



**Unveiling the Benefits of Flexible Work Arrangements (FWAs): An Applied
Study on Google**

This research is submitted to

Faculty of Financial and Administrative Sciences

Pharos University in Alexandria

**In partial fulfillment of the requirements for the degree of Master of Business
Administration (MBA) in Human Resources**

Submitted by

Rita Monir Amin Ettay

202304438

Supervisor

Dr. Ryham Hassan Mahmoud Younis

2025\2026

Abstract

FWAs are now a key way companies manage work, as they change traditional systems to fit new employee needs and the latest technology. The significance of FWAs for employees is the main subject of this study and Google is examined as an important example of a company that supports them. A review of literature and theoretical analysis are used in this research to look at how FWAs affect employee retention, productivity and job satisfaction and to address main challenges like work-life balance, barriers to communication and workplace equity.

The foundation for this research is Facilitation Theory (Barnett, 1998), suggesting that having structure in flexibility increases employee engagement, well-being and performance. It appears that working from home two days a week and coming to the office for three, leads to happier employees and less intention to leave their jobs which supports wider research that shows FWAs benefit both work and personal life. Even though, some employees, especially those at the bottom of the job ladder, still experience isolation, work-life blending problems and uneven access to flexible work.

The research found that strong flexible work arrangements (FWAs) depend on clear performance goals, fair treatment and utilizing digital resources. If done right, like what Google does by focusing on work-life balance, and providing strong benefits, FWAs help a company keep employees, make them more productive, raise their job satisfaction and encourage more innovation. Google shows that FWAs help to advance equity for people who are underrepresented.

Google's approach which relies on feedback and adjusts to workers' needs, helps balance work and personal life. Further research is needed to understand hybrid work's lasting effects on different sectors to help build fair and lasting workplaces.

Keywords: Flexible Work Arrangements (FWAs), hybrid work, employee retention, productivity, work-life balance, Google, Facilitation Theory.