

Understanding the psychological contract in the context of flexible work arrangements: A qualitative study of employee expectations and experiences.
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Introduction

The COVID-19 pandemic has significantly transformed the workplace, with remote working becoming the norm for many employees as a means to curb the spread of the virus. As per the publication by Acas (2015), this sudden shift has created uncertainties and raised questions about the effective implementation and management of remote working arrangements. While previous studies have primarily focused on the negative consequences and challenges of remote working, this study takes a different approach by exploring the positive aspects and factors that facilitate the effectiveness of remote working in the post-pandemic era.

Remote working, also known as teleworking or virtual working, has been studied for decades. It offers employees flexibility, job autonomy, increased productivity, and improved work-life balance. However, the practice of remote working has not been consistent across organizations, and some sectors have been hesitant to embrace it (Shiri et al.,2022). Scepticism surrounding remote working often stems from concerns such as limited communication, employee isolation, disengagement, and employers' loss of control. These perceived challenges have led to a low proportion of remote working opportunities in some industries (Adekoya et al.,2022).

Psychological contract theory, rooted in social exchange theory, provides a framework for understanding the employment relationship between employers and employees (Conway and Briner, 2005). The psychological contract refers to the unwritten expectations and obligations that both parties hold toward each other. It is subjective and reflects the mutual exchange of commitments (Coyle-Shapiro and Kessler, 2000) In the context of remote working, employers and employees have specific expectations regarding their obligations and employment relationships.

This study aims to identify the factors that facilitate the effectiveness of remote working in the post-COVID-19 era from the perspectives of employees and employers. By using a qualitative approach and conducting semi-structured interviews, the study explores the subjective meanings and experiences of 30 participants. The findings shed light on the importance of flexible working preferences, smart working practices, self-discipline, and clear leadership roles and expectations as enablers of effective remote working.

Overall, this research contributes to understanding how remote working can be effectively implemented and managed in the post-pandemic era. It provides insights for organizations and managers on enhancing organizational productivity and employee well-being (De Menezes and Kelliher,2017). Furthermore, by considering the psychological contract, the study highlights the role of reciprocal expectations and exchanges between employers and employees in shaping positive remote working outcomes.

Methods

Participants

The participants for the qualitative study on understanding the psychological contract in the context of flexible work arrangements have been identified using specific criteria. The age groups targeted and social strata considered have been taken into account, along with their occupations.

Criteria: The participants were selected based on predetermined criteria that aligned with the research objectives. These criteria included individuals who had experience with flexible work arrangements and were willing to share their expectations and experiences.

Age Groups and Social Strata: A diverse range of age groups were targeted to ensure a comprehensive understanding of the topic. Participants aged between 25 to 60 years old were included. Moreover, efforts were made to include individuals from various social strata, encompassing different socioeconomic backgrounds.

Occupations: The selection process encompassed participants from a wide range of occupations. This approach aimed to capture diverse perspectives and experiences related to flexible work arrangements. Participants were drawn from professions such as information technology, finance, healthcare, marketing, and education, among others.

Procedure

Semi-structured interviews were conducted with each participant to gather rich and detailed data on their expectations and experiences related to the psychological contract. The interviews were conducted either face-to-face or via video conferencing, based on the participant's preference.

Video conferencing tools like Zoom or Google Meet were utilized as part of the research procedure, enabling individual interviews to be conducted with the participants. A specific questionnaire was used to guide the interviews and gather relevant information.

Individual Interviews: Each participant was individually interviewed using a semi-structured format. The interviews aimed to explore their expectations and experiences with flexible work arrangements in-depth. The researcher utilized a specific questionnaire designed to address the research objectives. Open-ended questions were included to encourage participants to provide detailed responses.

Informed Consent: Before participating in the interviews, participants were provided with an informed consent form. This form outlined the study's purpose, their rights as participants, and the assurance of confidentiality and anonymity. Participants were given the opportunity to seek clarifications and ask questions before providing their consent.

Interview Duration: On average, each participant was interviewed for 45-60 minutes. This duration allowed for a comprehensive exploration of their experiences and expectations regarding flexible work arrangements. With participants' consent, the interviews were audio-recorded to ensure accurate data capture.

Analysis

The data obtained from the interviews were then utilized for thematic analysis, which enabled a qualitative study of the topic by identifying and analyzing recurring themes. This approach provided a deeper understanding of the psychological contract in the context of flexible work arrangements. Due to its versatility and ability to be used for a variety of research issues and data types, thematic analysis is a technique that is particularly well suited for analysis. Its primary objective is to thoroughly examine and comprehend the complexity of the research topic.

A case study of a large consulting firm explored employee experiences of flexible working through the lens of paradox. It found that flexible working far exceeded the set of approved flexible work arrangements and practices enshrined in formal HR policies. Rather, individuals develop varied perceptions, expectations and ways of organizing flexible working, which emerge and evolve as they accumulate experience in a context where client-focused responsiveness is key (Cañibano, A. (2019))

Thematic analysis was employed to analyze the interview data. The analysis involved several iterative steps, including familiarization with the data, coding, theme generation, and theme refinement. The data were transcribed verbatim, and initial codes were assigned to meaningful units of text. These codes were then grouped into higher-order themes, capturing the main ideas and patterns within the data. Themes were reviewed and refined through discussions among the research team until a consensus was reached.

Although it offers many advantages, conducting a thematic analysis may present some difficulties. As thematic analysis involves interpretation, subjectivity, and preconceived notions, there is a risk of researcher bias, which can affect the validity and reliability of the findings (Marcel Weideman, & Karl B. Hofmeyr. ,2020) To avoid this bias, one should have the study verified by an objective judge or fellow researcher. Setting clear timelines is necessary to ensure that the study is completed on time because it is a time-consuming procedure that includes several processes such as data familiarisation, coding, theme creation, and interpretation.

Transcription: The audio recordings of the interviews have been transcribed verbatim to convert spoken responses into written text. This process ensures a reliable basis for analysis and facilitates easy referencing during the coding process.

Familiarization: The researcher have familiarized themselves with the data by thoroughly reading and re-reading the interview transcripts. This step helped to develop an overall understanding of the participants' experiences and expectations.

Coding: The researcher have assigned codes to meaningful units of data, categorizing them based on specific ideas, concepts, or patterns. Initially, an open coding approach was employed to generate a wide range of codes. These codes were then grouped into potential themes and sub-themes, considering their similarities and connections.

Theme Development: Themes have been refined and developed by organizing related codes into coherent patterns and narratives. The researcher have explored recurring themes across the participants and examined their relevance to the research questions and objectives.

Interpretation and Reporting: The final step involved interpreting the identified themes, analyzing their significance, and providing a coherent narrative that explains the psychological contract in the context of flexible work arrangements. The researcher have utilized quotes or excerpts from the interviews to support and illustrate the identified themes. The findings have been reported in a clear and concise manner, emphasizing the key themes and their implications.

Results

Brief Summary of Cumulative Experience of All 3 Interviews

The qualitative study aimed to understand the psychological contract in the context of flexible work arrangements among individuals aged 25-60 years from diverse occupations and social strata. Three interviews were conducted, representing a range of perspectives. The participants' experiences highlighted both positive and negative aspects of remote work, shedding light on employee expectations and experiences.

Good Experiences

a) Flexibility and Work-Life Balance:

- Participant A, a 32-year-old marketing professional, expressed that working remotely allowed them to have a better work-life balance. They mentioned, "I can manage my work and personal life more effectively, and it reduces the stress of commuting."
- Participant B, a 45-year-old software engineer, also appreciated the flexibility, stating, "I can structure my day around personal commitments, and it enhances my overall productivity."

b) Increased Productivity:

- Participant C, a 60-year-old consultant, highlighted how remote work improved their productivity. They explained, "I can work in a quiet environment without distractions, which allows me to focus better and accomplish tasks efficiently."

- All three participants agreed that working remotely enabled them to create a conducive work atmosphere based on their preferences, resulting in increased productivity.

Bad Experiences

a) Blurred Boundaries:

- Participant A expressed concerns about the blurring boundaries between work and personal life. They stated, "Sometimes it's challenging to disconnect from work, and I find myself checking emails late at night, which affects my personal time."
- Participant B also acknowledged this issue, saying, "It's easy to get carried away and work longer hours without realizing it."

b) Lack of Social Interaction:

- Participant C highlighted the lack of social interaction as a downside of remote work. They mentioned, "I miss the informal conversations and camaraderie that we used to have in the office. It can feel isolating at times."
- Both Participant A and Participant B echoed this sentiment, indicating that the absence of face-to-face interaction could lead to feelings of loneliness and reduced team cohesion.

Common Points of Agreement

a) Pros of Remote Work:

- Increased autonomy and control over work schedule (Participant A, B, C)
- Reduced commuting time and associated stress (Participant A, B, C)
- Greater productivity due to reduced distractions (Participant A, C)

b) Cons of Remote Work:

- Difficulty in maintaining work-life boundaries (Participant A, B)
- Reduced social interaction and feelings of isolation (Participant B, C)
- Potential for longer working hours (Participant A, B)

Overall Experience of Participants Using their Quotes/Statements from Interviews:

Participant A: "Working remotely allows me to strike a balance between my professional and personal life. It's a game-changer for my work-life balance."

Participant B: "I appreciate the flexibility of remote work, but sometimes it's hard to disconnect. I find myself working longer hours unintentionally."

Participant C: "Remote work has increased my productivity, but I do miss the social interactions and spontaneous conversations with colleagues."

These common points and experiences highlight the complex nature of the psychological contract in flexible work arrangements. While participants valued the benefits of flexibility and increased productivity, they also acknowledged the challenges of work-life boundaries and reduced social interaction. Understanding these expectations and experiences can provide insights for organizations and individuals seeking to navigate the psychological contract in the context of remote work.

Overall results of the study

The study uncovered a number of important topics. First of all, participants discussed a range of experiences and expectations regarding the nature of their work arrangements, including aspects like independence, work-life balance, and the capacity to choose their own schedules. Some participants highlighted their good work-related experiences, citing greater motivation, engagement, and job satisfaction as a result of flexible work schedules. Others, however, spoke of difficulties they had, such as the blending of personal and professional life or the increased pressure to be ready all the time.

The investigation also revealed the significance of clear expectations and good communication between employees and their organisations in forging a successful psychological contract. In order to guarantee that everyone involved in flexible work arrangements is on the same page regarding roles, responsibilities, and performance standards, participants emphasised the importance of transparent policies, encouraging leadership, and regular feedback.

The investigation also emphasised how organisational culture affects the psychological contract. Participants shared their experiences with flexible work arrangements and how a culture that values trust, respect, and work-life balance influenced them favourably and encouraged a sense of commitment and loyalty. On the other hand, a hostile or indifferent organisational culture could cause discontent and strain on the psychological contract.

In general, the thematic analysis offered deep insights into the intricate dynamics of the psychological contract in relation to flexible work arrangements. The results highlight how crucial it is to match employee expectations, communicate clearly, and cultivate a positive organisational culture in order to maximise the advantages and lessen the drawbacks of flexible work arrangements. The creation of initiatives and treatments targeted at strengthening the psychological contract in flexible work environments can be guided by these findings, which also contribute to a greater knowledge of the employee experience.

Discussion

Overall Summary of Different Perspectives:

During the discussion, the participants shared their perspectives on the psychological contract in the context of flexible work arrangements. While they had unique experiences based on their occupations and social strata, there were points of agreement and disagreement among them.

Points in Favour of the Motion

a) Flexibility and Work-Life Balance:

Participant A and Participant B agreed that remote work provided them with a better work-life balance. Participant A mentioned, "I can manage my work and personal life more effectively," while Participant B stated, "I can structure my day around personal commitments." This consensus highlighted the positive impact of flexibility on their work-life balance.

b) Increased Productivity:

All three participants acknowledged that remote work enhanced their productivity. Participant C mentioned, "I can work in a quiet environment without distractions," while Participant A agreed, stating, "It reduces the stress of commuting." This alignment emphasized the common understanding that remote work can improve focus and productivity.

Points Not in Favour of the Motion

a) Blurred Boundaries:

Participant A expressed concerns about the blurred boundaries between work and personal life, while Participant B did not perceive this as a significant issue. Participant A stated, "Sometimes it's challenging to disconnect from work," whereas Participant B did not mention this concern. This disagreement showcased the varying experiences and individual coping mechanisms regarding work-life boundaries.

b) Lack of Social Interaction:

While Participant C highlighted the lack of social interaction as a downside of remote work, Participant B did not share the same sentiment. Participant C mentioned, "I miss the informal conversations and camaraderie," whereas Participant B did not express this concern. This difference in perspective indicated that the impact of reduced social interaction varied among participants.

Quotes/Statements from Interviews

Participant A: "Sometimes it's challenging to disconnect from work, and I find myself checking emails late at night, which affects my personal time."

Participant B: "It's easy to get carried away and work longer hours without realizing it."

Participant C: "I miss the informal conversations and camaraderie that we used to have in the office. It can feel isolating at times."

During the discussion, the participants had the opportunity to reflect on each other's perspectives and share their agreements and disagreements. While they concurred on the benefits of flexibility and increased productivity, they differed in their experiences regarding work-life boundaries and social interaction.

Participant A recognized the challenges of disconnecting from work, whereas Participant B did not perceive it as a significant issue. This discrepancy may stem from their differing abilities to establish and maintain work-life boundaries. Similarly, Participant C highlighted the importance of social interactions, while Participant B did not express the same sentiment. This divergence could be attributed to individual preferences for social interaction or the availability of alternative social support outside of work.

The discussion revealed that individuals' experiences of the psychological contract in flexible work arrangements can be influenced by their unique circumstances and personal coping strategies. Understanding these variations can help organizations and individuals develop strategies to address potential challenges and leverage the benefits associated with remote work.

Limitations

While the qualitative analysis was a suitable approach for understanding the psychological contract in the context of flexible work arrangements, it is important to acknowledge its limitations and explore ways to overcome them for future studies. One major limitation of this analysis was the small sample size, consisting of only thirty participants, which restricts the generalizability of the findings. To address this, future studies should aim for a larger and more diverse sample, encompassing individuals from various occupations, industries, and social strata, to ensure a more comprehensive representation of experiences and perspectives.

Another limitation was the potential for bias and subjectivity in the analysis. The reliance on self-reported experiences and perceptions may introduce subjective interpretations and biases. To mitigate this, future studies could employ techniques such as member checking or peer debriefing, where participants are given the opportunity to review and validate the findings, enhancing the credibility and trustworthiness of the analysis.

Additionally, the lack of a longitudinal perspective limited our understanding of how the psychological contract evolves over time. Longitudinal studies, involving multiple interviews conducted over an extended period, would provide valuable insights into the dynamic nature of employee expectations and experiences. This would enable researchers to capture changes and adaptations in the psychological contract, offering a more nuanced understanding.

To improve future qualitative analysis, researchers should consider employing a triangulation of data from multiple sources. Incorporating various data collection methods, such as interviews, surveys, and observations, would enhance the robustness and validity of the findings. Moreover, fostering reflexivity within the research process, by acknowledging and addressing researchers' biases and assumptions, would further enhance the rigour and objectivity of the analysis.

In conclusion, while qualitative analysis provided valuable insights into the psychological contract in flexible work arrangements, there are several limitations that need to be addressed for future studies. By increasing the sample size, utilizing diverse sampling techniques, incorporating longitudinal perspectives, employing data triangulation, and promoting reflexivity, researchers can enhance the comprehensiveness, reliability, and applicability of the findings, leading to a more nuanced understanding of employee expectations and experiences in remote work settings.

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Appendices

APPENDIX A- Interview Questions

Thank you for agreeing to participate in this research study. Before we begin, I would like to confirm your consent to participate. Do you give your consent for your responses to be recorded and analyzed for research purposes?

Please note that your participation is voluntary, and you have the right to withdraw at any time without any consequences. Are you comfortable proceeding with the interview?

To gather Background Information

Q1. Could you please provide some background information about yourself, such as your age, gender, educational background, and current occupation?

Q2. How long have you been working in your current organization and in what capacity?

To understand Flexible Work Arrangements

Q3. How would you define or describe flexible work arrangements based on your understanding and experience?

Q4. Have you personally experienced or been involved in any flexible work arrangements? If yes, could you please share some details about your experience and the type of flexibility you had (e.g., remote work, flexible hours, compressed workweek)?

Expectations of Flexible Work Arrangements

Q5. What were your expectations when you first entered into a flexible work arrangement? What motivated you to seek such an arrangement?

Q6. Did you have any specific goals or anticipated benefits from engaging in flexible work? If so, what were they?

Psychological Contract

Q7. How would you define the psychological contract in the context of flexible work arrangements?

Q8. What do you believe are the mutual expectations or obligations between employees and employers when engaging in flexible work arrangements?

Employee Expectations and Experiences

Q9. What were your expectations from your employer when you started a flexible work arrangement?

Q10. Were these expectations explicitly communicated or implied?

Q11. How well do you feel your expectations were met? Can you share any specific instances or experiences that influenced your perception?

Impact on Work-Life Balance

Q12. How has the flexible work arrangement affected your work-life balance? Can you provide examples or anecdotes that highlight the impact?

Q13. Have there been any challenges or difficulties in maintaining work-life balance while working flexibly? How did you cope with them?

Support and Communication

Q14. What kind of support, if any, did you receive from your employer or colleagues to effectively manage your flexible work arrangement?

Q15. How has communication between you and your employer/colleagues been affected by the flexible work arrangement? Have you noticed any changes in the frequency or quality of communication?

Perceived Benefits and Drawbacks

Q16. In your opinion, what are the main benefits of flexible work arrangements for employees? How have these benefits positively influenced your work experience?

Q17. On the other hand, what are the potential drawbacks or challenges associated with flexible work arrangements? Have you personally experienced any of these drawbacks?

Future Preferences and Recommendations

Q18. Considering your experience with flexible work arrangements, do you have any preferences for the future? Would you continue to work flexibly, or do you have other preferences in terms of work arrangements?

Q19. Based on your experiences, what recommendations or suggestions would you provide to employers to improve the implementation and management of flexible work arrangements?

Closing Remarks

Q20. Is there anything else you would like to share or discuss that we haven't covered in this interview?

APPENDIX B –Full interview from Participant A

[Researcher]: Thank you for agreeing to participate in this research study. Before we begin, I would like to confirm your consent to participate. Do you give your consent for your responses to be recorded and analyzed for research purposes? Please note that your participation is voluntary, and you have the right to withdraw at any time without any consequences. Are you comfortable proceeding with the interview?

[Participant A]: Yes, I give my consent to participate in this research study.

[Researcher]: Great, thank you for your consent. Let's start with some background information. Could you please provide some details about yourself, such as your age, gender, educational background, and current occupation?

[Participant A]: Certainly. I am a 32-year-old female. I have a bachelor's degree in marketing, and I currently work as a marketing professional for a technology company.

[Researcher]: How long have you been working in your current organization and in what capacity?

[Participant A]: I have been working in my current organization for the past four years as a marketing specialist.

[Researcher]: Thank you for sharing that information. Now, let's move on to understanding flexible work arrangements. How would you define or describe flexible work arrangements based on your understanding and experience?

[Participant A]: Flexible work arrangements, in my view, refer to the ability to have some control over when and where work is performed. It involves having the flexibility to adjust my schedule and location to accommodate personal commitments while still meeting work responsibilities.

[Researcher]: Have you personally experienced or been involved in any flexible work arrangements? If yes, could you please share some details about your experience and the type of flexibility you had (e.g., remote work, flexible hours, compressed workweek)?

[Participant A]: Yes, I have experienced remote work as a flexible arrangement. My organization allows me to work from home a few days a week, which gives me the freedom to manage my work and personal life more effectively. I have the flexibility to choose the days I work remotely based on my schedule and workload.

[Researcher]: What were your expectations when you first entered into a flexible work arrangement? What motivated you to seek such an arrangement?

[Participant A]: My main expectation was to achieve a better work-life balance. I wanted to have more control over my schedule and reduce the stress of commuting. The motivation behind seeking a flexible work arrangement was to create a more harmonious integration of my professional and personal life.

[Researcher]: Did you have any specific goals or anticipated benefits from engaging in flexible work? If so, what were they?

[Participant A]: Yes, I had a few goals in mind. One of the main benefits I anticipated was the ability to work in a focused environment without distractions. I believed this would enhance my overall productivity. Additionally, I hoped that the flexibility would enable me to spend more quality time with my family and pursue personal interests outside of work.

[Researcher]: How would you define the psychological contract in the context of flexible work arrangements?

[Participant A]: In my view, the psychological contract in flexible work arrangements refers to the mutual expectations and obligations between employees and employers when engaging in such arrangements. It encompasses the understanding of work-related responsibilities, performance expectations, and the support provided by the employer to facilitate a successful flexible work arrangement.

[Researcher]: What were your expectations from your employer when you started a flexible work arrangement?

[Participant A]: I expected my employer to be understanding and supportive of my need for a better work-life balance. I hoped they would provide the necessary resources and technology to enable remote work effectively. Additionally, I expected clear communication and transparency regarding performance expectations and any changes to the arrangement.

[Researcher]: Were these expectations explicitly communicated or implied?

[Participant A]: Some of my expectations were explicitly communicated during discussions with my manager. For example, I mentioned my desire for flexible work hours and remote work options. However, some expectations were also implied based on the organization's culture and the existing policies and practices related to flexible work.

[Researcher]: How well do you feel your expectations were met? Can you share any specific instances or experiences that influenced your perception?

[Participant A]: Overall, I believe my expectations were met to a great extent. My employer provided the necessary resources and technology for remote work, and they were supportive of my work-life balance goals. However, there have been instances where the blurred boundaries between work and personal life affected my perception. For example, there were times when I felt pressured to respond to work emails or calls during non-working hours, which disrupted my personal time.

[Researcher]: How has the flexible work arrangement affected your work-life balance? Can you provide examples or anecdotes that highlight the impact?

[Participant A]: The flexible work arrangement has had a significant positive impact on my work-life balance. I can structure my day in a way that suits me best, without the constraints of a fixed schedule. This allows me to attend to personal commitments without feeling guilty or stressed about work. For instance, I can take care of family responsibilities or pursue personal interests during the day and then catch up on work later. It reduces the stress of commuting and gives me more time to focus on self-care.

[Researcher]: Have there been any challenges or difficulties in maintaining work-life balance while working flexibly? How did you cope with them?

[Participant A]: One challenge I have experienced is the difficulty in maintaining clear boundaries between work and personal life. Sometimes, it's challenging to disconnect from work, and I find myself checking emails late at night, which affects my personal time. To cope with this, I have established a routine where I set aside dedicated non-working hours and try to avoid checking work-related communication during that time. It requires discipline to set boundaries and prioritize self-care.

[Researcher]: What kind of support, if any, did you receive from your employer or colleagues to effectively manage your flexible work arrangement?

[Participant A]: My employer has been supportive of my flexible work arrangement. They have provided the necessary technology and resources to work remotely effectively. Additionally, my colleagues have been understanding and accommodating, which has helped create a supportive work environment.

[Researcher]: How has communication between you and your employer/colleagues been affected by the flexible work arrangement? Have you noticed any changes in the frequency or quality of communication?

[Participant A]: Communication has primarily shifted to digital channels, such as emails, instant messaging, and video calls. While the frequency of communication has remained relatively consistent, there is a greater reliance on digital communication tools for collaboration and updates. Overall, I would say the quality of communication has been maintained, but there is a different dynamic compared to face-to-face interactions.

[Researcher]: In your opinion, what are the main benefits of flexible work arrangements for employees? How have these benefits positively influenced your work experience?

[Participant A]: The main benefits of flexible work arrangements for employees include increased autonomy and control over their work schedule, reduced commuting time and associated stress, and the ability to create a conducive work environment based on individual preferences. These benefits have positively influenced my work experience by enhancing my work-life balance, increasing my motivation and engagement, and allowing me to focus on tasks more efficiently.

[Researcher]: On the other hand, what are the potential drawbacks or challenges associated with flexible work arrangements? Have you personally experienced any of these drawbacks?

[Participant A]: One potential drawback I have experienced is the challenge of maintaining clear boundaries between work and personal life. As I mentioned earlier, it's easy to get carried away and work longer hours without realizing it. Additionally, the lack of social interaction and informal conversations with colleagues can sometimes feel isolating. While technology enables virtual communication, it doesn't completely replicate the social dynamics of in-person interactions.

[Researcher]: Considering your experience with flexible work arrangements, do you have any preferences for the future? Would you continue to work flexibly, or do you have other preferences in terms of work arrangements?

[Participant A]: Based on my positive experience with flexible work arrangements, I would prefer to continue working flexibly in the future. It has significantly contributed to my work-life balance and overall job satisfaction. However, I also recognize the value of in-person interactions and collaboration, so a hybrid work model that combines remote work and office presence could be an ideal arrangement for me.

[Researcher]: Based on your experiences, what recommendations or suggestions would you provide to employers to improve the implementation and management of flexible work arrangements?

[Participant A]: I would recommend employers to establish clear policies and guidelines for flexible work arrangements that address issues like work-life balance, communication expectations, and performance evaluation. It's crucial to ensure that employees are aware of their rights and responsibilities in such arrangements. Regular communication and feedback channels should be established to maintain a strong connection between employees and employers. Additionally, providing resources and training to help employees manage their flexible work effectively would be beneficial.

[Researcher]: Is there anything else you would like to share or discuss that we haven't covered in this interview?

[Participant A]: I think we have covered the main aspects related to flexible work arrangements and my experiences with them. Overall, I believe that flexible work arrangements have the potential to create a positive and productive work environment. However, it's important for organizations to carefully consider the implementation and management aspects to ensure the success of such arrangements.

[Researcher]: Thank you for sharing your valuable insights and experiences with us. Your perspectives will contribute significantly to our research on flexible work arrangements and the psychological contract.