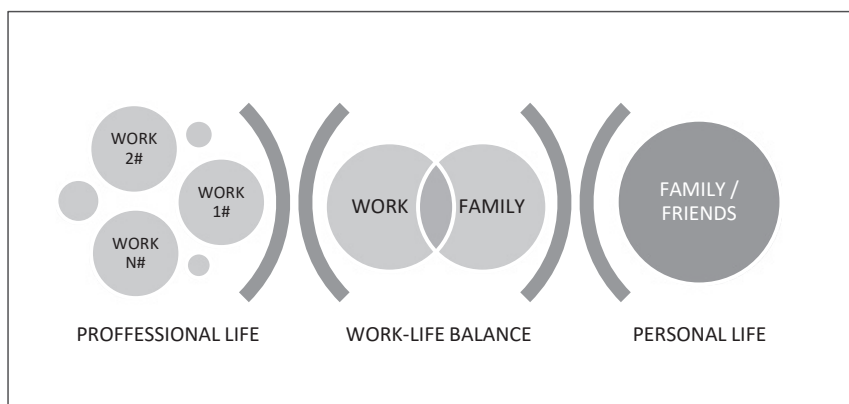
Figure 2. Types of
relations between the
work environment
and the family
environment

Source: own study.

solutions often leads to tensions. Allen and the team when reviewing the studies noted that the analysis of this issue often have qualitatively distinct ranges. Therefore, he proposes to isolate the general category of work-family conflict, as well as, differentiating the direction of influences, to divide them into work interference with family (WIF) and family interference with work (FIW) (Allen et al., 2012). The results suggest that flexibility is related to the impact of work on family life, while such dependence has not been confirmed for the relationship between family life and work. This may be due to the reasons why employees choose to use flexible solutions; as they most often want in this way to increase their commitment to realization of tasks connected with family life (Allen et al., 2012). Making this distinction has two main consequences. Firstly, it allows for a holistic analysis of the phenomenon, not limited to the impact of work on the home (employee perspective) or family factors on work (organization perspective). Secondly, it does not restrict the catalogue of influence only to negative or positive factors, leaving the freedom of evaluation.

Therefore, referring to the general category, the three main types of work-family conflicts are identified in terms of source (Greenhaus and Beutell, 1985):

- Time-based conflict;
- Strain-based conflict;
- Behaviour-based conflict.

Time-based conflict can take two main forms. The first is behavioural – the time requirements associated with one of the roles physically prevent the fulfilment of the responsibilities associated with the second role (physically not in place ...). The second form is cognitive – the pressure attached to the role causes continuous preoccupation, making it impossible or significantly impeding the fulfilment of tasks resulting from the second role (with thoughts in another life...).

Those who chose to work from home because it enables them to continue their current home duties, are particularly vulnerable to experience these dilemmas.

■ 37

the United Kingdom. Part-time workers were less likely to experience conflicts on the work-home line than full-time workers (Sweden was an exception) (Roeters and Craig, 2014). However, the importance of flexibility for reducing conflicts can be weakened when the boundaries between roles are blurred, as it is in the case of spatial flexibility, especially involving work from home (Schieman and Young, 2010).

The discussion has so far concerned the work-family relation. In the context of flexible behaviour, however, it is also worth to point out the dangers resulting from dysfunctional behaviours, which can be defined as **work-work** conflict (Januszkiewicz, 2018).

The use of flexible organizational solutions often leads to the blurring of the boundaries between the roles that an employee performs, which may result in limitation of the clarity of the role (understood as the degree to which the individual's goals and responsibilities are clearly communicated, and the extent to which the individual understands the processes necessary to achieve them), and / or a conflict of roles (understood as the appearance of two such assignations of the role that compliance with one of them hinders (or excludes) the other).
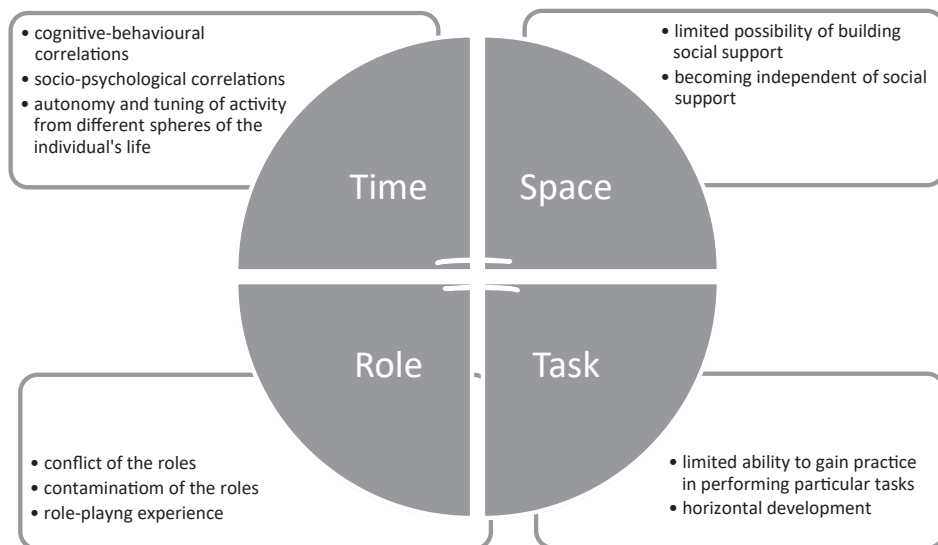
This situation can take place within a single organization where, for example, the use of flexible structures implies the need to participate in the work of several teams in parallel, the performed organizational and team roles can be quite different, both in terms of content and formally. This entices the employee to make a choice which, with limited resources (e.g. time), becomes extremely difficult.

A different category of „work – work" conflict is the situation when an employee using non-standard forms of employment provides work simultaneously for several entities. All the above-mentioned conflict types (based on time, strain and behaviour) can occur here. Similarly, the value and direction of the influence of different roles is diversified here. Multi-employment can bring both benefits and losses not only to the employee but also to the employer. It can be assumed that an employee of one organization, while performing work for another, uses not only his knowledge and skills, but also his acquired professional experience. On the other hand, however, preoccupation with the tasks of not necessarily current employer is possible. In addition, in the case of temporary workers, it is unlikely that they will comply with the culture of the organization; they are more likely to transfer their habits from their primary job.

3. Consequences of chosen types of flexibility of behaviour

It should be stressed that there are individual differences in terms of interactions between the professional and non-professional spheres. The "permeability" of the boundaries and extent of influence depend in part on the specific preferences of the individual and the choices he makes by giving his actions priorities, and in part – on the nature of the work itself and its organization (Asforth et al., 2000).

At the end of this part, it is worthwhile to make some kind of detailing of the consequences, assigning them to the particular categories of flexible behaviour distinguished in the EZOP concept. Take in Figure 3.

- cognitive-behavioural correlations
- socio-psychological correlations
- autonomy and tuning of activity from different spheres of the individual's life

- limited possibility of building social support
- becoming independent of social support

Time

Space

Role

Task

- conflict of the roles
- contaminatiom of the roles
- role-playng experience

- limited ability to gain practice in performing particular tasks
- horizontal development

Figure 3. The chosen consequences of FOBE

Source: own study.

With regard to task flexibility, the most symptomatic dangers are related to the frequency of task changes, which limits the ability to gain practice in performing particular tasks. This can lead to losing specialisation and a sense of lack of professionalism. On the other hand, task flexibility allows for horizontal development, reduces monotony at work, and provides an opportunity to "try out" oneself in different areas of work before making a final professional declaration.

Functional flexibility can lead to the already mentioned conflict of the roles, or their contamination. On the other hand, an employee who often performs various roles (organizational and teamwork) is practicing performing these roles, gaining the skills, which allows him to adapt to the situation (the possibility of greater or lesser involvement, depending on preferences).

The category of the most diverse consequences is time flexibility. The variability of working time may have its cognitive-behavioural correlations on the one hand (e.g. behavioural and cognitive costs of work outside the natural rhythm of day and night, deregulation of external synchronizers), and socio-psychological correlations on the other (e.g. the shifting of working hours onto free time). However, it appears that, despite such severe restrictions, employees are eager to use these solutions because of the opportunity to adjust their working time to other obligations, to combine professional and non-professional roles (e.g. looking

after children or other dependents). Self-organization of working time allows for autonomy and tuning of activity from different spheres of the individual's life.

In terms of spatial flexibility it is worth to distinguish two separate components: professional and non-professional. Changes of the place of residence not only impede the daily organization of family life, they also adversely affect the stability of social support that an individual may receive from his / her immediate surroundings. On the other hand, such a change allows one to become independent of that support, and through the development and learning of the new environment to re-define oneself.

The examples mentioned above clearly show that, as in the case of deliberations on flexibility in general, in relation to sub-categories, a given category of behaviour entails also the potential opportunities and threats. Sometimes these are just two sides of the same coin. As with spatial flexibility, where an individual due to frequent workplace transitions loses the ability to build a strong social support network, but at the same time, it can be an advantage because he or she relieves his or her professional functioning from relationships with others. Likewise, changing tasks can reduce the quality of their realization, but at the same time it can bring benefits of improvement as it allows for the transfer of new experiences from other tasks and positions, as well as a better understanding of the purpose of individual tasks by acquainting with the whole process (Kasiewicz et al., 2009).

4. Conclusion and implications

It must therefore be assumed that the mere assignment of the consequences of the behaviour is contractual in nature; its purpose is not so much to limit the catalogue but to indicate the most characteristic effects for a given category. Relational evaluation of the consequences of flexibility is also revealed in the rhetoric used to describe it. An example of such an approach may be the identification of the need, resulting from the new forms of employment and work, to "replace security with a wealth of opportunities, dependency – with freedom, routine – with variety" (Gableta, 2003).

At the end of this part of the discussion, it is worth noting that the lack of clarity in the assessment of the consequences of flexible behaviour indicates the existence of a paradox. In the era of such a strong and varied pressure of the environment, both the lack of flexibility and the hyper-elasticity of behaviour may be dysfunctional for the individual. The failure of an individual's response to change can lead, among other things, to a loss of timeliness of competence, over-dependence on one organization / one employer, or to behaviouralisation of conduct. Similarly, too frequent and / or too deep changes may prevent proper functioning in the occupational space, limiting both the possibility of professionalization and the achievement of an optimal level of competence. Thus, the maximum level of flexibility is not the same as the optimal level determined

■ 41

by the correct adaptation process. Hyperactivity, or too fast reaction to change, or reaction to a change low in intensity, may both distort this process, leading to pathology.

Similarly, in accordance with the premise underlying EZOP concept, uni-flexibility, or disposition for the change of behaviour in all areas (occupational, functional, temporal and spatial) should be defined as dysfunctional behaviour that distorts the normal course of career.

5. Future research

It can be noticed that, similarly to the category of flexibility, for the discourse on the consequences of flexibility, the scattering and fragmentation of the analyzed issues is symptomatic, which does not allow the results of the work to be related to a wider context.

Therefore, it seems important to take up the research topic of identifying the consequences of flexible behaviours based on a concept that comprehensively describes their diversity, in various planes (individual, organization, society), using an interdisciplinary approach (management and quality sciences, psychology and sociology), which will allow to broaden the field of reflection, not only cognitive, but also methodological. It is the interdisciplinary approach and the differentiation of the level of analysis that distinguishes the project, in which one concept sets the theoretical and interpretative framework for the conducted works.

The identified consequences of FOBE presented in the article will constitute the basis of a research project, the aim of which will be a description of the structure of consequences as a network of interconnected elements, based on empirical research, in a static perspective (e.g. node size distribution, element arrangement, complexity analysis, qualitative analysis) and dynamic (identification of rules of interaction between system elements, temporal perspective), in relation to moderators and categories of flexibility and their impact on the quality of an individual's life. The research results will form the basis for the analysis of flexible organizational solutions and their pro-quality modification.

References

Allen, T.D., Johnson, R.C., Saboe, K.N., Cho, E., Dumani, S., Evans, S. (2012), "Dispositional variables and work-family conflict: A meta-analysis", *Journal of Vocational Behavior*, Vol. 80 No. 1, pp. 17–26.

Ashforth, B. (2000), *Role transitions in organizational life: An identity-based perspective*, Routledge.

Baltes, B.B., Briggs, T.E., Huff, J.W., Wright, J.A., Neuman, G.A. (1999), "Flexible and compressed workweek schedules: A meta-analysis of their effects on work-related criteria", *Journal of Applied Psychology*, Vol. 84 No. 4, pp. 496–513.

Brown, M., Cregan, C. (2008), "Organizational change cynicism: The role of employee involvement", *Human Resource Management*, Vol. 47 No. 4, pp. 667–686.

Brzozowski, M. (2009), „Ewolucja roli menedżera personalnego w przedsiębiorstwie", *Zarządzanie Zasobami Ludzkimi*, No. 1, pp. 57–66.

Chung, H., Tijdens, K. (2013), "Working time flexibility components and working time regimes in Europe: using company-level data across 21 countries", *The International Journal of Human Resource Management*, Vol. 24 No. 7, pp. 1418–1434.

Czerska, J. (2002), „Role pracowników w transformacji Lean", *Ekonomika i Organizacja Przedsiębiorstwa*, No. 53, pp. 75–84.

Dozier, D.M., Broom G.M. (1995), "Evolution of the manager role in public relations practice", *Journal of Public Relations Research*, Vol. 7 No. 1, pp. 3–26.

Gableta, M. (2003), *Człowiek i praca w zmieniającym się przedsiębiorstwie*, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego.

Galinsky, S., Bond, J., Sakai, K., Kim, S.S., Giuntoli, N. (2008), *National Study of Employers*, The Families and Work Institute.

Galinsky, E., Matos, K., Sakai-O'Neill, K. (2013), "Workplace flexibility: A model of change", *Community, Work & Family*, Vol. 16 No. 3, pp. 285–306.

Galinsky, E., Sakai, K., Wigton, T. (2011), "Workplace flexibility: From research to action", *The future of children*, Vol. 21 No. 2, pp. 141–161.

Gatenby, M., Rees, C., Truss, C., Alfes, K., Soane, E. (2015), "Managing change, or changing managers? The role of middle managers in UK public service reform", *Public Management Review*, Vol. 17 No. 8, pp. 1124–1145.

Glass, J. (2004), "Blessing or curse? Work-family policies and mothers' wage growth over time", *Work and Occupations*, Vol. 31 No. 3, pp. 367–394.

Greenhaus, J.H., Beutell, N.J. (1985), "Sources of conflict between work and family roles", *Academy of management review*, Vol. 10 No. 1, pp. 76–88.

Greenhaus, J.H., Powell, G.N. (2006), "When work and family are allies: A theory of work-family enrichment", *Academy of management review*, Vol. 31 No. 1, pp. 72–92.

Hicks, W.D., Klimoski, R.J. (1981), „The impact of flexitime on employee attitudes", *Academy of Management Journal*, Vol. 24 No. 2, pp. 333–341.

Hill, J., Grzywacz, J.G., Allen, S., Blanchard, V.L., Matz-Costa, C., Shulkin, S., Pitt-Catsouphes, M. (2008), "Defining and conceptualizing workplace flexibility", *Community, Work and Family*, Vol. 11 No. 2, pp. 149–163.

Januszkiewicz, K. (2014), "Work-Life Balance in the perception of Generation Y", *Mediterranean Journal of Social Sciences*, Vol. 5 No. 27 P1, pp. 264–268.

Januszkiewicz, K. (2018), *Elastyczność zachowań organizacyjnych pracowników. Koncepcja i metodyka badań*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź.

Jeleniewska, J., Chróścielewski, R., Opieka, R. (2008), „Korzyści i zagrożenia dla pracowników ze stosowania elastycznych form pracy na bazie doświadczeń NSZZ „Solidarność" Stoczni Gdańskiej", in: Sadowska-Snarska, C. (Ed.), *Elastyczne formy pracy. Szanse i zagrożenia*, Wydawnictwo Wyższej Szkoły Ekonomicznej, Białystok, pp. 153–165.

Judiesch, M.K., Lyness, K.S. (1999), "Left behind? The impact of leaves of absence on managers' career success", *Academy of management journal*, Vol. 42 No. 6, pp. 641–651.

Kasiewicz, S., Ormińska, J., Rogowski, W., Urban, W. (2009), *Metody osiągania elastyczności przedsiębiorstwa. Od zarządzania zasobowego do procesowego*, Szkoła Główna Handlowa, Warszawa.

Kossek, E.E., Thompson, R.J., Lautsch, B.A. (2015), „Balanced workplace flexibility: Avoiding the traps", *California Management Review*, Vol. 57 No. 4, pp. 5–25.

Machol-Zajda, L. (2008), „Rozwój elastycznych form pracy", *Zarządzanie Zasobami Ludzkimi*, No. 5, pp. 11–27.

McMenamin, T.M. (2007), "A time to work: recent trends in shift work and flexible schedules", *Monthly Labor Review*, Vol. 130 No. 12, pp. 3–15.

Nabe-Nielsen, K., Garde, A.H., Aust, B., Diderichsen, F. (2012), "Increasing work-time influence: consequences for flexibility, variability, regularity and predictability", *Ergonomics*, Vol. 55 No. 4, pp. 440–449.

Pabian, A. (2011), „Sustainable personel – pracownicy przedsiębiorstwa przyszłości", *Zarządzanie Zasobami Ludzkimi*, No. 5, pp. 9–27.

Pitt-Catsouphes, M., Matz-Costa, C. (2008), "The multi-generational workforce: Workplace flexibility and engagement", *Community, Work and Family*, Vol. 11 No. 2, pp. 215–229.

Rau, B.L., Hyland, M.A.M. (2002), "Role conflict and flexible work arrangements: The effects on applicant attraction", *Personnel psychology*, Vol. 55 No. 1, pp. 111–136.

Roeters, A., Craig, L. (2014), "Part-time work, women's work–life conflict, and job satisfaction: a cross-national comparison of Australia, the Netherlands, Germany, Sweden, and the United Kingdom", *International Journal of Comparative Sociology*, Vol. 55 No. 3, pp. 185–203.

Schieman, S., Young, M. (2010), "Is there a downside to schedule control for the work-family interface?", *Journal of Family Issues*, Vol. 31 No. 10, pp. 1391–1414.

Schiff, F.W. (1983), "Flexiplace: An idea whose time has come", *IEEE Transactions on Engineering Management*, Vol. 30 No. 1, pp. 26–30.

Sowińska, A. (2014), „Psychologiczne zagrożenia elastycznych form zatrudnienia-psychopatologia telepracy", *Studia Ekonomiczne*, No. 167, pp. 259–266.

Stroińska, E. (2014), *Elastyczne formy zatrudnienia. Telepraca – zarządzanie pracą zdalną*, Wydawnictwo Poltex, Warszawa.

Strykowska, M. (2002), „Zawód–praca–kariera. Dynamika zmian w funkcjonowaniu współczesnych organizacji", in: Strykowska, M. (Ed.), *Współczesne organizacje. Wyzwania i zagrożenia. Perspektywa psychologiczna*, Wydawnictwo Fundacji Humaniora, Poznań.

Thompson, R.J., Payne, S.C., Taylor, A.B. (2015), "Applicant attraction to flexible work arrangements: Separating the influence of flextime and flexplace", *Journal of Occupational and Organizational Psychology*, Vol. 88 No. 4, pp. 726–749.