

A SYSTEMATIC REVIEW OF THE IMPACT OF FLEXIBLE POLICIES ON ORGANIZATIONAL COMMITMENT WITH EMPLOYEE WELL-BEING AS AN INTERVENING VARIABLE

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Abstract

The transformation of modern work systems has positioned work flexibility as a strategic element in strengthening organizational commitment (OC). This study systematically examines the impact of work-life balance (WLB), remote work policies, and flexible scheduling on OC, with employee well-being as a mediating variable. A Systematic Literature Review (SLR) approach was employed, analyzing 77 scholarly articles published between 2019 and 2024. The literature was sourced from Scopus, Web of Science, Emerald, and ScienceDirect databases. Findings indicate that all three dimensions of work flexibility significantly and positively contribute to OC, both directly and through improvements in employee well-being. WLB demonstrably enhances affective commitment; remote work policies promote engagement and technology-driven loyalty; and flexible scheduling supports greater work engagement while reducing work-family conflict. Employee well-being is proven to be a primary mediator in the relationship between work flexibility and OC. This study also identifies conceptual, methodological, and contextual gaps in previous literature and recommends the development of an integrative theoretical model utilizing a multi-path mediation approach. The resulting theoretical and practical implications provide a foundation for the formulation of HR policies focused on well-being and sustainable employment. This review makes a significant contribution to enriching the literature and guiding the theoretical development of HRM in the context of flexible work.

Keywords: *Work-life balance, Remote work policy, Flexible scheduling, Employee well-being, Organizational commitment.*

INTRODUCTION

The transformation of work paradigms in the digital and post-pandemic era has urged organizations to design human resource management (HRM) strategies that are adaptive, humanistic, and centered on employee well-being. Within this context, work-life balance (WLB), remote work policies, and flexible scheduling have emerged as critical determinants of employees' attachment to their organizations. Organizational commitment (OC), representing emotional loyalty and the desire to remain with an organization, serves as a key indicator for assessing the effectiveness of industrial relations. A number of studies have demonstrated that flexible work policies exert a positive influence on OC, both directly and by enhancing workplace well-being. Previous literature suggests that WLB contributes significantly to strengthening affective organizational ties (Pratama et al., 2023; Kişi, 2023), mediates the relationship between perceived organizational support and OC (Duong & Ho, 2024), and enhances emotional bonding (Lee et al., 2021). Moreover, WLB is closely associated with life satisfaction and career satisfaction (Mharchelya & Afdal, 2024). Remote work policies also play a vital role in reinforcing OC, although they may induce technostress if not supported by robust digital systems (Cerdá-Suárez et al., 2023). These policies enhance employer attractiveness (Mostafa, 2022), foster emotional affiliation (Adamik & Sikora-Fernandez, 2021; Ay, 2025), and mediate OC through emotional support (Benítez-Márquez et al., 2023). Flexible scheduling likewise makes a significant contribution, particularly in reducing work-family conflict and enhancing both well-being and work engagement (Cavagnis et al., 2023; Sarangi & Kaushal, 2023). Flexible work structures also support sustainable production systems that foster OC (Felsberger & Reiner, 2020), driven by the use of digital technologies such as IoT

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(García-Tadeo et al., 2022) and Green HRM approaches (Mahdy et al., 2023). Despite these findings, notable gaps remain in the literature. Existing studies are often fragmented and lack a comprehensive conceptual integration of the three variables. The mediating role of employee well-being remains underexplored in a holistic manner (Pratama et al., 2023; Kişi, 2023; Lee et al., 2021; Mharchelya & Afdal, 2024). The simultaneous interaction between remote work and well-being in influencing OC is also insufficiently addressed (Cerdá-Suárez et al., 2023; Ay, 2025; Lahmar et al., 2023; Loghmani et al., 2024). Moreover, meta-analyses and bibliometric studies have yet to explicitly illustrate the mediating role of employee well-being (Zakaria et al., 2024; Kişi, 2023), and remain dominated by quantitative-survey research designs. Longitudinal approaches, mixed-method studies, and ACT-based intervention models (Pérez-Pérez et al., 2025) are still rarely adopted. Similarly, dimensions such as spiritual well-being (Lahmar et al., 2023), well-being measurement standards (Oleniuch, 2024; Alfawaz et al., 2021), perceptions of fairness, inclusivity, and diversity (Mohammadi et al., 2023), the gig economy sector, and digital maturity (Abdul-Majid et al., 2024) are infrequently explored from a theoretical standpoint. Against this backdrop, the present article aims to systematically analyze academic literature concerning the influence of WLB, remote work policies, and flexible scheduling on OC, with employee well-being as a mediating variable. The review also synthesizes thematic and methodological developments while identifying conceptual gaps to encourage the construction of a more integrative theoretical model. The main research questions include: 1) How do WLB, remote work policies, and flexible scheduling influence OC?; 2) What is the mediating role of employee well-being?; and 3) How can the literature evolve toward a well-being-centered and holistic theoretical framework?

RESEARCH METHODS

This study adopts a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize scientific findings regarding the effects of work-life balance, remote work policy, and flexible scheduling on organizational commitment (OC), with employee well-being serving as the mediating variable. The rationale for this approach lies in its ability to generate systematically synthesized, transparent, and replicable evidence (Siddaway et al., 2019), and its relevance in mapping conceptual and methodological dynamics within human resource management research (Boell & Cecez-Kecmanovic, 2015). The SLR was conducted manually. The exploration process included literature search, article selection, and data synthesis through critical review. Articles were retrieved from the Scopus database using combinative keywords such as “work-life balance AND organizational commitment,” “remote work policy AND organizational commitment,” “flexible scheduling AND organizational commitment,” and “employee well-being AND organizational commitment,” employing Boolean operators (Gough, Oliver, & Thomas, 2017). Inclusion criteria comprised peer-reviewed articles published between 2019 and 2024, relevant to the research variables, and available in full-text format. Non-empirical articles, duplicates, and those not identifying OC as an outcome variable were excluded. The analysis was conducted using narrative and thematic methods to identify publication trends, methodological approaches, and relational patterns among the key variables (Tranfield, Denyer, & Smart, 2003). Validity was maintained through peer cross-checking and the selection of high-impact journals, particularly those indexed in Scopus Q1–Q4 (Page et al., 2021).

RESULT AND DISCUSSION

General Description of the Literature

Theme 1: Work-Life Balance and Organizational Commitment

An analysis of 17 articles reveals that work-life balance (WLB) plays a significant role in strengthening organizational commitment (OC), reflecting the complexity of inter-variable relationships within the framework of contemporary human resource management. Most of these publications emerged between 2021 and 2025, with a peak in productivity observed during 2023–2024 (Pratama et al., 2023; Lahmar et al., 2023; Loghmani et al., 2024; Pérez-Pérez et al., 2025), indicating growing academic interest in the issue in the post-pandemic era. The majority of studies employed quantitative-empirical approaches (Pratama et al., 2023; Mostafa, 2022; Duong & Ho, 2024), followed by systematic literature reviews (Mharchelya & Afdal, 2024; Loghmani et al., 2024), meta-analyses (Kişi, 2023), experimental designs (Pérez-Pérez et al., 2025), longitudinal studies (Lee et al., 2021), and mixed-method approaches (Mohammadi et al., 2023). WLB and OC consistently appear as the main variables, supported by related factors such as employee engagement (Kişi, 2023), spiritual leadership (Lahmar et al., 2023), job design (Loghmani et al., 2024), burnout (Gribben & Semple, 2021), perceived organizational support (Duong & Ho, 2024), and dimensions of equality, diversity, and inclusion (Mohammadi et al., 2023). Thematic findings indicate that WLB positively affects OC across affective, normative, and continuance commitment dimensions (Pratama et al., 2023; Kişi, 2023; Lee et al., 2021). Beyond its role as a direct predictor, WLB also functions as a mediating variable in the relationship between other factors and OC, such as engagement (Kişi, 2023), employer attractiveness (Mostafa, 2022), and

spiritual leadership (Lahmar et al., 2023). Moreover, improvements in WLB contribute to enhanced well-being, which in turn strengthens OC (Pérez-Pérez et al., 2025; Gribben & Semple, 2021), underscoring its deep psychological role in fostering employee loyalty. These studies span diverse geographical and sectoral contexts, ranging from developing countries such as Indonesia (Pratama et al., 2023; Mharchelya & Afdal, 2024), the Middle East (Mostafa, 2022; Mohammadi et al., 2023), to Europe and North America, as well as across sectors such as healthcare (Gribben & Semple, 2021), education, manufacturing, and sports (Loghmani et al., 2024). This diversity reinforces the view that WLB and OC are universal issues transcending cultural and industrial boundaries.

Theme 2: Remote Work Policy and Organizational Commitment

Digital transformation and the evolving structure of work in the post-pandemic period have positioned remote work policy as a strategic component in modern organizational management. Analysis of 20 studies reveals increasing scholarly attention to the relationship between remote work and organizational commitment (OC), reflecting the issue's complexity through methodological, variable, and contextual diversity. Most studies were published between 2020 and 2024, with a concentration of recent literature (Cerdá-Suárez et al., 2023; Benítez-Márquez et al., 2023; Abbas et al., 2023; Zonneveld et al., 2024) emphasizing remote work as a digitally-driven, human-centric work strategy. The dominant methodologies used were quantitative-empirical approaches (García-Tadeo et al., 2022; Mostafa, 2022; Abbas et al., 2023), followed by systematic reviews (Cerdá-Suárez et al., 2023; Almeida et al., 2024; Ayodele & Chang-Richards, 2020), meta-reviews (Kişi, 2023), mixed-methods (Ballerini et al., 2023), experimental studies (Nagy et al., 2023), and qualitative surveys (Juiz & Bermejo, 2023).

From a variable perspective, remote work is positioned as a determinant of OC, either directly or through mediating variables such as employee engagement (Dixit & Singh, 2020; Kişi, 2023), emotional intelligence (Benítez-Márquez et al., 2023), employer attractiveness (Mostafa, 2022), digital transformation (Atiya et al., 2024), and organizational support (Duong & Ho, 2024). Adamik and Sikora-Fernandez (2021), along with Ay (2025), highlight remote work as an intrinsic motivator in reinforcing OC. Thematic findings show that remote work contributes to affective, normative, and continuance commitment depending on the availability of supporting systems. Risks such as technostress (Cerdá-Suárez et al., 2023) may diminish OC if not counterbalanced by organizational support, while digitalization via IoT and green IT enhances employee loyalty (García-Tadeo et al., 2022; Juiz & Bermejo, 2023). Emotional support during remote work (Benítez-Márquez et al., 2023) and engagement levels (Dixit & Singh, 2020) have been shown to play central roles. Geographically, these studies cover a broad range of contexts, including Europe (Cerdá-Suárez et al., 2023; Juiz & Bermejo, 2023), West Asia (Mostafa, 2022; Atiya et al., 2024), Latin America (Carranza et al., 2020), and Southeast Asia. The sectors studied are equally diverse, encompassing public services, IT, healthcare, the digital economy, and e-commerce (Ballerini et al., 2023; Zonneveld et al., 2024). These findings affirm that remote work policy has become an integral part of digital platform-based organizational design.

Theme 3: Flexible Scheduling and Organizational Commitment

Flexible scheduling has emerged as a strategic component in human resource management practices, particularly in strengthening organizational commitment (OC). An analysis of 15 articles shows methodological diversity, variable compositions, relationship patterns, and broad sectoral and geographic coverage, highlighting the issue's inherent complexity. Most studies were published between 2020 and 2025, with peak contributions in 2023–2024 (Cavagnis et al., 2023; Mahdy et al., 2023; Sarangi & Kaushal, 2023; Almeida et al., 2024), reflecting increased attention to adaptive work design in the post-pandemic era. The methodologies applied include systematic literature reviews (Cavagnis et al., 2023; Mahdy et al., 2023; Almeida et al., 2024), thematic literature reviews (Felsberger & Reiner, 2020; García-Tadeo et al., 2022), bibliometric meta-analyses (Kişi, 2023), quantitative-empirical studies (Sarangi & Kaushal, 2023; Mgammal & Al-Matari, 2022), and intervention-based experiments (Pérez-Pérez et al., 2025). From the perspective of variable composition, flexible scheduling is studied in relation to OC both directly and through mediating variables such as engagement (Sarangi & Kaushal, 2023; Kişi, 2023), green HRM (Mahdy et al., 2023), work-family conflict (Cavagnis et al., 2023), and organizational support systems (Mgammal & Al-Matari, 2022). These findings affirm that work flexibility contributes not only to structural dimensions but also to strengthening psychosocial loyalty. Thematic results indicate that flexible scheduling enhances affective commitment through improvements in work-life balance (Cavagnis et al., 2023), reduced work pressure (Mgammal & Al-Matari, 2022), and increased employee engagement (Sarangi & Kaushal, 2023). Flexibility is a key element in ACT-based interventions to foster emotional attachment (Pérez-Pérez et al., 2025) and a component of Green HRM practices supporting organizational sustainability (Mahdy et al., 2023). Digital technology also strengthens the relationship between work flexibility and OC. The implementation of IoT has been shown to support flexible work systems and

boost organizational loyalty (García-Tadeo et al., 2022). Meanwhile, lean management approaches and Industry 4.0 principles incorporate flexible scheduling into efficient and sustainable work design (Salvadorinho & Teixeira, 2021; Felsberger & Reiner, 2020). In terms of geography and sectors, studies encompass a wide range of contexts—from manufacturing (Felsberger & Reiner, 2020), healthcare (Mgammal & Al-Matari, 2022), construction (Ayodele & Chang-Richards, 2020), to digital work environments (García-Tadeo et al., 2022)—demonstrating that work flexibility has become a universal, cross-sectoral, and cross-cultural strategy for enhancing OC.

Theme 4: Employee Well-Being and Organizational Commitment

Employee well-being has emerged as a strategic foundation for the sustainable strengthening of organizational commitment (OC). A synthesis of 25 recent scholarly articles reveals that well-being is not merely a supporting variable but a central pillar in fostering loyalty, emotional attachment, and retention intention within organizations. The concept of well-being has expanded to encompass physical, psychological, social, spiritual, and digital dimensions, as reflected in the diverse range of variables in contemporary literature. Most studies were published between 2022 and 2024, reflecting a scholarly response to post-pandemic dynamics and the transition toward technology-based work environments (Oleniuch, 2024; Pérez-Pérez et al., 2025; Rath & Jena, 2025). The methodological approaches include systematic literature reviews (Cavagnis et al., 2023; Martín-del-Río et al., 2021; Lahmar et al., 2023; Pérez-Pérez et al., 2025), quantitative surveys (Uniyal et al., 2022; Suwardi et al., 2023; Maulia et al., 2024), mixed-methods (Alfawaz et al., 2021), bibliometric-scientometric analyses (Oleniuch, 2024; Abdul-Majid et al., 2024), and conceptual reviews (Rath & Jena, 2025).

These studies position well-being and OC as core variables, linked with both mediating and moderating factors, such as psychological well-being (Alfawaz et al., 2021; Martín-del-Río et al., 2021), emotional intelligence (Benítez-Márquez et al., 2023), spiritual leadership (Lahmar et al., 2023; Fry et al., 2005), Islamic work ethic (Atiya et al., 2024), organizational support (Suwardi et al., 2023), and knowledge management (Rath & Jena, 2025). These findings affirm that well-being is an integral part of the organizational social and structural system. Thematic results indicate that well-being is a direct predictor of OC, particularly in the affective and normative dimensions (Martín-del-Río et al., 2021; Ibrahim et al., 2023). Well-being also acts as a mediator in the relationship between job design and organizational support on OC (Suwardi et al., 2023; Loghmani et al., 2024). Interventions based on Acceptance and Commitment Therapy (ACT) further strengthen affective commitment (Pérez-Pérez et al., 2025), while aspects of spiritual and digital well-being are increasingly important in shaping organizational loyalty (Atiya et al., 2024; Abdul-Majid et al., 2024).

Other studies highlight well-being's role in fostering change readiness, organizational resilience, and employee retention (Maulia et al., 2024; Oleniuch, 2024). Organizational support significantly enhances well-being and directly impacts OC (Suwardi et al., 2023), whereas unmanaged work stress weakens commitment (Alfawaz et al., 2021). These findings emphasize the importance of integrating well-being into modern organizational management strategies. The studies span a wide range of geographical and sectoral contexts—from insurance (Uniyal et al., 2022), banking (Maulia et al., 2024), and sports (Loghmani et al., 2024) to digital environments (Abdul-Majid et al., 2024) and women's entrepreneurship (de las Heras-Pedrosa et al., 2024). These findings reinforce the status of well-being as a universal determinant in shaping OC across cultures and industries.

Thematic Analysis – Literature Synthesis

Theme 1: Work-Life Balance and Organizational Commitment

An analysis of 17 scholarly articles shows that work-life balance (WLB) has become a primary determinant in strengthening organizational commitment (OC). The literature consistently highlights that work policies supporting personal-professional balance significantly contribute to enhanced affection, loyalty, and retention intention among employees. In general, these studies demonstrate a strong positive correlation between WLB and OC. Pratama et al. (2023) and Zakaria et al. (2024) emphasize that high-quality work-life, as a result of WLB policies, improves emotional attachment to the organization. Mostafa (2022) and Mohammadi et al. (2023) further argue that WLB enhances employer attractiveness and fosters long-term loyalty by cultivating inclusive and flexible work environments. Several studies underscore WLB's mediating role in strengthening the influence of other variables on OC. Duong and Ho (2024) contend that perceived organizational support (POS) yields optimal outcomes only when accompanied by a balanced work system. Lee et al. (2021) differentiate between positive and negative spillover in the work-life interaction; the former reinforces OC, while the latter diminishes it. WLB is also examined as a component of organizational strategy, not merely an individual issue. Mharchelya and Afdal (2024) demonstrate that career and life satisfaction driven by WLB directly contribute to OC. Lahmar et al. (2023) and Pérez-Pérez et al. (2025) show that integrating spiritual leadership and ACT-based interventions reinforces WLB and builds deeper

emotional engagement. In a meta-analytic approach, Kişi (2023) emphasizes employee engagement as the cognitive-affective mechanism linking WLB to OC. Increased work engagement resulting from WLB directly enhances affective commitment while also strengthening psychological safety. Other studies expand on WLB's role in preventing burnout and enhancing career satisfaction. Gribben and Semple (2021) find that WLB serves as a buffer against occupational fatigue, particularly in the healthcare sector. Loghmani et al. (2024) affirm that job design attentive to personal-professional balance significantly increases affective commitment. Mohammadi et al. (2023) highlight WLB's role in fostering a workplace aligned with principles of Equality, Diversity, and Inclusion (EDI). When organizations implement policies ensuring fair work-life balance, employees' emotional commitment tends to grow. Integrating EDI and WLB represents a progressive managerial approach for building inclusive, human-centered organizational cultures. On the intervention front, Pérez-Pérez et al. (2025) show that ACT-based WLB approaches can promote OC through constructive psychological transformation. These interventions become organizational strategies for fostering emotional commitment via values of balance and personal engagement. This thematic synthesis confirms that WLB has evolved from a personal concern into a critical organizational strategy. It not only supports individual well-being but also contributes to strengthening organizational citizenship behavior, retention intention, and long-term emotional attachment to the organization. The literature concludes that without policies promoting work-life balance, it is difficult for organizations to build resilient and sustainable OC.

Theme 2: Remote Work Policy and Organizational Commitment

Contemporary literature consistently positions remote work policy as a strategic instrument in strengthening organizational commitment (OC). A synthesis of 20 recent studies indicates that the relationship between remote work and OC is not solely direct but also mediated by psychosocial and structural organizational factors. In general, remote work contributes positively to affective commitment, especially when accompanied by flexible job design, collaborative technologies, and organizational support. Adamik and Sikora-Fernandez (2021) highlight that implementing smart work systems enhances OC through flexibility and adaptability. Mostafa (2022) similarly finds that remote work boosts employer attractiveness and fosters long-term loyalty.

From a conceptual standpoint, remote work fosters greater autonomy, job control, and work-life integration, which strengthen emotional ties to the organization (Ay, 2025; Dixit & Singh, 2020). Dixit and Singh (2020) emphasize that increased employee engagement during remote work serves as a key mediator in strengthening OC. This is supported by Kişi's (2023) meta-review, which notes that the success of remote work policies heavily depends on employee engagement. The effectiveness of remote work hinges on organizational infrastructure. Duong and Ho (2024) and García-Tadeo et al. (2022) underscore the importance of technologies like the Internet of Things (IoT) in boosting productivity and reinforcing psychological attachment. Benítez-Márquez et al. (2023) add that emotional intelligence (EI) plays a crucial role in maintaining emotional balance during remote work and contributes to OC.

Conversely, several studies warn of the risk of technostress resulting from remote work policies that lack adequate structural support. Cerdá-Suárez et al. (2023) caution that digital strain may undermine emotional attachment to the organization. Hence, remote work must be designed not only technically but also with attention to psychosocial well-being. Remote work has also been shown to reduce turnover intention and improve retention, indirectly strengthening OC. Ayodele and Chang-Richards (2020) and Abbas et al. (2023) argue that remote system-based work flexibility creates structural loyalty. Carranza et al. (2020) further highlight remote work's contribution to inclusivity and sustainable organizational growth.

Other literature reveals growing integration among digital transformation, ethical values, and remote work systems. Atiya et al. (2024) observe that Islamic work ethics in digital contexts reinforce moral commitment to organizations. In parallel, Juiz and Bermejo (2023) emphasize the significance of a green IT ecosystem in fostering OC through collaborative and sustainable systems. Studies by Ballerini et al. (2023) and Zonneveld et al. (2024) demonstrate that digital platforms supporting remote work enhance employees' sense of empowerment, which directly influences OC. In this context, work platformization not only improves efficiency but also builds emotional attachment and long-term moral commitment. These findings underscore that remote work policy is not merely an adaptive strategy but a transformational one—reconstructing work relationships to be more flexible, collaborative, and trust-based. When supported by technology, responsive organizational structures, ethical values, and well-being interventions, remote work plays a vital role in building sustainable OC. Therefore, remote work policy should be regarded as a strategic pillar in strengthening high-commitment organizations.

Theme 3: Flexible Scheduling and Organizational Commitment

Recent literature confirms that flexible scheduling has evolved into a progressive managerial strategy that significantly contributes to strengthening organizational commitment (OC). Work schedule flexibility is no longer merely a matter of time allocation, but an integral component of organizational design that shapes emotional attachment, employee engagement, and long-term loyalty. Literature synthesis shows that flexible scheduling directly reduces work-family conflict and enhances workplace well-being, which ultimately strengthens OC. Cavagnis et al. (2023) assert that schedule flexibility serves as a protective factor against work-family conflict, positively impacting work-life balance and employee attachment. Felsberger and Reiner (2020) reinforce this finding by demonstrating that flexible work structures support the sustainability of production systems and organizational loyalty within the context of Industry 4.0.

Work-time flexibility also fosters a perception of control and comfort, which are critical antecedents of OC. Using an occupant-centric control approach, Nagy et al. (2023) found that flexibility grants individuals greater autonomy, increases job satisfaction, and strengthens commitment to the organization. Sarangi and Kaushal (2023) add that employee engagement is a key mediating variable. The more flexible the scheduling, the higher the level of work engagement, which has a positive effect on OC. Psychosocial dimensions also receive growing attention. Pérez-Pérez et al. (2025) highlight that Acceptance and Commitment Therapy (ACT) interventions based on flexible work arrangements enhance emotional attachment. In parallel, Mahdy et al. (2023) demonstrate that flexible scheduling, within the framework of Green Human Resource Management (GHRM), functions as an environmentally responsible policy that promotes long-term loyalty.

Kişİ (2023), through bibliometric analysis, confirms that flexible work practices, including scheduling, reinforce engagement as a key element of OC. This view is further supported by García-Tadeo et al. (2022), who show that digitalization and the use of the Internet of Things (IoT) enhance the effectiveness of flexible scheduling in promoting organizational attachment. Technology thus acts as a crucial catalyst in integrating flexibility into modern work systems. Flexible scheduling also plays a role in reducing turnover intention. Ayodele and Chang-Richards (2020) found that schedule flexibility lowers employees' desire to leave the organization, reinforcing comfort and a sense of belonging. In digital sectors, Salvadorinho and Teixeira (2021) argue that flexible work design is a vital element of lean management and digital transformation, both of which support OC. The convergence of these findings confirms that flexible scheduling influences OC through structural pathways (time flexibility), psychological mechanisms (engagement and job control), and organizational values (GHRM, ACT, digitalization). The literature concludes that organizations that strategically integrate work flexibility are better equipped to foster long-term loyalty, enhance employee engagement, and cultivate adaptive, humanistic, and sustainably productive organizational cultures.

Theme 4: Employee Well-Being and Organizational Commitment

Scientific literature from the past five years reflects a growing consensus that employee well-being serves as a strategic foundation in developing and strengthening organizational commitment (OC). Well-being is no longer positioned as an individual concern but rather as a structural and psychosocial determinant that bridges work systems and organizational loyalty. A synthesis of 25 scholarly studies demonstrates that well-being functions as both a direct predictor and a mediating variable in reinforcing employees' affection, identification, and long-term commitment. In general, well-being shows a significant positive correlation with OC, as reflected across diverse methodological approaches. Uniyal et al. (2022) and Suwardi et al. (2023) emphasize that high levels of mental well-being enhance emotional affiliation and normative commitment. Martín-del-Río et al. (2021) identify psychological well-being as a core element of positive organizational psychology, in which OC is a consequence of emotional balance and job satisfaction.

Beyond its role as an independent variable, well-being is also identified as a mediator that strengthens the impact of organizational factors on OC. Suwardi et al. (2023) demonstrate that the effectiveness of organizational support depends on achieved workplace well-being. Pérez-Pérez et al. (2025) validate the effectiveness of ACT interventions in increasing OC through improvements in well-being. Maulia et al. (2024) further affirm that well-being fosters readiness for change and strengthens OC in the context of organizational transformation. Spiritual and ethical values have also gained traction in the recent literature. Lahmar et al. (2023) and Fry et al. (2005) highlight that spiritual well-being, through spiritual leadership, contributes to emotional and moral commitment. Atiya et al. (2024) add that Islamic Work Ethic enhances employee well-being and serves as a value-based foundation for spiritually grounded OC. Several studies also demonstrate the protective role of well-being in high-pressure work environments. Alfawaz et al. (2021) and Attia et al. (2020) conclude that workplaces that support both physical and psychological well-being strengthen organizational attachment, even during times of crisis. In such contexts, well-being functions as a buffer against burnout, stress, and emotional exhaustion—all risk factors for diminished OC.

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The concept of well-being now also encompasses digital, organizational, and knowledge-based dimensions. Abdul-Majid et al. (2024) demonstrate that digital well-being, achieved through appropriate technology adoption, strengthens OC. Rath and Jena (2025) emphasize that knowledge-based well-being, in knowledge management-based systems, constitutes a strategic domain for building sustainable OC. The literature also identifies well-being as a catalyst for engagement, innovative behavior, and readiness for change, all of which directly contribute to OC (Ibrahim et al., 2023; Tang et al., 2024; Maulia et al., 2024). Hence, well-being is no longer a peripheral variable—it is the gravitational center of organizational commitment development strategies. This synthesis affirms that employee well-being acts as both a conceptual and operational bridge between work systems, organizational values, and employee loyalty. It operates across structural, psychological, spiritual, and digital dimensions to bind individuals and organizations. Therefore, sustainable OC must be rooted in healthy work systems, emotional empowerment, value-based interventions, and holistic digital support.

The literature review highlights the diversity of approaches and contexts in exploring the relationship between work-life balance (WLB), remote work policy, flexible scheduling, employee well-being, and organizational commitment (OC). This mapping opens discursive space to assess inconsistencies in findings, critique methodological validity, and encourage the formulation of more holistic conceptual models. Substantively, the influence of WLB on affective commitment appears consistent (Pratama et al., 2023; Kişi, 2023; Mharchelya & Afdal, 2024), whereas the impact of remote work policies tends to be complex and context-dependent, influenced by variables such as technostress and digital fatigue (Cerdá-Suárez et al., 2023; García-Tadeo et al., 2022; Mostafa, 2022; Benítez-Márquez et al., 2023). Flexible scheduling tends to exert its influence indirectly, through improved engagement and reduced work-family conflict (Sarangi & Kaushal, 2023; Cavagnis et al., 2023).

Several studies position employee well-being as a key mediating variable between work flexibility and OC, with relatively consistent evidence supporting this mediational pathway (Suwardi et al., 2023; Martín-del-Río et al., 2021; Pérez-Pérez et al., 2025). From a methodological standpoint, quantitative survey approaches offer broad generalizability but often lack depth in uncovering mediating mechanisms (Mostafa, 2022; Abbas et al., 2023). Bibliometric approaches contribute to mapping theoretical trends (Kişi, 2023; Oleniuch, 2024), yet do not fully explain causal relationships. Meanwhile, intervention-based and longitudinal studies promise stronger internal validity, though they remain underutilized (Pérez-Pérez et al., 2025). On the other hand, the conceptual contributions of theoretical studies (Rath & Jena, 2025; Lahmar et al., 2023) enrich theoretical construction, although these have yet to be widely examined empirically.

A key criticism is directed at the insufficient integration of organizational values and digitalization aspects within the conceptual framework. While concepts such as digital well-being (Abdul-Majid et al., 2024) and Islamic Work Ethic (Atiya et al., 2024) offer initial contributions, they have yet to be mainstreamed into a comprehensive multidimensional model. Additionally, the cultural variable as a moderator between work flexibility, well-being, and organizational commitment (OC) remains underexplored (Mohammadi et al., 2023; Ayodele & Chang-Richards, 2020), despite its importance in enhancing external validity and theoretical contextualization. This review opens up strategic opportunities for the development of a more holistic research agenda—conceptually, methodologically, and contextually—in explaining the interrelationships among work-life balance, remote work policy, flexible scheduling, employee well-being, and OC.

First, there is a need to develop an integrative conceptual model based on multi-path and moderated mediation frameworks, capable of mapping the simultaneous relationships between work flexibility, well-being, and OC. The central role of well-being as a mediator should be combined with moderators such as employee engagement, organizational support, and digital job design to capture the non-linear dynamics of these relationships (Pérez-Pérez et al., 2025; Suwardi et al., 2023). Second, more in-depth methodological exploration is necessary, using longitudinal designs, experimental interventions, and mixed-method approaches to better understand causality and long-term impact (Pérez-Pérez et al., 2025; Alfawaz et al., 2021).

Third, the geographic and sectoral scope of research should be broadened. Studies must include micro, small, and medium enterprises (MSMEs), the informal sector, and the gig economy, and extend their contexts to ASEAN, Africa, and Latin America to enhance external validity (Mohammadi et al., 2023; Maulia et al., 2024). Fourth, the standardization of employee well-being measurement instruments must become a strategic focus, especially in integrating digital, spiritual, and psychological dimensions in an adaptive and context-sensitive manner (Abdul-Majid et al., 2024; Lahmar et al., 2023). Fifth, future research should emphasize ethical values, spirituality, and human-centered principles in the design of flexible work systems, as a way to strengthen OC and promote models of human-centered organizations in HRM practices (Atiya et al., 2024; Fry et al., 2005).

Sixth, the scope of research outcomes should move beyond OC alone, encompassing other managerial outcomes such as organizational citizenship behavior (OCB), employee retention, innovative behavior, and organizational

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sustainability (Felsberger & Reiner, 2020; García-Tadeo et al., 2022). Finally, interdisciplinary approaches between management, industrial-organizational psychology, information technology, and work ethics are essential for designing research that is not only theoretically robust but also responsive to the practical challenges of 21st-century work. This systematic literature review contributes significantly to strengthening organizational theory and human resource management (HRM) practices in the era of well-being-oriented flexible work. The synthesis of relationships among work-life balance, remote work policy, flexible scheduling, employee well-being, and OC not only broadens conceptual horizons but also offers a foundation for more adaptive and sustainable strategic decision-making. Theoretically, the findings reaffirm the role of employee well-being as a central mediator in the relationship between flexible work policies and OC, while also reinforcing the relevance of the resource-based view (RBV) in positioning human resources as strategic assets (Barney, 1991; Pérez-Pérez et al., 2025). This study also supports Meyer and Allen's (1991) multidimensional commitment theory, with well-being as an antecedent of affective, normative, and continuance commitment. The integration of psychological, digital, spiritual, and structural dimensions enriches the theoretical context in addressing the challenges of modern organizations (Lahmar et al., 2023; Abdul-Majid et al., 2024). Furthermore, this contribution expands the development of human-centered design theory and sustainable HRM approaches (Mahdy et al., 2023; Sarangi & Kaushal, 2023).

Practically, the findings encourage organizations to design flexible work systems that are integrated with psychological support and collaborative technology infrastructure (Cerdá-Suárez et al., 2023; García-Tadeo et al., 2022). Workplace well-being programs must be developed multidimensionally, encompassing mental, spiritual, social, and digital aspects through intervention models such as Acceptance and Commitment Therapy (ACT) and Green HRM (Pérez-Pérez et al., 2025; Mahdy et al., 2023). The standardization of employee well-being measurement also emerges as a strategic necessity for strengthening employee retention and mitigating disengagement (Suwardi et al., 2023; Uniyal et al., 2022). Flexible work design should be accompanied by a collaborative and empathetic organizational culture to avoid risks such as technostress (Benítez-Márquez et al., 2023; Cerdá-Suárez et al., 2023), and must emphasize the importance of integrating digital well-being policies. Ultimately, sustainable organizational commitment must be fostered through inclusive approaches rooted in ethical and spiritual values. Alignment between personal values and organizational culture is proven to be a foundation for long-term loyalty and strong emotional attachment (Atiya et al., 2024; Lahmar et al., 2023).

CONCLUSION

This study presents a systematic synthesis of more than 77 recent scholarly sources exploring the relationships between work-life balance (WLB), remote work policy, flexible scheduling, and organizational commitment (OC), with employee well-being positioned as a strategic mediating variable. The findings indicate that all three forms of work flexibility consistently contribute to strengthening affective, normative, and continuance commitment, particularly in work environments that support holistic well-being. In general, WLB directly influences OC through emotional balance and alignment with personal values. Remote work policy exerts contextual influence shaped by technological design and organizational culture. Meanwhile, flexible scheduling enhances OC by improving engagement, job autonomy, and reducing psychosocial stress. Responses to the core research questions yield three main insights: First, the three flexible work policies complement one another in shaping OC, offering distinct but synergistic contributions to employee affect, satisfaction, and attachment. Second, employee well-being is validated as the principal mediator reinforcing the impact of flexibility policies on OC across physical, mental, spiritual, and digital dimensions. Third, conceptual gaps persist in the absence of multi-path mediation models, methodological limitations remain due to the dominance of cross-sectional designs, and there is an emerging opportunity to integrate newer themes—such as digital well-being, spiritual values, and organizational citizenship behavior—into the theoretical structure of OC. This SLR offers substantial theoretical contributions by integrating diverse conceptual and methodological approaches into a coherent scholarly narrative. The findings solidify the role of flexible work design and employee well-being as key determinants of OC, while also charting new directions for the development of HRM frameworks that are adaptive to the era of digital human-centricity and organizational sustainability.

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