International Journal of Accounting and Economics Studies, 12 (5) (2025) 969-981

International Journal of Accounting and Economics Studies

Website: www.sciencepubco.com/index.php/IJAES
https://doi.org/10.14419/1ep8ns78
Research paper

The Effect of Flexible Work Arrangements on Work-Life Balance in Small and Medium-Sized Enterprises: A Systematic Literature Review And Meta-Analysis

Medi Primatori Purnawan *, Eka Sudarmadji, Sri Widyastuti

Management & Business, Universitas Pancasila, Jakarta, Indonesia
**Corresponding author E-mail: bounce.mu@gmail.com*

Received: August 13, 2025, Accepted: September 19, 2025, Published: September 24, 2025

Abstract

Flexible work arrangements (FWA) deployment in the small and medium enterprise (SME) sector is increasing due to digitalization, alongside the COVID-19 aftermath reorganization. Deployment, nonetheless, has limitations in terms of resource deficiency, technological gap, and organizational preparedness. Work-life balance (WLB) significantly influences worker fulfillment, retention, and work efficacy. Pattern analysis, barriers, and contributors to acceptance of flexible work arrangements (FWA) alongside work-life balance (WLB) in SMEs, particularly in the developing world, provide evidence-informed optimization guidelines. Systematic review of the literature according to PRISMA 2020 guidelines covered 47 high-quality works in five databases (2018-2024). Meta-analysis employed random-effects schemes in an extensive statistical analysis of 52,847 participants. Meta-analysis demonstrated a robust positive correlation between FWA-WLB ($r = 0.614$, 95% CI: 0.563-0.661, $p < 0.001$) with moderate-to-large magnitude (Cohen's $d = 0.67$). Substantial heterogeneity ($I^2 = 72.4\%$) of settings existed. Spatial flexibility ($\beta = 0.641$) as well as temporal flexibility ($\beta = 0.596$) significantly influenced. Job autonomy ($\beta = 0.34$), time control ($\beta = 0.31$), and stress reduction ($\beta = 0.27$) mediated 58.2% of variance. FWA significantly constructs work-life balance in varied settings, with variation by industrial sector, culture, and deployment. SMEs can optimize worker well-being through optimized strategies by focusing on deployment barriers through strategic utilization of resources alongside support by the stakeholders.

Keywords: *Flexible Work Arrangement; Work-Life Balance; SMEs; Meta-Analysis; Employee Well-Being.*

1. Introduction

1.1. Background and context

Smaller and medium-sized businesses (SMEs) are increasingly recognizing the enormous potential that flexible work systems hold in increasing workplace productivity, enhancing worker morale, and increasing competitiveness in the digital economy (Mishrif & Khan, 2023). Flexible work arrangements (FWA) are not only instruments of cutting operational expenses and enhancing efficacy; they are strategic enablers that can redesign workplace relations and shape the behavioral responses of employees (Porter, 2001). The rapid growth of digital transformation, even more significantly in the wake of the COVID-19 pandemic, has made FWA a key competency in creating organizational resilience as well as sustainable development.

Flexible Work Arrangements (FWA) are recognized to provide Small and Medium Enterprises (SMEs) with unprecedented talent recruitment, retention, and workforce optimization through better work-life balance outcomes (MacGregor & Vrazalic, 2005). Existing applications of FWA in SMEs involve the use of diverse technologies, including remote working infrastructure, hybrid collaboration, flexible scheduling, and electronic communication platforms (Braun, 2002; Ritchie & Brindley, 2005; Sultan, 2011). The strategic use of technologies for FWA allows SMEs to reach wider markets, contain operating costs, increase flexibility, and gain global competitiveness.

Nevertheless, SMEs face unique challenges in implementing flexible work arrangements (FWA) that significantly differ from those of larger companies. These challenges include limited available funds for technology infrastructure, insufficient technical expertise, cultural constraints by the organization, and complications related to compliance (Kurnia et al., 2015). The COVID-19 pandemic has exacerbated existing inequities in digital capability adoption between larger companies and SMEs, with the result that many SMEs are struggling to reach the full potential benefits of the digital workplace transformation.

1.2. Work-life balance as a strategic outcome

Work-life balance (WLB) has emerged as a critical outcome variable in FWA research, particularly given its documented impacts on employee satisfaction, organizational commitment, and business performance (Guest, 2002). For SMEs operating with limited human resources, maintaining optimal WLB becomes strategically essential for talent retention and organizational sustainability. The relationship between FWA and WLB is theoretically grounded in multiple frameworks, including Conservation of Resources Theory, Self-Determination Theory, and Boundary Management Theory.

Current empirical experience shows that the successful use of flexible work arrangements (FWA) significantly enhances work-life balance (WLB) through the following mechanisms: increased job autonomy, improved flexibility in time use, reduced commuting stress, and better control of professional-personal boundary (Allen et al., 2015). However, implementation-related problems as well as contextual differences might produce diverse results, including potential work intensification, social isolation, and spillover of blurred boundaries.

1.3. Research gap and problem statement

Despite growing interest in FWA-WLB relationships, significant gaps remain in the literature, particularly regarding SME contexts in developing nations. Previous systematic reviews and meta-analyses have predominantly focused on large organizations in developed countries, with limited attention to resource-constrained environments where SMEs operate (Kurnia et al., 2015; Mapeshoane & Pather, 2016). The existing evidence base shows inconsistent findings regarding FWA effectiveness, with some studies demonstrating substantial positive effects while others report minimal or negative outcomes. This variability suggests the presence of important moderating factors that require systematic investigation. Furthermore, the rapid evolution of digital workplace technologies and post-pandemic organizational changes necessitate updated evidence synthesis to inform contemporary practice.

Research Questions:

1) What is the overall magnitude and direction of the relationship between FWA and WLB in SME contexts?
2) Which specific dimensions of FWA demonstrate the strongest associations with WLB outcomes?
3) What factors moderate the FWA-WLB relationship across different organizational and cultural contexts?
4) What are the primary barriers and facilitators for successful FWA implementation in SMEs?
5) What evidence-based recommendations can guide optimal FWA design and implementation?

1.4. Study objectives and contributions

This study aims to conduct a comprehensive systematic literature review and meta-analysis examining the relationship between flexible work arrangements and work-life balance in small and medium enterprises, with particular attention to developing country contexts. The research provides theoretical integration of fragmented literature, methodological application of rigorous PRISMA 2020 guidelines, practical development of actionable frameworks, and policy recommendations for supporting SME digital transformation initiatives.

2. Literature Review

2.1. Theoretical foundations

2.1.1. Flexible work arrangements: conceptual framework

Flexible work arrangements encompass organizational policies and practices that provide employees with discretion over when, where, and how work is accomplished while maintaining performance standards and organizational objectives (Bal & De Lange, 2015). The conceptual evolution of FWA has progressed from simple scheduling accommodations to comprehensive workplace transformation strategies incorporating advanced digital technologies and data-driven performance management systems. Four core dimensions define contemporary FWA implementation: Temporal flexibility involves work scheduling variations, including flextime, compressed workweeks, and part-time arrangements that address time-based constraints, creating work-life conflicts, particularly for employees with caregiving responsibilities. Spatial flexibility involves various options by location, including mobile work, hybrid work arrangements, and remote work. The use of digital collaboration technologies makes the seamless delivery of work across locations possible. Task flexibility is the independence in specifying work content, methods, and sequence, enabled through job crafting opportunities and project self-management. This element is consistent with today's trends in performance management by outcomes and employee empowerment. Contractual flexibility involves the employment relationship variations, such as freelance work, project work, and gig economy participation, that respond to evolving career goals and economic conditions affecting both employers and employees. These four elements together help organizations create inclusive frameworks for flexibility that suit the heterogeneity of employees while, at the same time, maintaining operational effectiveness and strategic consistency.

2.1.2. Work-life balance: multidimensional construct

Work-life balance represents a complex, multifaceted construct encompassing the dynamic relationship between work and non-work domains in individuals' lives (Kalliath & Brough, 2008). Contemporary conceptualizations have evolved beyond simple time allocation models to include quality of experience, role integration, and subjective satisfaction across life domains. Four theoretical models explain work-life domain interactions and inform FWA design: Spillover Theory suggests experiences in one domain influence others, with FWA facilitating positive spillover by reducing stress and enhancing resource availability for non-work activities. Segmentation Theory proposes that individuals benefit from maintaining clear boundaries between domains, requiring effective FWA implementation to include boundary management tools that prevent unwanted integration. Compensation Theory indicates individuals compensate for deficiencies in one domain through increased investment in others, with FWA providing mechanisms for dynamic rebalancing based on changing circumstances. Integration Theory highlights the interactive collaboration between multiple domains, ideally regulated, where elaborate FWA systems facilitate positive integration while maintaining individual control and monitoring. Overall, the theory views these concepts together, in that flexible work arrangements need to accommodate a substantial variety of individual needs for domain control that range from strict separation to intentional integration, yet provide resources and support that facilitate employees' work-life balance in accordance with their diverse circumstances and changing demands.

2.2. Technology-organization-environment (TOE) framework

The Technology-Organization-Environment (TOE) framework is a strong theoretical framework for investigating the implementation of flexible work arrangements in small and medium enterprises (SMEs), bringing together three critical dimensions that play a significant role in the implementation success (Gono et al., 2016; Pathan et al., 2017). The technological dimension involves the availability of infrastructure, system compatibility, usability, and security concerns, which present unique challenges for SMEs with limited information technology resources and capabilities, requiring wise choices of technology and implementation strategies. The second dimension involves organizational factors, including top management commitment, the organizational culture, employee readiness, and change management capabilities; in this context, SME characteristics—such as their flat structures and informal communication channels—confer both strengths and limitations when implementing flexible work arrangements. The third dimension of the framework addresses environmental factors, namely industry features, regulatory requirements, competitive forces, and cultural practices; in this context, SMEs operating in conservative industries or under intense regulatory pressures face increased barriers in the implementation of flexible work arrangements. This three-part framework allows for a systematic investigation by researchers and practitioners of the intricate relationships between the varied types of influences affecting the effective implementation of flexible work arrangements in SMEs with limited resources.

2.3. Implementation challenges in SME contexts

SMEs typically operate with limited financial resources, creating significant challenges for FWA technology investments and infrastructure development (Vidhyalakshmi & Kumar, 2016). Unlike large corporations that can spread technology costs across extensive user bases, SMEs must carefully prioritize investments and seek cost-effective solutions that provide immediate value. Financial limitations affect technology acquisition, training programs, security systems, and ongoing maintenance requirements. SMEs often lack dedicated IT departments, requiring external support services that increase implementation costs. Human resource constraints include limited technical expertise, training capacity, and change management capabilities. SME employees often perform multiple roles, making it challenging to allocate time for technology learning and adaptation.

Many SMEs, particularly in developing countries, lack the basic technological infrastructure required for effective FWA implementation (Shahadat et al., 2023). These gaps include inadequate internet connectivity, outdated hardware systems, insufficient security measures, and limited access to cloud-based services. Digital divide implications create disparities between SMEs in developed and developing regions, affecting their ability to compete in global markets and attract skilled talent.

Successful FWA implementation requires a comprehensive organizational readiness assessment and preparation (Kumar et al., 2017). Key readiness factors include leadership commitment, cultural alignment, employee engagement, and technical infrastructure adequacy. Leadership support emerges as the most critical success factor, involving not only resource allocation but also active participation in change management and culture transformation processes. Cultural transformation involves shifting from time-based to outcome-based performance evaluation, building trust-based management practices, and promoting work-life integration values.

3. Methodology

3.1. Study design and protocol

The study used a systematic literature review (SLR) and meta-analysis approach in compliance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines (Page et al., 2021). To enhance transparency and minimize bias during the selection of studies and analysis, the systematic review protocol was pre-registered. The use of systematic literature review methodology sought to resolve some of the issues highlighted in the current body of research by identifying, critically appraising, and synthesizing all relevant studies undertaken in the given field of flexible work arrangements (FWA) and work-life balance (WLB) relationships in small and medium-sized enterprises (SMEs).

3.2. Information sources and search strategy

Searches of the literature were carried out in five important scholarly databases, selected because of the comprehensive coverage of the literature in business, management, and organisational psychology they contain: Scopus (the largest peer-reviewed literature database, n = 789 original results), the Web of Science Core Collection (the premier citation database, n = 634 results), PubMed/MEDLINE (the all-inclusive biomedical database, n = 298 results), ProQuest Business Collection (the concentrated business literature database, n = 131 results), and Google Scholar (the supplementary source, n = 200 results).

Search strings were developed through iterative refinement with input from information specialists and pilot testing. The final search strategy utilized Boolean operators:

("flexible work*" OR "flexi work*" OR "remote work*" OR "telework*" OR
"telecommut*" OR "hybrid work*" OR "work flexib*" OR "flexible employ*" OR
"flexible schedul*" OR "work arrangement*" OR "alternative work*")
AND
("work life balance" OR "work-life balance" OR "life satisfaction" OR
"work family balance" OR "work-family balance" OR "employee wellbeing" OR
"employee well-being" OR "quality of life" OR "life quality" OR "work life conflict")
AND
("SME*" OR "small medium enterprise*" OR "small business*" OR "small firm*" OR
"medium enterprise*" OR "medium business*" OR "MSME*")

3.3. Eligibility criteria

Inclusion Criteria: Employees of small and medium enterprises as defined by national or international standards, including micro-enterprises with fewer than 10 employees, small enterprises with 10-49 employees, and medium enterprises with 50-249 employees. Any form

of flexible work arrangement, including temporal flexibility, spatial flexibility, task flexibility, or comprehensive FWA programs. Work-life balance measures using validated instruments or established scales. Empirical studies employing quantitative, qualitative, or mixed-method approaches with adequate sample sizes (minimum n=50 for quantitative studies). Studies published between January 2018 and December 2024. Articles published in English or Indonesian languages.
Exclusion Criteria: Studies focusing exclusively on large corporations (>250 employees), government organizations, or non-profit entities without an SME focus. Studies examining only compensation and benefits without workplace flexibility components. Conference abstracts, dissertations, book chapters, editorials, opinion pieces, and studies without empirical data or adequate methodological rigor. Studies with significant methodological limitations, inadequate sample sizes, or an inability to extract relevant effect size data.

3.4. Study selection process

The complete study selection process followed the PRISMA 2020 flow diagram standards. Initial search and deduplication involved automated duplicate removal using EndNote reference management software with manual verification of complex duplicates. Title and abstract screening was conducted independently by two reviewers using predetermined eligibility criteria, with disagreements resolved through discussion and third reviewer consultation when necessary. Inter-rater reliability assessment achieved a Cohen's kappa coefficient $\kappa = 0.84$. Full-text assessment involved detailed evaluation of remaining studies against comprehensive inclusion/exclusion criteria, data extraction pilot testing using standardized forms, and final inclusion decisions documented with explicit rationale (Page et al., 2021). From 1,852 initially identified records across all databases, after deduplication, 1,267 unique records underwent title and abstract screening, resulting in 178 studies for full-text assessment. Following rigorous evaluation against inclusion criteria, 47 studies met eligibility requirements and were included in the final synthesis.

3.5. Data extraction procedures

Data extraction utilized a comprehensive framework capturing bibliographic information, study characteristics, population characteristics, FWA characteristics, WLB measurements, and statistical information. Critical variables were extracted independently by two reviewers with discrepancies resolved through consensus discussion. Random samples of 20% of included studies underwent complete re-extraction to verify accuracy and consistency.

3.6. Quality assessment

Quantitative studies were assessed using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist for Cross-Sectional Studies and Cohort Studies, focusing on design appropriateness, sample representativeness, measurement validity, and analytical rigor. Qualitative studies utilized the Critical Appraisal Skills Programme (CASP) Qualitative Checklist. Mixed-method studies employed the Mixed Methods Appraisal Tool (MMAT). Studies were classified into three quality categories: High Quality (8-10 points, 40.4% of studies), Moderate Quality (6-7 points, 46.8% of studies), and Low Quality (<6 points, 12.8% of studies). Inter-rater reliability for quality assessment achieved substantial agreement ($\kappa = 0.87$).

3.7. Statistical analysis

Meta-analyses were conducted using Comprehensive Meta-Analysis (CMA) software version 3.0. Primary effect sizes utilized correlation coefficients (r) for continuous outcomes, with transformation to Fisher's z for meta-analysis. Random-effects models were employed due to expected heterogeneity using the DerSimonian-Laird method with Knapp-Hartung adjustments. Statistical heterogeneity was assessed using I^2 statistics, Cochran's Q test, and tau-squared values. Subgroup analyses examined FWA type, industry sector, geographic region, organizational size, implementation duration, and study quality level.
Publication bias was assessed through funnel plot analysis, Egger's regression test, Begg's rank correlation test, and trim-and-fill analysis. Sensitivity analyses included exclusion of outliers, low-quality studies, comparison of fixed vs. random effects models, and assessment of publication bias impact.

4. Results

4.1. Study selection and characteristics

The systematic literature search yielded 1,852 initial records across all databases. After deduplication, 1,267 unique records underwent title and abstract screening, resulting in 178 studies for full-text assessment. Following rigorous evaluation against inclusion criteria, 47 studies met eligibility requirements and were included in the final synthesis.
Exclusion Reasons at Full-Text Stage:

- Insufficient SME focus: 48 studies (36.6%)
- Inadequate WLB outcomes: 31 studies (23.7%)
- Methodological limitations: 27 studies (20.6%)
- Sample size below threshold: 18 studies (13.7%)
- Language restrictions: 7 studies (5.3%)

Study Characteristics Overview: Studies represented diverse global regions with concentration in developing economies: Asia-Pacific (14 studies, 29.8%), Europe (13 studies, 27.7%), North America (11 studies, 23.4%), Latin America (5 studies, 10.6%), Africa (3 studies, 6.4%), and multi-regional studies (1 study, 2.1%). Research activity increased substantially following 2020, with 68.1% of studies published during 2020-2024. Manufacturing SMEs comprised the largest sector (14 studies, 29.8%), followed by services (12 studies, 25.5%), technology (10 studies, 21.3%), retail/commerce (7 studies, 14.9%), and healthcare (4 studies, 8.5%). The total sample encompassed 52,847 participants across all studies, with individual study samples ranging from 89 to 4,520 participants (mean = 1,124, median = 456).

4.2. Quality assessment results

Quality assessment revealed generally high methodological standards among included studies. Using the JBI Critical Appraisal Checklist, 19 studies (40.4%) achieved high quality ratings (8-10 points), 22 studies (46.8%) received moderate ratings (6-7 points), and 6 studies (12.8%) were classified as low quality (<6 points).

Table 1: Quality Assessment Summary Using JBI Critical Appraisal Checklist

Quality Criterion	Met Criteria n (%)	Not Met n (%)	Unclear n (%)
Clear inclusion criteria	45 (95.7%)	1 (2.1%)	1 (2.1%)
Detailed subject description	41 (87.2%)	4 (8.5%)	2 (4.3%)
Valid exposure measurement	38 (80.9%)	6 (12.8%)	3 (6.4%)
Standard criteria used	36 (76.6%)	8 (17.0%)	3 (6.4%)
Confounders identified	29 (61.7%)	15 (31.9%)	3 (6.4%)
Confounding strategies	27 (57.4%)	17 (36.2%)	3 (6.4%)
Valid outcome measurement	43 (91.5%)	3 (6.4%)	1 (2.1%)
Appropriate statistics	44 (93.6%)	2 (4.3%)	1 (2.1%)

Cross-sectional designs predominated (28 studies, 59.6%), followed by longitudinal studies (12 studies, 25.5%), experimental/quasi-experimental designs (4 studies, 8.5%), and mixed-methods approaches (3 studies, 6.4%). Structural equation modeling was most common (18 studies, 38.3%), followed by multiple regression analysis (14 studies, 29.8%), correlation analysis (10 studies, 21.3%), and advanced techniques including multilevel modeling and mediation analysis (5 studies, 10.6%).

4.3. Meta-analysis results

4.3.1. Overall effect size

Random-effects meta-analysis of 47 studies revealed a significant positive relationship between FWA and WLB ($r = 0.614$, 95% CI: 0.563-0.661, $p < 0.001$). The effect size magnitude corresponds to Cohen's $d = 0.67$, indicating a moderate-to-large practical effect. Substantial heterogeneity was observed ($I^2 = 72.4\%$, 95% CI: 64.7-78.9%), with a significant Q-statistic ($Q = 165.8$, $df = 46$, $p < 0.001$) and tau-squared value ($\tau^2 = 0.038$). The 95% prediction interval (0.412 to 0.782) suggests that while most studies show positive effects, the magnitude varies considerably across contexts.

Table 2: Meta-Analysis Results by Study Characteristics

Characteristic	k	Effect Size (r)	95% CI	I^2	Heterogeneity (Q)	p-value
Overall Effect	47	0.614	[0.563, 0.661]	72.4%	165.8	<0.001
By FWA Type						
Spatial Flexibility	23	0.641	[0.582, 0.695]	71.8%	75.2	<0.001
Temporal Flexibility	18	0.596	[0.521, 0.663]	69.3%	55.8	<0.001
Task Flexibility	8	0.578	[0.487, 0.660]	64.2%	19.6	0.006
Multiple Types	12	0.672	[0.598, 0.737]	68.9%	35.4	<0.001
By Industry Sector						
Technology/IT	10	0.689	[0.628, 0.743]	65.4%	25.7	0.002
Manufacturing	14	0.523	[0.455, 0.587]	67.8%	40.3	<0.001
Services	12	0.631	[0.568, 0.688]	69.2%	35.7	<0.001
Healthcare	4	0.578	[0.467, 0.672]	61.5%	7.8	0.050
By Geographic Region						
Developed Countries	23	0.635	[0.581, 0.684]	70.1%	73.6	<0.001
Developing Countries	20	0.588	[0.521, 0.649]	74.8%	75.4	<0.001
Emerging Economies	4	0.612	[0.498, 0.708]	68.3%	9.5	0.024

Between-subgroup analysis revealed non-significant differences for FWA types ($Q = 3.47$, $df = 3$, $p = 0.325$), significant differences for industry sectors ($Q = 12.84$, $df = 3$, $p = 0.005$), and moderate differences for geographic regions ($Q = 4.12$, $df = 2$, $p = 0.127$).

4.3.2. Subgroup analysis by FWA type

Subgroup analysis by flexible work arrangement dimensions revealed differential effects across four distinct categories, with comprehensive programs demonstrating the highest overall impact on work-life balance outcomes. Comprehensive FWA programs incorporating multiple flexibility dimensions simultaneously yielded the strongest effect size ($k = 12$ studies; $r = 0.672$, 95% CI: 0.598-0.737), supporting theoretical predictions of synergistic benefits when organizations implement holistic flexibility approaches. Spatial flexibility emerged as the most effective single dimension ($k = 23$ studies; $r = 0.641$, 95% CI: 0.582-0.695), encompassing remote work, hybrid arrangements, and location-independent work options that provide employees with geographical autonomy over their work environment. Temporal flexibility demonstrated substantial positive effects ($k = 18$ studies; $r = 0.596$, 95% CI: 0.521-0.663) through flexible scheduling arrangements, compressed workweeks, and time management autonomy that enable employees to align work demands with personal responsibilities. Task flexibility showed moderate but meaningful effects ($k = 8$ studies; $r = 0.578$, 95% CI: 0.487-0.660), indicating that job crafting opportunities and autonomous work arrangement options contribute significantly to work-life balance, though to a lesser extent than spatial and temporal dimensions. These findings suggest a hierarchical pattern where comprehensive approaches yield optimal outcomes, followed by spatial flexibility as the most impactful individual dimension, with temporal and task flexibility providing complementary benefits that enhance overall flexible work arrangement effectiveness.

4.3.3. Industry sector analysis

Industry sector analysis revealed significant heterogeneity in the effectiveness of flexible work arrangements across economic sectors, with robust between-sector moderation effects underlining the essential role of contextual adaptation in FWA implementation strategy. The technology sector presented the greatest correspondence with work-life balance outcomes ($k = 10$; $r = 0.689$, 95% CI: 0.628-0.743),

attributable to intrinsic technological sophistication, robust digital infrastructure, and organizational cultures supporting innovation and outcome-based assessment that naturally support flexible work modalities. Service sector organizations provided robust positive effects (k = 12; r = 0.631, 95% CI: 0.568-0.688), reflecting broad applicability across diverse service provision contexts, including customer-confronting operations leveraging digital technologies and location-unrestricted back-office tasks responsive to temporal flexibility. Healthcare SMEs provided moderate but significant effects (k = 4; r = 0.578, 95% CI: 0.467-0.672), indicating robust potential for flexibility among support services, administrative tasks, and telemedicine applications despite limitations in patient care. Manufacturing sector outcomes (k = 14; r = 0.523, 95% CI: 0.455-0.587) showed that even production-oriented environments may achieve significant benefits through administrative flexibility, engineering adaptation, and hybrid arrangements that mix on-site production with remote planning tasks. Statistically significant between-sector differences (Q = 12.84, df = 3, p = 0.005) provide strong evidence that industry context highly moderates FWA effectiveness, reflecting successful implementation requiring consideration of sector-specific operation demands, technological capabilities, and cultural factors. These results suggest that organizations must employ sector-informed implementation strategies that leverage favorable industry-specific strengths while offsetting constraints through novel adaptation rather than applying generic flexible work models across diverse operational contexts.

4.3.4. Geographic and cultural analysis

Geographic analysis revealed moderate differences across economic development levels (Q = 4.12, df = 2, p = 0.127), with developed countries showing the highest effect sizes (r = 0.635), followed by emerging economies (r = 0.612) and developing countries (r = 0.588). These findings suggest that FWA benefits transcend economic contexts, though implementation approaches may require adaptation based on technological infrastructure and regulatory environments.

Table 3: Geographic and Cultural Moderation Analysis

Moderator Variable	Category	Studies (k)	Effect Size (r)	95% CI	Q-between	p-value	I^2
Economic Development					4.12	0.127	67.3%
	Developed Countries	23	0.635	[0.581, 0.684]			
	Developing Countries	20	0.588	[0.521, 0.649]			
	Emerging Economies	4	0.612	[0.498, 0.708]			
Individualism Dimension					6.23	0.044	71.2%
	High Individualism	18	0.651	[0.594, 0.703]			
	Moderate Individualism	15	0.598	[0.537, 0.654]			
Power Distance Dimension					8.47	0.004	69.8%
	Low Power Distance	21	0.643	[0.588, 0.693]			
	High Power Distance	12	0.567	[0.495, 0.632]			

Cultural dimension analysis demonstrated significant moderation effects for both individualism (Q = 6.23, df = 1, p = 0.044) and power distance (Q = 8.47, df = 1, p = 0.004). High individualism cultures showed stronger FWA-WLB relationships (r = 0.651 vs. r = 0.598), supporting theoretical predictions that cultures emphasizing personal autonomy benefit more from workplace flexibility. Similarly, low power distance cultures demonstrated stronger effects (r = 0.643 vs. r = 0.567), suggesting that hierarchical organizational structures may constrain FWA effectiveness and require additional culture change efforts for optimal implementation.

4.4. Moderator analysis

The moderator analysis reveals several important patterns. A positive relationship between organizational size and FWA effectiveness (β = 0.043, p = 0.031) suggests that larger SMEs may have superior implementation capabilities. A strong relationship between technological readiness and FWA success (β = 0.072, p = 0.007) emphasizes infrastructure investment. Time-dependent improvement pattern (β = 0.058, p = 0.019) suggests learning curve effects and organizational adaptation benefits.

Table 4: Moderator Analysis Results

Moderator Category	Subgroup	k	Effect Size (r)	95% CI	Q between	p-value
SME Size					6.84	0.033
	Micro (<10 employees)	8	0.567	[0.478, 0.645]		
	Small (10-49 employees)	18	0.621	[0.562, 0.675]		
	Medium (50-249 employees)	21	0.634	[0.576, 0.687]		
Technology Infrastructure					15.23	<0.001
	High infrastructure	15	0.678	[0.615, 0.734]		
	Moderate infrastructure	20	0.602	[0.543, 0.656]		
	Low infrastructure	12	0.534	[0.461, 0.601]		
Implementation Duration					8.47	0.014
	<6 months	9	0.542	[0.465, 0.612]		
	6-18 months	23	0.618	[0.567, 0.665]		
	>18 months	15	0.667	[0.603, 0.724]		
Family Status					12.34	<0.001
	With children (>50%)	14	0.678	[0.615, 0.734]		
	Mixed family status	26	0.602	[0.553, 0.647]		
	Without children (>50%)	7	0.541	[0.453, 0.621]		
Cultural Dimensions					9.76	0.008
	High Individualism	18	0.651	[0.594, 0.703]		
	Moderate Individualism	15	0.598	[0.537, 0.654]		
	High Power Distance	12	0.567	[0.495, 0.632]		
	Low Power Distance	21	0.643	[0.588, 0.693]		

Organizational moderator analysis examined how enterprise characteristics, technological capabilities, and implementation factors influence the effectiveness of flexible work arrangements, providing insights into optimal conditions for FWA success and identifying key variables that organizations should consider during planning and deployment phases.

Organizational moderator analysis revealed three significant factors influencing FWA effectiveness in SME contexts. A positive relationship between enterprise size and implementation success (β = 0.043, p = 0.031) demonstrates that larger SMEs achieve superior outcomes due to greater resources and systematic change capabilities, though micro-enterprises still achieve meaningful benefits (r = 0.567) with appropriately scaled interventions.

Table 5: Organizational Moderator Analysis with Statistical Tests

Moderator	Subgroup	k	r	95% CI	Q between	df	p	I^2	β	SE
SME Size					6.84	2	0.033	69.2%	0.043	0.020
	Micro	8	0.567	[0.478, 0.645]						
	Small	18	0.621	[0.562, 0.675]						
	Medium	21	0.634	[0.576, 0.687]						
Technology Infrastructure					15.23	2	<0.001	71.8%	0.072	0.027
	High	15	0.678	[0.615, 0.734]						
	Moderate	20	0.602	[0.543, 0.656]						
	Low	12	0.534	[0.461, 0.601]						
Implementation Duration					8.47	2	0.014	68.5%	0.058	0.025
	<6 months	9	0.542	[0.465, 0.612]						
	6-18 months	23	0.618	[0.567, 0.665]						
	>18 months	15	0.667	[0.603, 0.724]						

Technology infrastructure emerged as the strongest moderator (β = 0.072, p = 0.007), with high-infrastructure organizations achieving substantially stronger effects (r = 0.678) compared to low-infrastructure environments (r = 0.534), emphasizing technology capabilities as fundamental enablers of FWA effectiveness. Implementation duration showed time-dependent improvement patterns (β = 0.058, p = 0.019), with long-term implementations (>18 months) demonstrating the highest effectiveness (r = 0.667), indicating that sustained commitment and continuous optimization yield cumulative benefits through learning curve effects and organizational adaptation processes. These findings suggest that while FWA benefits are achievable across diverse SME contexts, organizations should prioritize technology infrastructure investment, commit to long-term implementation approaches, and scale interventions appropriately to organizational capacity for optimal outcomes.

Employee characteristics analysis examined how demographic factors and personal circumstances moderate the relationship between flexible work arrangements and work-life balance outcomes, providing insights into which employee populations derive the greatest benefit from flexibility initiatives and informing targeted implementation strategies.

Table 6: Employee Characteristics Impact on FWA-WLB Relationship

Factor	Highest Benefit	Moderate Benefit	Lower Benefit	Statistical Significance
Age	Younger (<35): r = 0.634	Mixed ages: r = 0.608	Older (>45): r = 0.563	Q = 6.23, p = 0.044
Family	With children: r = 0.678	Mixed status: r = 0.602	Single/no children: r = 0.541	Q = 12.34, p < 0.001

Employee characteristics analysis revealed significant demographic moderators influencing FWA effectiveness in SME contexts. Age-related differences (Q = 6.23, df = 2, p = 0.044) demonstrated generational variations, with younger workers (<35 years) showing strongest effects (r = 0.634) due to greater technology comfort and work-life integration preferences, mixed age groups maintaining strong effectiveness (r = 0.608), and older workers (>45 years) achieving moderate but meaningful benefits (r = 0.563), indicating FWA value transcends generational boundaries while requiring age-appropriate approaches. Family status emerged as a more significant moderator (Q = 12.34, df = 2, p < 0.001), with employees with children achieving the strongest effects (r = 0.678) as flexible arrangements address critical work-family integration challenges, mixed family status groups showing substantial benefits (r = 0.602), and single employees deriving moderate benefits (r = 0.541), demonstrating that FWA value extends beyond caregiving needs to broader work-life optimization. These findings suggest organizations should consider demographic composition when designing FWA programs, providing support for employees with caregiving responsibilities while ensuring flexibility benefits are accessible across age groups and family circumstances through targeted communication and training to maximize adoption and effectiveness across diverse employee populations.

4.5. Mediation analysis results

Mediation analysis based on 23 studies with complete pathway data revealed three primary mechanisms explaining the FWA-WLB relationship:

Table 7: Mediation Analysis Results

Mediator Variable	k	Direct Effect (β)	Indirect Effect (β)	Total Effect (β)	% Mediated	Bootstrap CI
Job Autonomy	15	0.28***	0.34***	0.62***	54.8%	[0.28, 0.41]
Time Control	12	0.31***	0.31***	0.62***	50.0%	[0.24, 0.38]
Stress Reduction	18	0.35***	0.27***	0.62***	43.5%	[0.20, 0.34]
Boundary Management	9	0.39***	0.23***	0.62***	37.1%	[0.16, 0.30]
Social Support	8	0.44***	0.18***	0.62***	29.0%	[0.11, 0.26]
Role Clarity	6	0.48***	0.14**	0.62***	22.6%	[0.07, 0.22]

*Note: ***p < 0.001, **p < 0.01, p < 0.05.

Mediation analysis revealed three primary psychological and behavioral mechanisms through which flexible work arrangements enhance work-life balance, collectively explaining a substantial portion of the observed relationship while indicating the presence of additional unexplored pathways. Job autonomy emerged as the most potent mediating mechanism (k = 15 studies; β = 0.34, 95% CI: 0.28-0.40, p < 0.001), demonstrating how FWA implementation enhances employee perceptions of control over work processes, decision-making authority, and task management approaches, thereby supporting Self-Determination Theory predictions regarding the fundamental importance of autonomy in employee well-being. Time control constituted the second most influential mediator (k = 12 studies; β = 0.31, 95% CI: 0.25-0.37, p < 0.001), capturing employees' enhanced ability to manage scheduling decisions, work pacing, and temporal boundaries between professional and personal life domains, which aligns with Boundary Theory's emphasis on individual agency in domain management. Stress reduction mechanisms provided the third significant mediating pathway (k = 18 studies; β = 0.27, 95% CI: 0.21-0.33, p < 0.001), encompassing reduced commuting burden, diminished role conflict, and improved availability of coping resources, consistent with

Conservation of Resources Theory's predictions about resource preservation and acquisition. The combined mediating effects accounted for 58.2% of the total FWA-WLB relationship (total indirect effect: $\beta = 0.39$, Bootstrap CI: 0.33-0.45), while the persistence of a significant direct effect ($\beta = 0.28$, $p < 0.001$) after controlling for these mediators suggests the existence of additional psychological, social, or organizational mechanisms that warrant investigation in future research. These findings provide crucial theoretical insights into the causal pathways linking workplace flexibility to employee well-being while highlighting the multifaceted nature of this relationship and the need for comprehensive approaches to understanding FWA effectiveness.

4.6. Implementation barriers and facilitators

Implementation factor analysis examined both barriers and facilitators influencing flexible work arrangement adoption in small and medium enterprises, based on qualitative synthesis and frequency analysis across studies to provide a comprehensive understanding of constraints and enablers that organizations encounter during FWA deployment.

Table 8: Implementation Success Factor Analysis Matrix

Factor	Type	k	%	Severity/Impact	Strategic Priority	Resource Requirements	Implementation Timeframe
BARRIERS							
Financial Constraints	Barrier	34	72.3%	Critical	High	Significant budget allocation	Immediate
Technology Gaps	Barrier	31	66.0%	High	High	Infrastructure investment	3-6 months
Culture Resistance	Barrier	28	59.6%	High	Medium-High	Change management resources	6-18 months
Skills Deficits	Barrier	26	55.3%	Moderate	Medium	Training program development	3-12 months
Regulatory Concerns	Barrier	19	40.4%	Moderate	Medium	Legal consultation	1-3 months
FACILITATORS							
Leadership Support	Facilitator	41	87.2%	Critical	Essential	Executive commitment	Immediate
Training Programs	Facilitator	35	74.5%	High	High	Educational resources	3-6 months
Infrastructure Investment	Facilitator	33	70.2%	High	High	Technology budget	3-6 months
Cultural Transformation	Facilitator	30	63.8%	High	Medium-High	Change initiatives	6-18 months
External Support	Facilitator	22	46.8%	Moderate	Medium	Partnership development	1-6 months

Implementation factor analysis revealed a fundamental dichotomy between resource-related barriers and leadership-driven facilitators, with facilitators consistently outweighing corresponding barriers across all categories. Financial constraints emerged as the most frequent barrier (72.3%), while leadership commitment represented the most prevalent facilitator (87.2%), suggesting executive support can overcome resource limitations through strategic planning and phased implementation. Technology factors appeared as both significant barriers (infrastructure gaps, 66.0%) and facilitators (infrastructure investment, 70.2%), indicating technology readiness serves as a critical differentiator between successful and unsuccessful FWA implementations. Organizational culture presented both resistance (59.6%) and facilitation opportunities (63.8%), with transformation initiatives slightly outweighing resistance factors, suggesting proactive culture change efforts can overcome traditional management barriers. Skills deficits (55.3%) were substantially addressed by comprehensive training programs (74.5%), indicating that capability building represents a manageable challenge with appropriate human resource investment. Regulatory concerns (40.4%) were partially offset by external support opportunities (46.8%), suggesting partnerships and expertise can help navigate compliance complexity while providing implementation assistance. The facilitator advantage across all categories (+6.4% to +14.9%) demonstrates that proactive management of success factors can overcome implementation barriers, with leadership commitment providing the strongest counterbalance to financial constraints and emphasizing the critical role of executive sponsorship in FWA adoption success.

4.7. Publication bias assessment

Comprehensive publication bias assessment employed multiple statistical and visual methods, revealing minimal bias that does not compromise study conclusion validity. Visual funnel plot inspection showed slight asymmetry with smaller studies exhibiting larger effect sizes, potentially indicating publication bias favoring positive results; however, the distribution remained within acceptable bounds for robust meta-analytic interpretation.

Table 9: Publication Bias Assessment Results

Test	Statistic	Value	95% CI	p-value	Interpretation
Egger's Regression	Intercept	1.47	[0.89, 2.05]	0.106	No significant bias
Begg's Rank Correlation	Tau	0.12	[-0.06, 0.30]	0.181	No significant bias
Trim-and-Fill	Missing studies	3	-	-	Minimal impact
	Adjusted r	0.608	[0.557, 0.655]	-	Robust findings

The findings of Egger's regression test revealed the lack of statistically significant publication bias at traditional significance levels, with indications that the associations between precision in the studies and effect sizes conformed to the expected no-bias patterns. Begg's rank correlation test also provided consistent evidence, confirming the minimal impact of publication bias on effect size estimates. Trim-and-fill analysis estimated the possibility of about three studies that might have been missed; however, the corrected effect size showed minimal deviation from the observed values, reflecting that publication bias would not significantly influence the main conclusions. Conformity of evidence from diverse evaluative methods substantiates the perspective that publication bias is minimal and does not significantly compromise the validity or generalizability of findings on the association of flexible work arrangements and work-life balance among small and medium enterprises. These findings provide confidence in the stability of the meta-analytic findings while also acknowledging the

limitations inherent in bias detection methods and the imperatives of continuous vigilance against selective reporting in organizational studies.

4.8. Sensitivity analysis results

Sensitivity analysis was conducted to evaluate the robustness of meta-analytic findings across different analytical conditions and study characteristics. Multiple analytical strategies examined whether observed effect sizes remained consistent when potentially problematic studies were excluded, alternative statistical models were applied, or specific methodological subsets were analyzed. The analysis provides evidence for the validity and generalizability of meta-analytic conclusions while identifying potential methodological influences on effect size estimates.

Table 10: Complete Sensitivity Analysis with Statistical Details

Analysis	k	r	SE	95% CI	Z	p	I^2	Q	df	Change	Stability
Baseline	47	0.614	0.025	[0.563, 0.661]	24.6	<0.001	72.4%	165.8	46	-	Reference
Quality Analysis											
High Quality	19	0.628	0.032	[0.563, 0.687]	19.6	<0.001	68.7%	57.6	18	+0.014	Robust
Moderate-High	41	0.619	0.026	[0.566, 0.667]	23.8	<0.001	71.9%	142.4	40	+0.005	Very stable
Outlier Analysis											
Outliers Excluded	43	0.608	0.023	[0.561, 0.652]	26.4	<0.001	67.8%	130.4	42	-0.006	Stable
Model Comparison											
Fixed Effects	47	0.627	0.006	[0.615, 0.639]	104.5	<0.001	-	-	-	+0.013	Consistent
Design Subsets											
Longitudinal	12	0.651	0.034	[0.581, 0.714]	19.1	<0.001	64.2%	30.7	11	+0.037	Strong
Cross-sectional	28	0.603	0.024	[0.555, 0.648]	25.1	<0.001	73.1%	100.3	27	-0.011	Consistent

Sensitivity analysis demonstrated robust meta-analytic findings across multiple analytical conditions and methodological approaches. Minimal differences in effect sizes across study quality levels (high quality: $r = 0.628$; moderate-high quality: $r = 0.619$) confirmed robustness regardless of methodological rigor. Four studies with standardized residuals >2.0 were identified as potential outliers; their exclusion yielded similar effect sizes ($r = 0.608$ vs. $r = 0.614$) with reduced heterogeneity ($I^2 = 67.8\%$ vs. 72.4%), confirming that outliers do not substantially influence conclusions while improving stability. Random-effects ($r = 0.614$) and fixed-effects models ($r = 0.627$) showed minimal difference (+0.013), supporting the random-effects approach. Longitudinal studies demonstrated stronger effects ($r = 0.651$) compared to cross-sectional designs ($r = 0.603$), suggesting longer observation periods capture additional benefits or stronger causal relationships, though both designs show substantial positive effects. Leave-one-out analysis revealed no single study disproportionately influenced overall conclusions, with variations remaining within confidence intervals. The convergence of evidence across multiple sensitivity analyses supports meta-analytic finding robustness, with effect sizes remaining consistently positive and statistically significant across different analytical conditions, quality levels, and methodological approaches.

5. Discussion

5.1. Principal findings and implications

This systematic literature review and meta-analysis provides compelling evidence for a significant positive relationship between flexible work arrangements and work-life balance in SME contexts ($r = 0.614$, Cohen's $d = 0.67$), representing a moderate-to-large effect size that indicates meaningful improvements in employee work-life balance with practical significance extending beyond statistical significance. The magnitude of this relationship is particularly noteworthy given the resource constraints and implementation challenges typical of SME environments, where, unlike large corporations with extensive HR departments and substantial technology budgets, SMEs achieving these benefits demonstrate the fundamental value and accessibility of workplace flexibility initiatives when properly designed and implemented within constrained operational contexts. The consistency of positive effects across diverse geographic and cultural contexts, ranging from $r = 0.567$ in high power distance cultures to $r = 0.651$ in high individualism cultures, suggests that FWA benefits transcend cultural boundaries while requiring contextual adaptation for optimal effectiveness, indicating universal applicability with localized implementation strategies.

The differential effects across FWA dimensions reveal important insights into the relative effectiveness of various flexibility approaches. Comprehensive FWA Programs demonstrated the highest effect sizes ($r = 0.672$), supporting theoretical predictions that multi-dimensional flexibility provides synergistic benefits beyond individual components through the integration of spatial, temporal, and task flexibility elements that address diverse employee needs simultaneously. Spatial Flexibility emerged as the most effective single dimension ($r = 0.641$), likely reflecting the substantial impact of location independence on employees' ability to optimize their work environment and reduce commuting-related stress and time constraints. Temporal Flexibility showed strong effects across diverse contexts ($r = 0.596$), supporting its role as a foundational flexibility dimension that enables employees to align work schedules with personal responsibilities and optimal productivity periods. Task Flexibility demonstrated moderate but meaningful effects ($r = 0.578$), suggesting a significant contribution to work-life balance while requiring sophisticated management approaches that balance employee autonomy with organizational coordination needs.

5.2. Mediating mechanisms and theoretical implications

The identification of significant mediating mechanisms reveals the psychological and behavioral processes through which flexible work arrangements influence work-life balance outcomes in SME contexts. Job autonomy emerged as the primary mediator ($\beta = 0.34$), aligning with extensive organizational psychology research demonstrating its central role in employee motivation, satisfaction, and well-being, while for SMEs specifically, this finding suggests that FWA value extends beyond mere schedule convenience to fundamental empowerment and engagement enhancement that can compensate for limited career advancement opportunities typical in smaller organizations. Temporal control served as a substantial mediator ($\beta = 0.31$), reinforcing the theoretical claims of Boundary Theory by demonstrating that employees benefit significantly when they have mastery over important temporal transitions between work life and private life, appearing

particularly important for working individuals with caretaking duties, educational pursuits, or other complicated life situations that require flexible time management strategies.

Stress reduction pathways represented a significant mediating mechanism (β = 0.27), validating Conservation of Resources Theory by demonstrating that FWA helps employees conserve and acquire valuable resources, including time, energy, and attention, while simultaneously reducing resource-depleting experiences such as commuting stress, role conflict, and time pressure that are particularly acute in resource-constrained SME environments. The identification of sequential mediation processes following the pathway FWA → Job Autonomy → Time Control → Stress Reduction → Work-Life Balance has important theoretical implications regarding the temporal and causal processes underlying flexibility benefits. This sequential model indicates that workplace flexibility implementation initiates a positive cascade of psychological and behavioral modifications, beginning with enhanced autonomy perceptions that enable greater time control, which subsequently reduces stress levels and ultimately improves work-life balance outcomes, suggesting that successful FWA implementation requires attention to each stage of this developmental process.

5.3. Contextual moderators and boundary conditions: A TOE framework analysis

The significant variations in FWA effectiveness across different contexts can be systematically understood through the Technology-Organization-Environment (TOE) framework, which provides a comprehensive lens for analyzing the contextual factors that moderate the relationship between flexible work arrangements and work-life balance in SME settings. From the technology dimension of the TOE framework, the superior performance of technology sector SMEs (r = 0.689) reflects their inherent advantages in digital infrastructure readiness, established cloud-based collaboration capabilities, robust cybersecurity frameworks, and outcome-oriented work cultures that naturally align with FWA requirements and enable seamless implementation of flexible work arrangements. Manufacturing sector SMEs, while demonstrating lower but still meaningful effect sizes (r = 0.523), illustrate that even production-oriented organizations can benefit from flexibility initiatives, particularly through administrative role flexibility, digitalization of support functions, and innovative approaches to production scheduling that accommodate employee needs while maintaining operational efficiency.

The organizational dimension of the TOE framework is clear in the positive relationship between SME size and FWA effectiveness, where micro enterprises achieved meaningful benefits (r = 0.567) while medium enterprises demonstrated stronger effects (r = 0.634), revealing important organizational resource-capability relationships that influence implementation success. Medium enterprises demonstrate superior organizational readiness through greater financial capacity for technology investments, the ability to designate dedicated personnel for FWA program management, enhanced capacity to develop robust implementation systems and policies, improved ability to manage implementation risks and adapt to challenges, and more sophisticated performance measurement capabilities that enable effective monitoring of flexible work outcomes. However, the meaningful benefits achieved by micro enterprises suggest that organizational adaptability, leadership commitment, and creative resource utilization can effectively compensate for formal resource constraints, indicating that organizational culture and management approach may be more critical than absolute resource availability.

The environmental dimension of the TOE framework encompasses cultural, regulatory, and economic factors that influence FWA implementation and effectiveness across different contexts. Cultural dimension analysis reveals that higher individualism cultures demonstrated stronger FWA-work-life balance relationships (r = 0.651 vs. r = 0.598 in collectivist cultures), supporting theoretical predictions that cultures emphasizing personal autonomy, individual achievement, and personal responsibility create more favorable environmental conditions for workplace flexibility initiatives. Lower power distance cultures showed significantly stronger effects (r = 0.643 vs. r = 0.567 in high power distance cultures), suggesting that hierarchical environmental contexts characterized by formal authority structures and limited employee empowerment may require additional organizational culture change efforts, management training, and gradual implementation approaches to overcome traditional command-and-control mindsets. The moderate but notable differences between developed countries (r = 0.635) and developing countries (r = 0.588) indicate that environmental factors related to economic development, regulatory frameworks, technological infrastructure, and social support systems influence FWA accessibility and effectiveness while still permitting meaningful benefits across diverse economic contexts.

5.4. Implementation barriers and success factors: TOE framework application

The systematic analysis of implementation barriers and success factors through the TOE framework lens reveals the multifaceted challenges and enabling conditions that influence FWA adoption in SME contexts. Technology-related barriers emerged prominently, with technological infrastructure limitations mentioned as significant obstacles in 68.4% of studies, directly reflecting the technology dimension challenges, including inadequate internet connectivity, insufficient hardware resources, limited access to collaboration software, cybersecurity concerns, and lack of technical expertise for system implementation and maintenance. Successful technology dimension implementations demonstrated effectiveness through phased technology adoption strategies that begin with basic tools and gradually incorporate more sophisticated solutions, strategic partnership models with technology providers that offer SME-friendly pricing and support structures, cost-benefit optimization approaches that focus on high-impact, low-cost technological interventions, and collaborative procurement initiatives that leverage collective purchasing power to access enterprise-level solutions at reduced costs.

Organizational barriers represented the most frequently cited implementation challenges, with financial constraints identified as the primary obstacle in 72.3% of studies, reflecting the fundamental organizational resource limitations that characterize SME operations, including limited capital for technology investments, constrained budgets for training and development programs, insufficient human resources for dedicated FWA program management, and competing priorities that may overshadow flexibility initiatives. However, successful organizational implementations within resource-constrained environments demonstrated effectiveness through carefully planned phased implementation strategies that spread costs over time and allow for gradual capability building, comprehensive internal change management processes that address cultural resistance and build employee buy-in, targeted leadership development initiatives that enhance managerial capabilities for flexible work oversight, and creative resource allocation approaches that maximize existing capabilities while minimizing additional investments.

Environmental barriers encompass external factors, including regulatory compliance concerns, customer expectation management, industry norm constraints, and stakeholder relationship maintenance, that create implementation challenges beyond organizational control. The prominence of leadership commitment as a success facilitator, mentioned in 87.2% of studies, emphasizes the critical role of SME owners and managers in navigating complex environmental challenges while simultaneously driving internal organizational culture change initiatives. Successful environmental adaptation typically features active leadership modeling of flexible work behaviors, transparent communication strategies with all stakeholders, including customers, employees, and partners, comprehensive stakeholder engagement approaches

that address concerns and build support for flexibility initiatives, and proactive relationship management that maintains service quality and customer satisfaction throughout implementation transitions.

5.5. Digital transformation context and future implications

The rapidly evolving digital landscape presents unprecedented opportunities and challenges for FWA implementation in SMEs, with emerging technologies fundamentally reshaping the possibilities and effectiveness of flexible work arrangements while creating new pathways for overcoming traditional implementation barriers. Artificial intelligence-powered productivity enhancement tools are beginning to address longstanding concerns about remote work oversight and performance management in SME contexts, enabling sophisticated outcome-based performance measurement systems that maintain employee autonomy while providing managers with comprehensive insights into productivity patterns, work quality metrics, and goal achievement progress. These AI-driven solutions potentially strengthen the job autonomy mediation pathway identified in our analysis by providing objective performance data that reduces the need for direct supervision while empowering employees with greater control over their work processes and schedules. Early adopting SMEs report improved work-life balance outcomes through AI-assisted workload distribution systems that optimize task allocation based on employee preferences and capacity, predictive scheduling algorithms that anticipate peak demand periods and adjust staffing accordingly, and intelligent workflow automation that reduces routine task burdens and creates more time for high-value activities.

Immersive collaboration technologies, including virtual and augmented reality platforms, are emerging as transformative solutions for spatial flexibility challenges, particularly in traditionally location-dependent industries where physical presence was previously considered essential for effective operations. Manufacturing SMEs are increasingly leveraging VR technologies for remote equipment monitoring and maintenance training, enabling expert technicians to provide guidance and oversight from distant locations while reducing travel costs and response times. Service-oriented SMEs are adopting immersive meeting platforms that rival face-to-face interaction quality through realistic virtual environments, spatial audio systems, and collaborative tools that enable natural communication and relationship building regardless of physical location. These technological advances may significantly enhance the spatial flexibility effect sizes currently observed ($r = 0.641$) by eliminating many of the practical constraints that previously limited location independence and creating new possibilities for distributed team collaboration and customer service delivery.

Next-generation cybersecurity solutions specifically designed for distributed SME workforces are systematically addressing one of the primary technology barriers identified in our analysis, with cloud-based security platforms offering SME-friendly pricing models that make enterprise-level protection accessible to resource-constrained organizations. These advanced security frameworks include zero-trust architecture principles that secure remote access regardless of location, automated threat detection and response systems that require minimal technical expertise to operate effectively, and integrated compliance management tools that help SMEs meet regulatory requirements across different jurisdictions. The integration of these emerging technologies within the TOE framework context represents evolutionary developments that enhance each dimension simultaneously: technology advancements are reducing implementation barriers and costs, organizational capabilities are being enhanced through intelligent automation and decision support tools, and environmental factors are shifting toward greater acceptance and regulatory support for flexible work arrangements as digital solutions address traditional concerns about security, productivity, and compliance.

5.6. Practical implications and recommendations

Based on the comprehensive meta-analytic findings and TOE framework considerations, SMEs should adopt a systematic, phased implementation approach that acknowledges resource constraints while maximizing the probability of successful FWA adoption and optimization. The foundation building phase (months 1-3) should begin with thorough leadership alignment assessment to ensure commitment and support from key decision-makers, comprehensive organizational readiness evaluation using TOE framework criteria to identify strengths and gaps across technology, organizational, and environmental dimensions, detailed technology infrastructure audit that examines current capabilities and identifies necessary upgrades or additions, and careful pilot program design that incorporates industry-specific considerations and addresses the unique needs and constraints of the particular SME context. This foundational phase is critical for establishing realistic expectations, securing necessary resources, and building stakeholder support for subsequent implementation activities.

The pilot implementation phase (months 4-9) should feature carefully controlled small-scale implementation with intensive support and monitoring systems that enable rapid identification and resolution of emerging challenges, comprehensive feedback collection mechanisms that capture both quantitative performance metrics and qualitative employee experiences, systematic barrier identification and resolution processes that address obstacles as they arise and prevent them from undermining broader implementation efforts, and continuous stakeholder engagement activities that maintain momentum and support throughout the pilot period. This phase serves as a crucial testing ground for refining implementation strategies, validating technology solutions, and building organizational confidence in FWA capabilities before broader deployment.

The expansion and optimization phase (months 10-18) involves gradual expansion of successful pilot elements based on concrete learnings and demonstrated benefits, systematic refinement of policies and procedures incorporating emerging technologies and best practices identified during the pilot phase, comprehensive training program development that builds both employee and managerial capabilities for effective flexible work participation, and robust performance measurement system implementation that enables ongoing monitoring and continuous improvement of FWA outcomes. Spatial flexibility implementation should begin with hybrid work arrangements that combine remote and office-based work before progressing to full remote work options, strategic investment in collaboration technology and next-generation security systems that enable seamless remote work while protecting organizational assets, development of clear performance expectations enhanced by AI-assisted monitoring capabilities that focus on outcomes rather than processes, and creation of virtual team building protocols using immersive technologies that maintain social connections and organizational culture across distributed teams.

Temporal flexibility implementation requires beginning with flexible start and end times that accommodate diverse employee needs while maintaining necessary coordination, establishment of core collaboration hours that ensure team availability for meetings and joint work activities, implementation of intelligent time tracking systems that provide insights into productivity patterns while respecting employee autonomy, and comprehensive manager training on outcome-based performance evaluation enhanced by predictive analytics that focus on results rather than hours worked. Task flexibility implementation should systematically identify roles suitable for AI-assisted job crafting that can benefit from increased autonomy and variety, development of competency-based job descriptions that emphasize skills and outcomes rather than rigid task specifications, creation of professional development opportunities through virtual learning platforms that enhance employee capabilities and career satisfaction, and implementation of continuous feedback processes that enable ongoing adjustment and optimization of work arrangements based on both employee and organizational needs.

5.7. Limitations and future research directions

The current study acknowledges several important limitations that constrain the generalizability and causal interpretation of findings while highlighting opportunities for future research advancement. Methodological limitations include the predominance of cross-sectional research designs in 59.6% of included studies, which limits the ability to establish causal relationships between FWA implementation and work-life balance outcomes and prevents understanding of how these relationships evolve. Self-report bias represents a significant concern as most studies relied on employee perceptions and subjective assessments of both FWA availability and work-life balance outcomes, potentially inflating effect size estimates due to common method variance and social desirability response patterns. Cultural and linguistic bias toward English-language publications may have excluded important research from non-Western contexts, limiting the understanding of how cultural factors influence FWA effectiveness across diverse global settings. The limited availability of objective performance measures means that most studies could not examine the relationship between FWA, work-life balance, and actual productivity or business outcomes, creating uncertainty about the broader organizational implications of flexibility initiatives.

Sample representation limitations include overrepresentation of knowledge-work SMEs versus service and production industries, which may limit the applicability of findings to organizations in traditionally less flexible sectors. Geographic concentration of studies in developed economies means that findings may not generalize to developing country contexts, where technological infrastructure, regulatory frameworks, and cultural norms may create different implementation challenges and opportunities. The underrepresentation of micro-enterprises with fewer than 10 employees is particularly concerning, given that these organizations represent most SMEs globally but may face unique implementation challenges related to resource constraints and limited managerial capacity.

Future research priorities should emphasize methodological improvements including longitudinal multi-wave studies that track FWA implementation and outcomes over 2-3 year periods to establish causal relationships and understand temporal dynamics, incorporation of objective behavioral and physiological indicators of work-life balance including stress biomarkers, sleep quality measures, and actual time allocation data, development of mixed-method research designs that combine quantitative outcome measurement with qualitative process understanding, and natural experiment studies that leverage policy changes or external events to strengthen causal inference about FWA effectiveness. Theoretical development should investigate technology acceptance and organizational justice mechanisms that influence employee adoption and satisfaction with flexible work arrangements, identify boundary conditions and contexts where FWA may be ineffective or counterproductive, develop dynamic process models that capture how FWA effects evolve over time and across different implementation stages, and conduct multi-level analyses that simultaneously examine individual, team, and organizational effects of flexibility initiatives.

Digital transformation research represents a critical emerging area requiring studies that examine how AI-powered productivity tools influence FWA effectiveness and employee outcomes, investigation of virtual reality adoption patterns and effectiveness in traditionally location-dependent industries, analysis of cybersecurity implementation success factors and their relationship to FWA sustainability, and longitudinal examination of how emerging technology integration affects the long-term viability and evolution of SME flexible work programs. Contextual extension priorities include geographic expansion to underrepresented regions including Sub-Saharan Africa, South Asia, and Latin America, industry diversification with focused attention on traditionally inflexible sectors such as manufacturing, healthcare, and retail, comprehensive micro-enterprise studies that examine the unique challenges and opportunities facing very small businesses with limited resources, and crisis context research that investigates how economic downturns, natural disasters, and other disruptions affect FWA implementation and effectiveness.

5.8. Policy and practical implications

The development of effective policy and practical support systems requires coordinated multi-stakeholder collaboration structured around the TOE framework dimensions to create an enabling ecosystem for successful FWA implementation in resource-constrained SME contexts. Technology policy support initiatives should prioritize government-led digital infrastructure development programs that specifically target SME technological capabilities including broadband access, cloud computing resources, and cybersecurity support, comprehensive tax incentive programs for flexible work technology investments that include AI platforms, VR collaboration tools, and advanced security systems, specialized cybersecurity support programs designed for distributed SME workforces that provide both technical assistance and financial support for implementation, and technology partnership facilitation initiatives that connect SMEs with solution providers offering favorable terms and ongoing support relationships.

Organizational development programs require industry association leadership in establishing comprehensive best practice sharing platforms that incorporate TOE framework principles and enable peer-to-peer learning among SMEs facing similar challenges, collective technology procurement services that leverage group purchasing power to access enterprise-level solutions at SME-friendly prices, targeted management training programs that focus on digital leadership capabilities including remote team management, outcome-based performance evaluation, and technology-enabled productivity enhancement, and strategic research partnerships with academic institutions that facilitate knowledge transfer, provide access to cutting-edge research findings, and enable resource optimization through collaborative problem-solving approaches.

Environmental support system development necessitates educational institution engagement in curriculum development that prepares future managers for digital-first flexible work leadership including virtual team management, AI-assisted decision making, and distributed workforce coordination, creation of research partnerships with SME communities that provide access to real-world implementation contexts while generating practical insights for academic research, provision of consulting and technical assistance programs that incorporate emerging technology guidance and hands-on implementation support, and establishment of student internship programs that support SME digital transformation initiatives while providing students with practical experience in flexible work implementation and management.

Professional development framework enhancement requires comprehensive HR professional competency building in digital change management methodologies that address the unique challenges of implementing technology-enabled flexibility in resource-constrained environments, legal and regulatory education regarding remote work compliance requirements across different jurisdictions and industries, training in AI-enhanced performance measurement techniques that balance productivity monitoring with employee privacy and autonomy, and industry-specific implementation knowledge that addresses the particular challenges and opportunities facing different sectors. Management training programs should emphasize outcome-based performance management using digital tools and platforms, remote team leadership skills in virtual environments that maintain engagement and productivity, comprehensive technology utilization strategies for productivity enhancement and workflow optimization, and employee development approaches in digitally-enabled flexible work environments that support both individual growth and organizational objectives. These coordinated efforts across government, industry, academia, and professional development domains will create a comprehensive support ecosystem that enables SMEs to successfully adopt, implement,

and optimize flexible work arrangements while preparing organizations for the ongoing digital transformation of work and its implications for employee well-being and organizational effectiveness.

6. Conclusions

This systematic literature review and meta-analysis provide robust evidence for the positive relationship between flexible work arrangements and work-life balance in SME contexts, with findings systematically analyzed through the Technology-Organization-Environment framework to provide comprehensive implementation guidance. The moderate-to-large effect size (r = 0.614) demonstrates that FWA implementation produces meaningful work-life balance improvements even in resource-constrained SME environments, with effectiveness significantly influenced by technological capabilities, organizational characteristics, and environmental factors.

The identification of key mediating mechanisms (job autonomy, temporal control, stress reduction) reveals the psychological processes through which flexibility benefits occur, while the analysis of contextual moderators provides practical guidance for tailored implementation strategies across different industries, enterprise sizes, and cultural contexts. The integration of emerging digital transformation trends, including AI-powered productivity monitoring, immersive collaboration technologies, and next-generation cybersecurity solutions, highlights the evolving possibilities for enhanced FWA effectiveness while addressing traditional implementation barriers.

These findings have important implications for SME stakeholders across multiple domains. For SME owners and managers, the evidence supports strategic investment in flexible work capabilities as a means of enhancing employee well-being, competitive positioning, and organizational resilience. For policymakers, the results indicate the value of coordinated support systems that address technological, organizational, and environmental barriers to FWA adoption. For researchers, the study highlights important priorities for future investigation, including longitudinal analysis of implementation processes, examination of emerging technology impacts, and expansion to underrepresented contexts and populations.

The TOE framework integration provides a comprehensive lens for understanding FWA implementation complexity while offering structured guidance for addressing the multifaceted challenges SMEs face in adopting flexible work practices. As digital transformation continues to reshape work possibilities, SMEs that successfully integrate flexible work arrangements will be better positioned to attract and retain talent, adapt to changing market conditions, and contribute to sustainable economic development through enhanced employee well-being and organizational effectiveness.

Acknowledgement

The authors wish to acknowledge with gratitude the support provided by Universitas Pancasila. We are also deeply appreciative of the dedicated efforts of our research team members and the thoughtful feedback received from colleagues during various stages of this research

References

[1] Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings. *Psychological Science in the Public Interest*, *16*(2), 40–68. https://doi.org/10.1177/1529100615593273.

[2] Bal, P. M., & De Lange, A. H. (2015). From flexibility human resource management to employee engagement and perceived job performance across the lifespan: A multisample study. *Journal of Occupational and Organizational Psychology*, *88*(1), 126–154. https://doi.org/10.1111/joop.12082.

[3] Braun, P. (2002). Networking Tourism SMEs: e-Commerce and e-Marketing Issues in Regional Australia. *Information Technology & Tourism*, *5*(1), 13–23. https://doi.org/10.3727/109830502108751028.

[4] Gono, S., Harindranath, G., & Berna Özcan, G. (2016). The Adoption and Impact of ICT in South African SMEs. *Strategic Change*, *25*(6), 717–734. https://doi.org/10.1002/jsc.2103.

[5] Guest, D. E. (2002). Perspectives on the Study of Work-life Balance. *Social Science Information*, *41*(2), 255–279. https://doi.org/10.1177/0539018402041002005.

[6] Kalliath, T., & Brough, P. (2008). Work–life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, *14*(3), 323–327. https://doi.org/10.5172/jmo.837.14.3.323

[7] Kumar, D., Samalia, H. V., & Verma, P. (2017). Exploring suitability of cloud computing for small and medium-sized enterprises in India. *Journal of Small Business and Enterprise Development*, *24*(4), 814–832. https://doi.org/10.1108/JSBED-01-2017-0002.

[8] Kurnia, S., Choudrie, J., Mahbubur, R. M., & Alzougool, B. (2015). E-commerce technology adoption: A Malaysian grocery SME retail sector study. *Journal of Business Research*, *68*(9), 1906–1918. https://doi.org/10.1016/j.jbusres.2014.12.010.

[9] MacGregor, R. C., & Vrazalic, L. (2005). A basic model of electronic commerce adoption barriers. *Journal of Small Business and Enterprise Development*, *12*(4), 510–527. https://doi.org/10.1108/14626000510628199.

[10] Mapeshoane, T. J., & Pather, S. (2016). The Adoption of e-Commerce in the Lesotho Tourism Industry. *THE ELECTRONIC JOURNAL OF INFORMATION SYSTEMS IN DEVELOPING COUNTRIES*, *75*(1), 1–24. https://doi.org/10.1002/j.1681-4835.2016.tb00550.x

[11] Mishrif, A., & Khan, A. (2023). Technology adoption as survival strategy for small and medium enterprises during COVID-19. *Journal of Innovation and Entrepreneurship*, *12*(1), 53. https://doi.org/10.1186/s13731-023-00317-9.

[12] Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., … Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *BMJ*, n71. https://doi.org/10.1136/bmj.n71.

[13] Pathan, Z. H., Jianqiu, Z., Akram, U., Latif, Z., Khan, M. K., & Tunio, M. Z. (2017). Essential factors in cloud-computing adoption by SMEs. *Human Systems Management*, *36*(4), 261–275. https://doi.org/10.3233/HSM-17133.

[14] Ritchie, B., & Brindley, C. (2005). ICT adoption by SMEs: implications for relationships and management. *New Technology, Work and Employment*, *20*(3), 205–217. https://doi.org/10.1111/j.1468-005X.2005.00154.x

[15] Shahadat, M. M. H., Nekmahmud, Md., Ebrahimi, P., & Fekete-Farkas, M. (2023). Digital Technology Adoption in SMEs: What Technological, Environmental and Organizational Factors Influence in Emerging Countries? *Global Business Review*. https://doi.org/10.1177/09721509221137199.

[16] Sultan, N. A. (2011). Reaching for the "cloud": How SMEs can manage. *International Journal of Information Management*, *31*(3), 272–278. https://doi.org/10.1016/j.ijinfomgt.2010.08.001.

[17] Vidhyalakshmi, R., & Kumar, V. (2016). Determinants of cloud computing adoption by SMEs. *International Journal of Business Information Systems*, *22*(3), 375–395.