

## Enhancing Flow in Remote Work: The Influence of IT Consumerization

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### Abstract

**Purpose:** The widespread adoption of Information and Communication Technologies (ICT) post pandemic has reshaped remote work, yet its implications for employee well-being and work outcomes remain inconclusive. This study proposes a research model to examine how IT consumerization influences employees' flow, a state of control, enjoyment, and focus on work.

**Design/methodology/approach:** Grounded in the Job Demands-Resources (JD-R) model theory, this study employs structural equation modelling (SEM) to analyze survey from 476 full-time remote workers across various sectors in Mauritius, a developing economy where IT consumerization has surged to support remote connectivity.

**Findings:** The results highlight IT consumerization as a “double-edged sword”, enhancing autonomy while simultaneously generating techno-pressure. However, autonomy buffers the negative effects of techno-pressure, ultimately improving flow. Techno-pressure, autonomy, and work-life conflict serve as mediators, deepening the understanding of how IT consumerization impacts flow.

**Originality:** This research contributes to the telework literature by examining IT consumerization within remote work settings, particularly in a developing economy context. By highlighting its dual role as both a resource and a demand, the study enriches understanding of its impact on flow.

**Practical Implications:** Practical implications are suggested for organizations seeking to optimize remote work remote conditions. Strategies that balance autonomy and mitigate techno-pressure can improve employees' flow in remote work environments.

**Keywords:** Remote Work, IT Consumerization, Flow, Techno-Pressure, Job Demands-Resources

## 1. Introduction

Remote work has experienced a profound transformation in recent years, accelerated by the global pandemic and advances in Information and Communication Technologies (ICT), which reshaped traditional work practices and enabled employees to operate beyond conventional office spaces. It encompasses practices such as telecommuting, smart working, working from home, and telework, all reliant on digital tools and devices to accomplish work-related tasks (Chu *et al.*, 2024; Konrad-Maerk, 2023; Osorio and Madero, 2024; Palmucci and Santoro, 2024; Raghuram *et al.*, 2019). Employees typically perform their duties from remote locations (often home), which has redefined work, communication, and value creation across industries (Hill *et al.*, 2024; Kraus *et al.*, 2023; Lindell *et al.*, 2022). While remote work offers enhanced flexibility and autonomy (Lindell *et al.*, 2022), it has also introduced challenges such as constant connectivity, blurred boundaries, and increased stress, necessitating innovative

strategies to improve employee well-being and productivity (Chu *et al.*, 2024; Doargajudhur *et al.*, 2024b; Peretz, 2024; Prodanova and Kocarev, 2021).

In parallel, IT consumerization, has gained renewed importance and continues to gain momentum, with employees increasingly investing in technology for professional purposes (Gregory *et al.*, 2018; Koch *et al.*, 2020). IT consumerization, defined as the integration of personal, consumer-grade devices and applications such as employees using their own smartphones, laptops and apps for work, into organizational workflows, empowers employees by providing tools that enhance collaboration and workplace flexibility (Junglas *et al.*, 2022). However, it also acts as a double-edged sword: while promoting autonomy and efficiency, IT consumerization can contribute to techno-pressure and work-life conflict (WLC), ultimately impacting employee mental well-being and work outcomes (Baillette *et al.*, 2018; Leclercq-Vandelannoitte, 2015; Junglas *et al.*, 2022; Lichy *et al.*, 2020; Niehaves *et al.*, 2013).

A key psychological construct that has gained heightened attention in work-related research is 'flow', defined as a state of complete control, enjoyment and focus on work tasks (Csikszentmihalyi and Csikszentmihalyi, 1992; Huang, 2006; Prodanova and Kocarev, 2021; van Oortmerssen *et al.*, 2020). Employees experiencing flow often report enhanced job satisfaction, productivity, and engagement (MacRae and Sawatzky, 2020). Prior studies have explored flow in various settings including online shopping (Hausman and Siekpe, 2009; Guo and Klein, 2009; Guo and Poole, 2009), instant messaging (Zaman *et al.*, 2010), e-learning (Ho and Kuo, 2010), online travel community (Wu and Chang, 2005), and mobile user behavior (Deng *et al.*, 2010).

Despite growing interest in IT consumerization and remote work, to the best of our knowledge, no prior model has integrated flow with IT consumerization in the context of remote work. While notable exceptions include studies by Taser *et al.* (2022) and Prodanova and Kocarev

(2021) that examined flow more broadly in remote settings, a significant gap remains. This void is particularly pronounced given that existing scholarship is overwhelmingly focused on Western or Global North contexts (Betchoo, 2020; Holvikivi, 2024), failing to account for how distinct socio-cultural, regulatory, and infrastructural conditions in developing economies influence these psychological experiences. Therefore, to bridge this specific conceptual and contextual gap, our study examines the relationship between IT consumerization and flow in the small island economy of ‘I’île Maurice’: Mauritius.

Mauritius offers a critical-yet-understudied context for examining IT consumerization in remote work. As a Small Island Developing State (SIDS) in the Global South, Mauritius faces distinct infrastructural constraints. For instance, broadband penetration remains limited in rural areas (Statistics Mauritius, 2023) and the country relies heavily on imported technologies (Kasseeah, 2024; MITCI, 2025). Until recently, most organizations operated through centralized, face-to-face operational models. Today, however, the Mauritian workforce increasingly relies on personal digital devices, mobile applications, and cloud-based platforms to support work-related activities. Concurrently, its socio-cultural fabric, which is characterized by a multilingual Creole-French-English workforce, collectivist family structures (Ramguttty-Wong, 2004), and a national push toward digitalization under the ‘Mauritius 2030’ vision (African Development Bank, 2022) generate unique tensions in work-life boundaries and technology adoption. These factors, coupled with the absence of prior IT consumerization studies in SIDS economies, make Mauritius an ideal setting to explore how resource-demand dynamics manifest differently from Western contexts.

This study draws on the Job Demands-Resources (JD-R) (Bakker and Demerouti, 2024) model, a parsimonious model applicable to any work environment to understand occupational well-being, engagement, burnout and performance, and classifies job features into job resources and job demands. Job resources such job autonomy, help achieve work goals, promote personal

growth, and mitigate the negative effects of job demands. In contrast, job demands, such as high work pressure and conflict, require sustained effort and can lead to stress and fatigue. Job demands are categorized into challenge and hindrance demands (Bakker *et al.*, 2023) where challenge demands promote growth and hindrance demands impede it (Bakker and Demerouti, 2024; Schaufeli *et al.*, 2008). Existing applications of the JD-R model to IT consumerization and remote work have often been simplistic, overlooking the dual impact of IT consumerization. In particular, they typically frame techno-pressure as a purely negative hindrance demand, neglecting the possibility that techno-pressure could function as a challenge demand which, when balanced with sufficient resources like job autonomy, might paradoxically enhance flow. With this in mind, JDR provides a robust framework for understanding the dual impacts of IT consumerization in remote work settings.

In addition, the existing literature reports a lack of clear consensus on the relationship among remote work, IT consumerization and work outcomes, as illustrated in Table I, which reinforces the existing research gaps.

**Table I** Summary of research gaps.

Author	Call for more research
Banerjee and Gupta (2024)	Conduct quantitative studies in developing economies and diverse cultural contexts due to the scarcity of research in remote work settings for a broader relevance and extendibility
Bakker and Demerouti (2024)	Expand the JD-R to examine the influence of demands and resources on well-being in non-Western countries for a more global perspective
Carlson <i>et al.</i> (2024), Doargajudhur <i>et al.</i> (2024b)	Look into the additional resources and demands in the remote work settings that can be favorable not only for the individual, but also for the organization and society as a whole
Chu <i>et al.</i> (2024)	Explore variables such as psychological burden on employees such as family matters and conflicts
Farivar <i>et al.</i> (2024)	Study the dynamics of workers' perceptions of constant connectivity in relation to variables like flexibility require more investigation
Hill <i>et al.</i> (2024), Perry <i>et al.</i> (2023)	Adopt a holistic approach to research mobile technology and remote work, in order to avoid undertaking research in silo (which limits the practical application of such knowledge)
Doargajudhur and Hosanoo (2023), Miglioretti <i>et al.</i> (2023)	Examine the use of technology in telework by considering indicators such as work-life boundaries and work outcomes such as job satisfaction
Kähkönen (2023)	Quantitatively measure the effects of remote work to investigate mediators that may impact employee well-being
Qu and Yan (2023)	Explore how individual work outcomes may be impacted by technology overload, given the changing demands of the job
Taser <i>et al.</i> (2022)	Investigate other psychological variables to better understand their impact on employees' flow experiences in remote work settings
Lichy <i>et al.</i> (2020)	Undertake studies to explore the evolution of personal technologies over time, and across different generations, and in different national settings
Raghuram <i>et al.</i> (2019)	Investigate both the advantages and drawbacks of personal technologies
<b>Source(s):</b> Authors' own work	

The findings of this study spark new debate around the following research question:

*How does IT consumerization influence flow of remote workers in Mauritius through the mediating effects of job resources and demands?*

Addressing this debate and the research gaps, our study establishes a connection between these constructs, aligning this relationship with the JD-R model. This linkage enriches organizational practices by highlighting the dual role of IT consumerization as both a resource generator and a potential demand within remote work environments. Overall, this study emphasizes the importance of investigating the psychological processes involved in balancing resources and demands as employees manage flexible and technology-driven work dynamics. Our study also

offers practical recommendations for managing IT consumerization within remote work settings, focusing on strategic approaches to enhance employees' flow (control, enjoyment and focus) particularly within developing economies like Mauritius, where unique socio-cultural factors shape technological adoption and usage. This study develops and tests a model grounded in the JD-R framework. We propose that IT consumerization influences the flow of remote workers through the mediating effects of job autonomy (a resource) and techno-pressure (a challenge demand) and WLC (a hindrance demand). By examining these relationships in the under-studied context of Mauritius, our study seeks to provide a more nuanced theoretical understanding of IT consumerization's dual role and offer practical insights for a global workforce.

The remainder of the paper is organized as follows: Section 2 reviews the theory, hypotheses, and research model. Section 3 describes the methodology, while Section 4 presents the results. Lastly, Section 5 discusses the findings, their implications, limitations, and concludes the study.

## **2. Theory and hypotheses**

### *2.1 IT Consumerization and remote working*

Unlike traditional enterprise IT, which is typically implemented through top-down organizational processes, IT consumerization is a bottom-up phenomenon that extends beyond the mere use of personal devices for informal communication (Leclercq-Vandelannoitte, 2015; 2017). It is driven by employees who integrate familiar consumer technologies, including smartphones, tablets and laptops, as well as apps like cloud storage, messaging platforms, productivity tools, and video conferencing tools, such as Google Apps, Dropbox and Zoom, into their professional tasks to enhance productivity, collaboration, and workplace flexibility (Baillette *et al.*, 2018; Junglas *et al.*, 202; Köffer *et al.*, 2015; Moschella *et al.*, 2004; Niehaves *et al.*, 2012, 2013; Gregory *et al.*, 2018).

However, this bottom-up integration also raises concerns over data security, privacy breaches, and unauthorized access to sensitive information, as personal devices may lack the robust safeguards of enterprise-managed systems. In some cases, firms may respond to such breaches with disciplinary action or legal consequences, intensifying employee vulnerability in digitally mediated workspaces (Doargajudhur and Dell, 2020). Nonetheless, these risks can be mitigated by establishing a ‘manageable compromise’ between authoritarian and laissez-faire approaches (Harris *et al.*, 2012). As a result, IT consumerization continues to gain popularity as organizations seek balanced strategies that support flexibility while safeguarding sensitive information.

Exploring IT consumerization in remote work contexts is particularly significant in non-Western settings like Mauritius, where unique technological adoption patterns and work dynamics differ from those in the Global North (Betchoo, 2020; Holvikivi, 2024). Research on IT consumerization and remote work in these regions is sparse (Doargajudhur *et al.*, 2024b; Kwet, 2019), often due to lack of funding and/ or disproportionate interest on the Global North. In Mauritius, regulatory gaps in remote work policies (Beebeejaun and Gunputh, 2022), economic vulnerabilities (e.g., 34% of households lack dedicated workspaces), and cultural norms such as *famille élargie* (extended family) obligations conflicting with work hours, work together to amplify the challenges brought about by IT consumerization. For instance, 78% of Mauritian remote workers report using personal devices owing to limited corporate IT provision (Statistics Mauritius, 2023), which intensifies techno-pressure. These contextual factors directly inform our hypotheses: socio-cultural expectations heighten WLC’s negative impact on flow (H4), while infrastructural gaps make techno-pressure a salient challenge demand (H3).

More broadly, technology companies in the Global South operate in an unstable context shaped by local regulatory frameworks, economic conditions, and socio-cultural factors. This

instability impacts data privacy, work-life balance, and IT consumerization, thereby presenting unique challenges and opportunities for employees and organizations alike (Holvikivi, 2024). Thus, it is important to understand how regional policy variations influence the adoption and effectiveness of technology solutions within these companies (Couldry and Mejias, 2023; Holvikivi, 2024).

## *2.2 Flow*

Flow is described as an immersive state in which individuals experience complete engagement and focus while performing an activity (Csikszentmihalyi and Csikszentmihalyi, 1992). An elusive concept, flow is characterized by an employee's perceived control (sense of mastery over the activity and their surroundings), perceived enjoyment (the satisfaction and pleasure employees derive from interacting with IT), and a state of intense focus (employees' deep immersion and heightened concentration) while performing their job-related tasks (Huang, 2006; Novak *et al.*, 2000; Prodanova and Kocarev, 2021; Zhou, 2012). Flow arises when there is a balanced alignment between an individual's professional skills and the challenges posed by their tasks (Zhou, 2012). Consequently, employees who feel competent and in control of their work, coupled with a sense of engagement and satisfaction, are more likely to experience greater job satisfaction and enhanced productivity in remote work environments (MacRae and Sawatzky, 2020). In our study, flow is conceptualized as a combination of the three components of perceived control, perceived enjoyment, and a state of intense focus, measured with five items that have been widely tested in prior research (Chang and Wang, 2008; Lee *et al.*, 2007; O'Cass and Carlson, 2010; Zhou, 2012).

### 2.3 Theoretical Underpinning

This study uses the JD-R model to provide a framework for understanding the impacts of IT consumerization on flow in remote work settings. Various alternatives are also used such as the job characteristics model (JCM) (Hackman *et al.*, 2015), demand-control model (DCM) (Bakker & Demerouti, 2014), Conservation of Resources theory (COR) (Hobfoll, 1989) and cognitive model of stress (CMS) (Lazarus and Folkman, 1984) offer valuable insights; however, they each present limitations. For instance, JCM focuses mainly on positive outcomes, neglecting critical psychological conditions. Similarly, DCM overlooks interaction effects between job demands and control. Moreover, COR theory, while valuable in examining how resource depletion affects well-being, is primarily suited for examining stress and coping mechanisms rather than offering insights into the relation between demands and resources affecting flow in technology-driven work settings. In addition, the CMS centers on stressors without accounting for broader workplace dynamics. Other theories such as Social Exchange Theory (SET) (Cook *et al.*, 2013) and Affective Events Theory (AET) (Weiss and Beal, 2005) provide useful perspectives on relational and emotional dynamics but primarily address short-term effects. These approaches, however, are less suited for examining the sustained structural and psychological processes essential for understanding flow in technology-driven work settings.

The JD-R model, by contrast, offers a flexible yet comprehensive framework applicable to any work environment or tailored to specific occupations (Bakker and Demerouti, 2024; Bakker *et al.*, 2023). The model has matured into a well-established theory, widely applied across occupational contexts to predict, explain, and enhance employee well-being and performance (Bakker and Demerouti, 2014). Central to the model is the classification of job characteristics into job demands and job resources. Job demands refer to refer to physical, psychological, social, or organizational aspects of work such as workload, interpersonal conflict, or time

pressure, that require sustained effort and may lead to strain or health issues when excessive (Schaufeli *et al.*, 2008).

In contrast, job resources such as autonomy, feedback, or social support are those aspects that help achieve work goals, promote personal growth, while also buffering the negative effects of demands. These resources satisfy core psychological needs including autonomy, competence, and relatedness. The motivational potential of job resources operates through two mechanisms: intrinsically, by stimulating employee development and learning, and extrinsically, by facilitating the achievement of work objectives. As such, job resources are associated with desirable outcomes including increased engagement, reduced cynicism, higher performance, and enhanced enjoyment at work (Bakker and Demerouti, 2024; Bakker *et al.*, 2023).

Building upon the JD-R framework, our study focuses on IT consumerization as a job resource and its influences on job autonomy, techno-pressure, and WLC as mediators of flow, reflecting their critical relevance in the Mauritian context. While factors such as organizational support are indeed important, they often serve as moderators or broader organizational enablers rather than direct mediators of employee outcomes. Job autonomy, a key job resource, reflects the growing importance of flexibility in the remote work environment, where employees with greater control over their work processes tend to report higher levels of engagement and productivity. Techno-pressure and WLC, on the other hand, represent significant job demands, reflecting the unique challenges posed by rapid digitalization in Mauritius, including heightened expectations of constant connectivity and blurred boundaries between work and personal life. These constructs are essential for capturing the subtle differences in remote work experiences and addressing the specific socio-economic context of Mauritius.

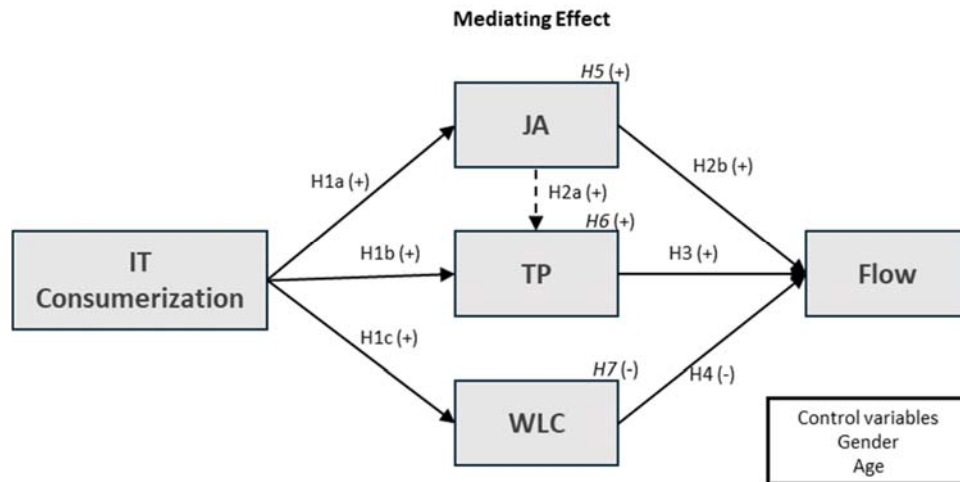
Notably, the JD-R model not only categorizes job demands and resources but also captures their interaction, providing critical insights into how job features can influence flow. Jobs that are

poorly structured or emotionally taxing, where workers face continuous overload, can contribute to exhaustion, psychosomatic complaints, and reduced well-being. By contrast, well-designed jobs with adequate resources are more likely to foster sustainable engagement and positive outcomes. Its dynamic nature makes it particularly relevant to today's fast-evolving work environments (Bakker and Demerouti, 2024; Bakker *et al.*, 2023). This theory addresses the structural and dynamic aspects of IT consumerization's impact, offering a multidimensional understanding of how employees achieve control, enjoyment, and focus on their tasks.

Furthermore, this study investigates the trade-offs between autonomy and techno-pressure, which are central to the research gap. IT consumerization, while enhancing flexibility and flow, can also lead to challenges such as techno-pressure and blurred work-life boundaries. By using the JD-R model, this study provides a robust framework to explore these trade-offs, offering insights into how job resources can mitigate the negative effects of demands and promote flow. This approach ensures that the findings are both theoretically robust and practically relevant, particularly within Mauritius's unique socio-economic context.

#### *2.4 Conceptual Model*

The JD-R model underpins our study, which examines the relationship between IT consumerization and flow through the job resource of job autonomy, the challenge demand of techno-pressure and the hindrance demand of WLC. The model also tests the interaction/buffering effect between job autonomy and techno-pressure as well as the mediating effects of autonomy, techno-pressure, and WLC. In addition, it considers age and gender as control variables, as shown in Figure 1.



**Figure 1.** Conceptual framework.

**Key:** JA: Job Autonomy; TP: Techno-Pressure; WLC: Work-Life Conflict

## 2.5 Hypotheses Development

### 2.6 Mediating Hypotheses

#### 2.6.1 Job autonomy mediating role

Digital devices introduced through IT consumerization have significantly increased employees' independence in fulfilling their organizational duties (Kähkönen, 2023). Remote workers enjoy greater flexibility over their schedules, locations, and tasks, which is often associated with improved performance and flow (Qu and Yan, 2023). The JD-R model supports the notion that flexibility and independence, key aspects of job autonomy, act as critical job resources that enhance flow (Bakker *et al.*, 2023). Job autonomy provides employees with control over their work processes, which buffers the negative effects of job demands, such as those created by IT consumerization, and fosters engagement and productivity. In the Mauritian context, we argue that the autonomy granted by IT consumerization can act as a mechanism for converting flexibility into the focused, engaged state of flow. Thus, job autonomy is proposed to mediate the positive relationship between IT consumerization and flow by enabling employees to

harness flexibility to achieve higher engagement in their work. Accordingly, we propose the following hypothesis:

*H5. Job autonomy mediates the positive effect of IT consumerization on flow.*

### *2.6.2 Techno-pressure mediating role*

While IT consumerization grants flexibility, it simultaneously introduces demands like constant connectivity, which challenge employees' ability to maintain flow (Troll *et al.*, 2022). Employees using consumer-grade devices may find themselves reachable at all times, leading to an 'always-on' culture (Doargajudhur and Dell, 2020). Mauritius, which is undergoing a rapid societal shift toward digital integration, and embracing the global move toward digital governance, the widespread local use of smartphones for everything from digital payments to on-demand services normalizes a culture of constant availability (MITCI, 2025). This societal expectation of being digitally connected amplifies the pressure employees feel within their professional roles. This heightened pressure, both societal and organizational, manifests as techno-pressure, as employees face demands to respond quickly and adapt to technological requirements, impacting their capacity to sustain focus and flow. The JD-R model highlights techno-pressure as a job demand that heightens psychological strain and hinders flow, particularly in remote work settings where work often intrudes into personal life (Taser *et al.*, 2022). The relationship between IT consumerization and flow is thus mediated by techno-pressure, as the demands of always being connected and accessible interfere with employees' ability to engage deeply in their tasks. Accordingly, we propose the following hypothesis:

*H6. Techno-pressure mediates the relationship between IT consumerization and flow.*

### 2.6.3 *WLC mediating role*

The adoption of IT consumerization has blurred the boundaries between work and personal life, often leading to WLC (Nelson and Onyeiwu, 2024). Remote work facilitated by IT consumerization reduces commuting time but extends the working day, contributing to role overload and burnout (Magrizos *et al.*, 2023). This aligns with the JD-R model, which categorizes WLC as a job demand arising when work responsibilities intrude into family or leisure time (Schaufeli *et al.*, 2008; Taser *et al.*, 2022). In Mauritius, the convergence of personal and professional digital systems has compelled organizations to reassess their workforce policies, as employees increasingly rely on mobile technologies, cloud-based platforms, and virtual collaboration tools to perform their duties beyond traditional office environments (Kasseeah, 2024). As employees struggle to balance the demands of work and personal life, they experience stress that undermines their ability to sustain flow. The mediating role of WLC in the relationship between IT consumerization and flow reflects how the challenges associated with remote work can interfere with employees' ability to enjoy, focus and control their tasks, highlighting the importance of managing these demands effectively. Accordingly, we propose the following hypothesis:

*H7. WLC mediates the relationship between IT consumerization and flow.*

## **3. Methods**

### *3.1 Participants and procedures*

Mauritius was selected as the unit of analysis due to its unique socio-economic and organizational context. Remote working practices in Mauritius are relatively recent and evolved during the pandemic, when many organizations adopted remote work as a means to sustain operations. In the post-pandemic era, remote working has become more widely accepted in the Mauritian workplace. This shift aligns with the nation's broader vision, as outlined in the

Mauritius Country Strategy Paper 2022-27 (African Development Bank Group, 2022), to transition to High-Income Country status by 2030 through the development of a robust, sustainable, and digital economy. In addition, the Government has initiated the blueprint for the digital transformation to boost national competitiveness (MITCI, 2025). This backdrop provided a compelling context for exploring remote work dynamics, the relevance of IT consumerization and their implications within an evolving economy.

Yet, this policy-driven digital shift has unfolded unevenly, revealing tensions between national aspirations and on-the-ground realities. Mauritius's post-pandemic transition to institutionalized remote work (Beebeejaun and Gunpath, 2022) coincided with aggressive digital economy goals but exposed critical infrastructural and policy gaps. Around two-thirds of knowledge workers use personal devices for work due to limited corporate IT provision (Statistics Mauritius, 2023), which represents a substantial intrusion into family time and home life. This juxtaposition of rapid digital adoption against unresolved socio-technical tensions offers a pertinent context to test JD-R dynamics in resource-constrained environments. Sampling knowledge workers across sectors further captures how IT consumerization variably affects flow in an economy where service industries (e.g., finance, tourism) contribute 74% of GDP but lack sector-specific remote work guidelines.

Prior to developing the questionnaire, a study was carried out to identify the key variables relevant to the context of working from home in Mauritius. The questionnaire design began with a literature review, which served as the basis for designing the survey and selecting appropriate scales. In particular, we reviewed seminal works on IT consumerization, flow, and remote work to extract construct definitions, dimensions, and tested items (e.g., Carlson *et al.*, 2000; Köffer *et al.*, 2015; Morris and Venkatesh, 2010; Tarafdar *et al.*, 2010; Zhou, 2012). We ensured that all selected items had been previously validated and demonstrated adequate

psychometric properties in past studies. This process was reviewed by two academic experts in the field to ensure clarity, relevance, and accuracy.

Next, a pilot test was carried out with 30 Mauritian knowledge-workers to refine and adjust the indicators, ensuring content validity and reliability. These participants were selected using convenience sampling; however, care was taken to ensure their relevance to the study. The pilot sample was composed of individuals who met the same eligibility criteria as the main study: they were full-time knowledge workers in Mauritius, working remotely at least three days a week, and using their own devices for work. This ensured that the pilot test participants were representative of our target population and could provide informed feedback on the questionnaire's clarity, length, and the relevance of the adapted items. The feedback from this pilot test was instrumental, and consequently, one of the IT Consumerization indicators was revised.

An anonymous online survey was then administered over a six-month period in Mauritius, after teleworking had gradually become institutionalized by many organizations (Beebeejaun and Gunpath, 2022). Participants were required to meet specific eligibility criteria: (a) full-time knowledge workers; (b) residents of Mauritius; (c) working remotely from home at least three times per week; (d) utilizing their own devices to fulfil organizational duties. The recruitment process primarily utilized convenience sampling, a non-probability sampling method in which participants are selected based on their accessibility and familiarity to the researchers. This approach is considered particularly advantageous when the target population is easily reachable or well-known to the research team (Visser *et al.*, 2013). Additional respondents were gathered through social media outreach to further supplement the sample. Participation in the study was entirely voluntary, anonymous, and incentivized solely through altruistic contribution to research. To ensure the integrity of collected data, three attention-check questions were

incorporated into the survey, resulting in the exclusion of three participants who failed these checks.

The final sample consisted of 476 full-time knowledge workers, comprising 59.6% male and 40.4% female respondents. Among the sample, age groups were distributed as follows: 25–34 years (n = 152, 38%), 35–44 years (n = 108, 27%), 15–24 years (n = 79, 19.8%), 45–54 years (n = 31, 7.8%), 55–64 years (n = 26, 6.5%), and 65 years and above (n = 4, 1%).

Participants represented various organizational sizes: medium-sized enterprises accounted for 47.2% of respondents, followed by small organizations at 35.3%, and large firms comprising 16.5% of the sample. Respondents hailed from diverse industries, including Financial and Insurance Services, Rental, Hiring and Real Estate Services, Manufacturing, Professional, Scientific and Technical Services, Administrative and Support Services, Construction, Public Administration and Safety, Education and Training, Health Care and Social Assistance, Accommodation and Food Services, Information Media and Telecommunications, and Other Services. This industry-wide inclusion reflects the growing pervasiveness of remote work and IT consumerization across sectors in Mauritius, rather than being restricted to traditionally digital industries. While this introduces some heterogeneity, it enhances the ecological validity of the study by capturing cross-sectoral trends and allows for greater generalization within the national context. Furthermore, shared characteristics such as knowledge work, remote routines, and reliance on personal technologies served as unifying inclusion criteria across participants, thereby strengthening the study's conclusions about the broader workforce.

To verify the representativeness of the study sample, the sample size calculator was utilized to determine the recommended minimum sample size. For a population of approximately 525,900 employed individuals (Statistics Mauritius, 2021), a minimum sample of 384 respondents was calculated to achieve an acceptable margin of error and a high confidence level. Since the final

sample comprised 476 respondents, it exceeded this minimum threshold. Furthermore, structural equation modeling (SEM), employed in this study, typically requires a minimum sample size of 200 participants to ensure effective utilization, with larger samples providing more robust results. Thus, the sample size used in this study met and surpassed these established requirements, ensuring its adequacy for the intended analyses (Anderson and Gerbing, 1988).

**Table II.** Constructs, measurement items, validity and reliability.

Constructs and items	Standardized loadings	Composite reliability	AVE
<i>IT consumerization</i>		0.78	0.55
I use my personal desktop or laptop computer for remote work purposes	0.66		
I use a smartphone or tablet or any device that I personally own for remote work purposes	0.82		
My organization permits me to use my personal devices to complete remote work activities at home	0.81		
<i>Job autonomy</i>		0.76	0.51
My job permits me to decide on my own how to go about doing my work	0.76		
My job gives me a chance to use my personal initiative and judgment in carrying out my work	0.76		
I have a great deal of autonomy in my job	0.60		
<i>Techno-pressure</i>		0.76	0.51
I often feel forced to always connect online	0.65		
I often face a backlog of work while adapting to new technologies	0.76		
I often feel overwhelmed by how much I had to use new technologies when working from home	0.74		
I am forced by this technology to work with very tight time schedules	0.76		
<i>Work-life conflict</i>		0.87	0.70
My work keeps me from my family activities more than I would like	0.74		
I have to miss family activities due to the amount of time I must spend on work responsibilities	0.90		
When I finish work at home, I am often too frazzled to participate in family activities/responsibilities	0.81		
I am often so emotionally drained when I complete work at home that it prevents me from contributing to my family	0.82		
Due to all the pressures, sometimes when I finish work, I am too stressed to do the things I enjoy	0.74		
<i>Flow</i>		0.81	0.59
I am totally immersed in my job	0.76		
I do my work with a lot of enjoyment	0.86		
My work gives me a good feeling	0.82		
I work because I enjoy it	0.79		
I find that I also want to work because I feel in control	0.72		

**Source(s):** Authors' own work

### 3.2 Measures

All constructs were assessed using previously validated scales on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Table II summarizes the measurement items along with their factor loadings. IT consumerization was measured by adapting three items from Köffer et al. (2015) in the context of remote work. Job autonomy was measured using three items based on the work of Morris and Venkatesh (2010), while techno-pressure was measured using four items adapted from Tarafdar et al. (2010). We measured WLC using five items from Carlson et al. (2000), and flow was assessed using five items adopted from Zhou (2012).

### 3.3 Analysis and Findings

#### 3.3.1 Measurement Model

To assess the quality (unidimensionality, reliability, convergent and discriminant validity) of our constructs, we conducted statistical tests. We employed a confirmatory factor analysis (CFA) on a six-factor measurement model (Hair *et al.*, 2021). The results are indicative of a reliable measurement model ( $\chi^2 = 231$ ,  $df = 171$ ,  $p < 0.001$ , CFI = 0.93, IFI = 0.93, TLI = 0.92, RMSEA = 0.06), representing a good model fit (Hu and Bentler, 1999). All scales were unidimensional since all of the item loadings to the relevant factors were more than 0.6. In addition, as illustrated in Table 2, the Cronbach's alpha for all factors surpassed the traditional threshold of above 0.7 (Hair *et al.*, 2021), AVE scores for each construct exceeded the benchmark of 0.50 (Bagozzi and Yi, 2012). Discriminant validity was also achieved (Table III) as the AVE values were greater than the maximum squared correlations between the constructs (Fornell and Larcker, 1981). These results confirm all scales are valid and reliable.

**Table III:** Discriminant validity results

	AVE	MSV	ITC	JA	TP	WLC	Flow
ITC	0.553	0.311	0.743				
JA	0.514	0.354	0.558	0.717			
TP	0.514	0.299	0.346	0.547	0.717		
WLC	0.698	0.534	0.039	0.014	0.086	0.835	
Flow	0.588	0.354	0.374	0.595	0.497	0.021	0.767

**Note(s):** ITC: IT Consumerization; JA: Job Autonomy; TP: Techno-Pressure; WLC: Work-Life Conflict

**Source(s):** Authors' own work

### 3.3.2 Common method bias test

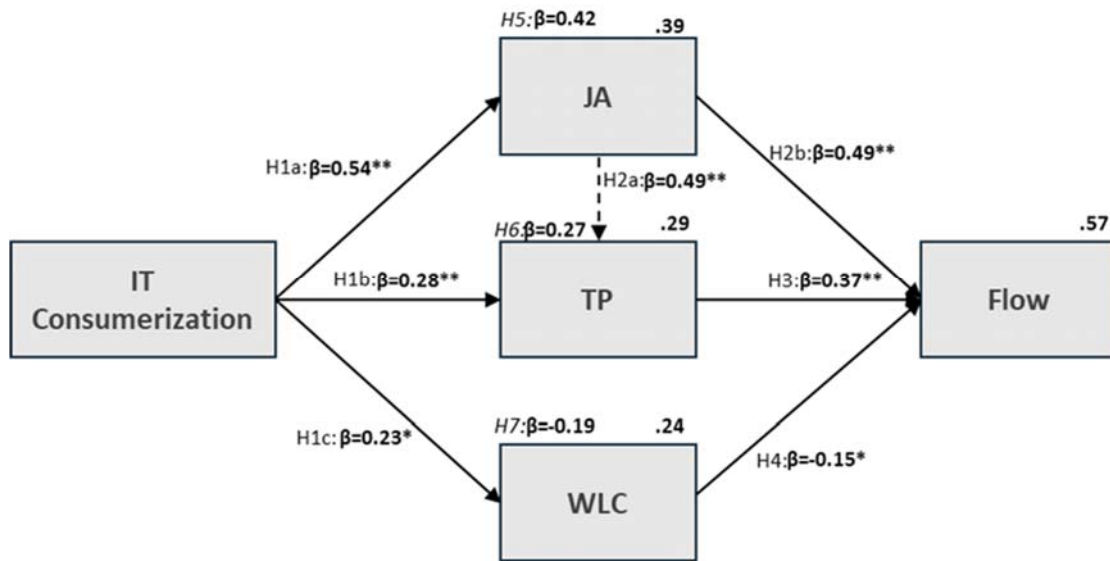
Since all constructs were drawn from a single sample unit, common method bias (CMB) could be a potential concern that might influence the empirical findings (Podsakoff *et al.*, 2024). To assess the possibility of CMB in this study, a marker variable was included in the survey. The correlation between this marker variable and the key study variables was examined, and it was found to be very low, suggesting no presence of CMB in the responses (Malhotra *et al.*, 2006). Additionally, the authors used the common latent factor approach by testing a six-factor measurement model where all items listed in Table I were loaded onto a single common factor. A  $\chi^2$  difference test was then conducted to compare this model with the common factor model. The results showed that the six-factor measurement model provided a significantly better fit for the data, confirming that CMB did not affect the study.

### 3.3.3 Results of the structural model (Direct and Mediating Effects)

The hypotheses were tested with structural equation modelling (SEM), and the overall conceptual framework is shown in Figure 1. The direct and indirect effects were tested with AMOS software version 23 (Hair *et al.*, 2021).

We assessed the suitability of our model by computing all path coefficients, their corresponding significance levels, and the  $R^2$  values of the endogenous constructs. All the factors together

explained 57% of the variance in flow, indicating coherence of the model. Figure 2. illustrates the R<sup>2</sup> values, the path coefficients including their significance levels.



**Figure 2.** Structural Equation Model with R<sup>2</sup> values and  $\beta$  coefficients.

**Key:** JA: Job Autonomy; TP: Techno-Pressure; WLC: Work-Life Conflict

\* $p < 0.01$ ; \*\* $p < 0.001$

As shown in Table IV, the results of the path coefficient indicated that all hypotheses were supported. We also argue that the absolute value of the mediating effect of job autonomy was higher than the absolute value of the mediating effects of techno-pressure. Thus, the mediating role of job autonomy outweighed the mediating role of techno-pressure.

**Table IV:** Path coefficient and their significance

Hypothesis	Path	Path coefficient	Results
<i>Direct effects</i>			
H1a	IT consumerization → JA	0.54**	Supported
H1b	IT consumerization → TP	0.28**	Supported
H1c	IT consumerization → WLC	0.23*	Supported
H2a	JA → JP	0.49**	Supported
H2b	JA → Flow	0.49**	Supported
H3	TP → Flow	0.37**	Supported
H4	WLC → Flow	-0.15*	Supported
<i>Indirect effects</i>			
H5	IT consumerization → JA → Flow	0.42	Supported
H6	IT consumerization → TP → Flow	0.27	Supported
H7	IT consumerization → WLC → Flow	-0.19	Supported

**Note(s):** Direct Effects: \* $p < 0.01$ ; \*\* $p < 0.001$ ; Indirect Effects  $p < 0.05$

**Source(s):** Authors' own work

### 3.3.4 Introducing the control variables

As illustrated in the conceptual model, our analysis includes two control variables: the respondent's gender and age. To examine potential differences arising from these variables, we applied multi-group analysis (Hair *et al.*, 2019). These complementary tests showed interesting differences to the global analysis that need highlighting. Specifically, in terms of gender, as illustrated in Table V, a significant difference emerged in the relationship between job autonomy and flow (H2b). This link is strongly positive for male respondents ( $\beta = 0.371, p < 0.01$ ) but not statistically significant for female ( $\beta = 0.193, p > 0.001$ ). Regarding age, as shown in Table VI, the results of the MGA reveal four differences in the model. More precisely, H1b is accepted for 25/34 age group only ( $\beta = 0.180, p < 0.01$ ), while H2b is rejected for the same age group ( $\beta = 0.075, P > 0.001$ ). H3 is not supported for 35/44 age group ( $\beta = 0.169, p > 0.001$ ), and H4 is rejected for those in the 15/24 age group ( $\beta = 0.133, p > 0.001$ ).

**Table V:** Control Variable (Gender)

	Original (men)	Original (women)	Mean (men)	Mean (women)	STDEV (men)	STDEV (women)	<i>t</i> value (men)	<i>t</i> value (women)	<i>p</i> value (men)	<i>p</i> value (women)
IT consumerization → Job autonomy	0.462	0.462	0.465	0.467	0.068	0.091	6.797	5.063	0.000	0.000
IT consumerization → Techno-pressure	0.140	0.142	0.143	0.142	0.089	0.107	1.566	1.328	0.118	0.184
IT consumerization → Work-life conflict	0.473	0.673	0.476	0.675	0.068	0.079	6.917	8.560	0.000	0.000
Job autonomy → Flow	0.371	0.193	0.377	0.183	0.108	0.183	3.430	1.053	0.001	0.292
Job autonomy → Techno-pressure	0.404	0.624	0.408	0.632	0.092	0.100	4.383	6.263	0.000	0.000
Techno-pressure → Flow	0.177	0.343	0.181	0.356	0.088	0.152	2.012	2.255	0.044	0.024
Work-life conflict → Flow	0.458	0.378	0.448	0.379	0.139	0.127	3.295	2.973	0.001	0.003

**Source(s):** Authors' own work**Table VI:** Control Variable (Age)

	Original (15–24)	Original (25–34)	Original (35–44)	Mean (15–24)	Mean (25–34)	Mean (35–44)	STDEV (15–24)	STDEV (25–34)	STDEV (35–44)	<i>t</i> value (15–24)	<i>t</i> value (25–34)	<i>t</i> value (35–44)	<i>p</i> value (15–24)	<i>p</i> value (25–34)	<i>p</i> value (35–44)
IT consumerization → Job autonomy	0.344	0.301	0.364	0.359	0.311	0.375	0.099	0.065	0.074	3.478	4.649	4.936	0.001	0.000	0.000
IT consumerization → Techno-pressure	0.157	0.180	0.068	0.170	0.186	0.071	0.112	0.065	0.072	1.397	2.774	0.957	0.163	0.006	0.338
IT consumerization → Work-life conflict	0.399	0.338	0.520	0.418	0.349	0.533	0.099	0.058	0.071	4.014	5.784	7.282	0.000	0.000	0.000
Job autonomy → Flow	0.470	0.075	0.230	0.471	0.075	0.239	0.096	0.072	0.103	4.906	1.037	2.226	0.000	0.300	0.026
Job autonomy → Techno-pressure	0.294	0.338	0.568	0.304	0.343	0.576	0.125	0.071	0.056	2.350	4.770	10.057	0.019	0.000	0.000
Techno-pressure → Flow	0.345	0.240	0.169	0.353	0.240	0.170	0.086	0.088	0.096	4.024	2.742	1.757	0.000	0.006	0.079
Work-life conflict → Flow	0.133	0.533	0.431	0.126	0.538	0.427	0.114	0.086	0.110	1.160	6.209	3.933	0.246	0.000	0.000

**Source(s):** Table by authors

## 4. Discussion

### 4.1 Key findings

Our study challenges the “vicious publication-funding cycle” (Draper *et al.*, 2023), a systemic barrier wherein under-resourced researchers, particularly in the Global South, face limited access to funding, relegating their work to lower visibility and perpetuating regional inequities in scholarly discourse. This cycle entrenches gaps in ‘IT consumerization/remote work’ scholarship by privileging dominant narratives from well-funded institutions, often overlooking diverse socio-technical contexts in the Global South, and, consequently, the specific factors that shape employee well-being within them. By drawing attention to perspectives from these underrepresented regions, our research not only exposes this systemic exclusion but also demonstrates how inclusive methodologies can enrich the field with critical insights and fostering equitable knowledge production.

Specifically, our study examined the effect of IT consumerization of flow of remote workers through the mediating effects of job resources and demands. Findings indicate that digital devices introduced through IT consumerization have substantially enhanced employees’ independence in fulfilling their organizational duties. Remote workers benefit from greater flexibility in their schedules, locations, and tasks, which is often linked to improved performance and flow. From a well-being perspective, this increased autonomy is important, as it addresses the fundamental psychological need for control, a cornerstone of work-related well-being. This observation is consistent with prior research (Kähkönen, 2023; Qu and Yan, 2023).

However, the rise of an ‘always-on’ culture, fueled by the widespread use of personal technologies, presents new challenges. In particular, being constantly connected puts strain on an individual’s ability to maintain clear boundaries between work and home life, leading to heightened techno-pressure and increased WLC (Huo and Jiang, 2023; Ragu-Nathan *et al.*, 2008; Saridakis *et al.*, 2023; Shabazi *et al.*, 2020; Taser *et al.*, 2024). This study challenges the

assumption that IT consumerization systematically enhances productivity, demonstrating that excessive exposure to personal technologies can amplify techno-pressure and WLC, which are direct detractors from employee well-being. Hence, this study contributes to IT consumerization research by emphasizing its dual impact. We argue that IT consumerization should not be considered a static factor but rather an evolving interaction between individual autonomy, techno-pressure, and WLC that has profound implications for employee well-being.

Expanding on the JD-R model, this study explores how the relationship between job resources (such as autonomy) and job demands (such as techno-pressure) shapes employee flow. While prior research (Ragu-Nathan *et al.*, 2008) traditionally categorizes techno-pressure as a negative stressor, our findings suggest a more holistic view: under certain conditions, techno-pressure can serve as a challenge demand that, when balanced with sufficient autonomy, actually enhances flow. This insight refines the JD-R model by highlighting that the impact of techno-pressure on well-being is contingent on individual autonomy, reinforcing the notion that demands are not inherently harmful but depend on the resources available to manage them. This presents a more sophisticated view of workplace well-being, whereby it is not simply the absence of stress, but also the presence of meaningful challenges that promotes growth and engagement.

Our findings align with previous research demonstrating that job autonomy moderates the impact of techno-pressure, transforming it from a stressor into a resource when autonomy is sufficiently high (Tarafdar *et al.*, 2024). Furthermore, our study resonates with MacRae and Sawatzky (2020), who found that employees who feel competent and in control of their work, coupled with a sense of engagement and satisfaction, are more likely to experience greater job satisfaction and enhanced productivity, all of which are key indicators of positive workplace well-being, in a remote work environment.

Finally, the complementary analyses offer a deeper understanding of IT consumerization and flow. The results reveal that autonomous males experience a greater sense of flow in remote work settings, while female employees do not. Moreover, employees in the 25-34 age group reported higher levels of techno-pressure due to the use of their personal technologies.

#### *4.2 Theoretical contribution*

In answering calls for further research (cf., Bakker and Demerouti, 2024), we show that the integration of the JD-R theory is effective for understanding how IT consumerization in remote work environments will influence the flow of employees, through resources and demands in the Global South. The implications of our study point to the need to revise various theories and methodologies that have been hitherto widely used in existing literature in this field.

Our study has several theoretical implications. First, the findings show how IT consumerization both empower and challenge employees, offering fresh insights into the delicate balance between resources and demands (Bakker *et al.*, 2004). Our study builds on the JD-R framework since unlike previous studies, no prior model has integrated flow to IT consumerization within the remote work context. This expansion extends beyond the conventional boundaries of IT consumerization and therefore aims to fill this research gap by addressing how technological innovation through IT consumerization impacts work environments in ways that prior research on job demands and resources has not fully captured.

Another significant theoretical implication of this study is the development of a ‘resources and demands path model’ for IT consumerization environments, which provides a clear framework for understanding how personal technology adoption influences flow through the challenge demand of techno-pressure and the hindrance demand of work-family conflict. Rather than treating remote work as a ‘black box’, this model offers valuable insights into the complex dynamics of technological adoption in remote work settings. It establishes a new perspective

for future research to examine the role of technology in shaping the resource-demand paths that define modern organizational experiences.

The study enhances our understanding of IT consumerization in remote work contexts. While scholars have often focused on the negative effects of techno-pressure resulting from the use of personal technologies (Ragu-Nathan *et al.*, 2008), such factors have not been sufficiently explored using the JD-R framework. In contrast, our findings build on the concept of ‘techno-eustress’ (Tarafdar *et al.*, 2024), a form of positive stress that can motivate individuals in a beneficial way, by confirming the positive effect of techno-pressure on flow of employees. Our research is one of the first to evaluate this positive effect, by delineating the buffering of job autonomy on techno-pressure for increased flow (control, enjoyment and focus).

#### *4.3 Practical implications*

For managers, this study provides guidance on adapting, enhancing, or maintaining employees’ flow in the global, online remote work environment. With reports indicating that 50% of employees favor remote work (and only 4% prefer fully in-person arrangements), organizations must adapt to the evolving work preferences for long-term success and employee retention (Fosslien and Cohen, 2023). As hybrid and remote models become more institutionalized, IT consumerization plays a crucial role in shaping work dynamics, especially in non-Western settings like Mauritius, where technological adoption patterns differ vastly from those in the Global North (Betchoo, 2020; Holvikivi, 2024). Research on IT consumerization in remote work remains sparse in the Global South (Doargajudhur *et al.*, 2024b; Kwet, 2019); our insights are essential for addressing local challenges such as regulatory differences, economic conditions, and cultural work norms, which influence workplace policies, data privacy, and employee well-being (Holvikivi, 2024).

Given that knowledge workers drive the Mauritian service-based economy, IT consumerization is particularly relevant as businesses transition toward a high-income, innovation-driven economy by 2030 (African Development Bank Group, 2022). However, our findings highlight the dual nature of IT consumerization: while it fosters flexibility and autonomy, it also presents challenges related to techno-pressure, WLC, and boundary management, particularly in regions where hybrid work structures are still evolving.

First, organizations must strategically manage the ‘double-edged sword’ of technology by balancing the autonomy it grants with clear protective boundaries. Our results show that IT consumerization increases both job autonomy and WLC, meaning that simply providing technology is insufficient without structural support. A key step is to implement ‘Right to Disconnect’ policies, which establish and enforce clear protocols for after-hours communication. This directly counteracts the negative effects of techno-invasion on WLC. Furthermore, companies should move beyond generic advice by providing customised boundary management training, equipping employees with specific strategies to mentally and physically separate work from home life and thereby manage their autonomy effectively.

Second, managers can actively work to turn techno-pressure into a positive challenge, a concept known as ‘techno-eustress’. A key finding of this study is that techno-pressure, when paired with high autonomy, can positively influence flow. To harness this potential, organizations can focus on building resources and support systems. This involves shifting from simple workload monitoring to proactive support, using digital dashboards, stress-tracking systems and regular check-ins to identify early signs of negative technostress and intervene before flow is harmed. In addition, organizations can establish mentorship programs where experienced remote workers share healthy coping strategies, helping colleagues frame technological demands as manageable challenges rather than overwhelming burdens.

Third, organizations can implement specific and inclusive policies, as our demographic analysis revealed that the effects of IT consumerization are not uniform. Given our finding, a one-size-fits-all approach may be ineffective since males reported greater autonomy, hence managers must consciously review work allocation and remote work arrangements to ensure female employees are afforded the same level of flexibility and control. Similarly, because employees aged 25-34 experienced the highest levels of techno-pressure, organizations can offer specific interventions for this group, such as digital well-being programs focused on managing digital notifications and fostering focused work.

Finally, to sustain these benefits, organizations may build a long-term culture of digital competence and psychological safety. To fully capitalize on IT consumerization, this involves integrating ongoing digital literacy training on new tools, cybersecurity, and ethical technology use directly into career development frameworks, ensuring employees feel confident and competent (Prodanova and Kocarev, 2021). In addition, this approach may be reinforced with the creation of psychologically safe feedback channels, such as anonymous surveys, where employees can voice challenges regarding technology without reprisal. This is likely to promote a culture of continuous improvement and allows policies to be shaped by those who are most affected.

While this study focuses on Mauritius, its findings hold broader relevance for companies worldwide, especially those in the Global South transitioning to remote work. The lessons learned from Mauritius can guide global organizations in striking the right balance between technological advancement and employee flow, shaping more sustainable IT consumerization strategies in hybrid workplaces. By applying similar principles in varying economic and cultural settings, businesses can refine their digital transformation policies to optimize flexibility, productivity, and workplace satisfaction.

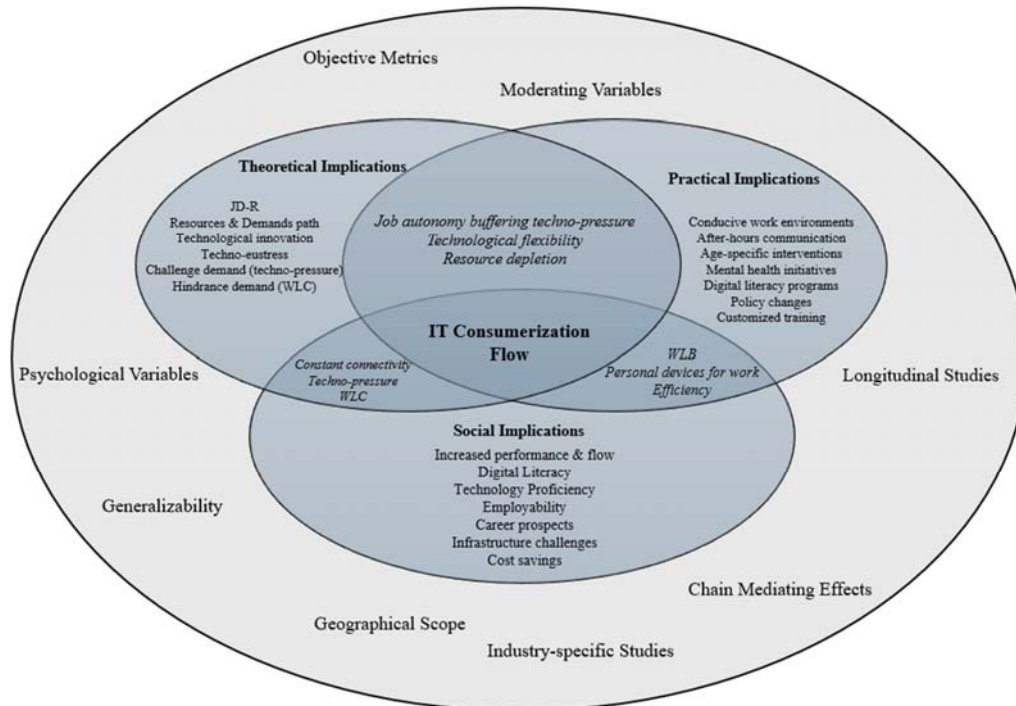
#### *4.4 Societal implications*

IT consumerization can significantly benefit employees in the Global South, including Mauritius, by allowing them to use their personal devices for work. This reduces the need for employers to invest in expensive hardware and increases employee efficiency, comfort and flow, as they are already familiar with their own devices. Employees often prefer their personal devices due to customization, leading to increased flow and fewer technical issues.

Besides, IT consumerization supports remote work, which is particularly advantageous in regions with infrastructure challenges. It enables employees to work from home or other locations, reducing commute times and costs, and promoting a healthier work-life balance. In some cases, employees may have access to more advanced personal devices than those provided by their employers. Using these devices at work can enhance performance, digital literacy, and overall flow. It also encourages technological proficiency, which is crucial for improving employability and career prospects in competitive global economies like Mauritius.

Finally, in regions where wages are lower, relying on personal devices can save employees money on repairs, replacements, or upgrades, as their own devices may offer better performance than company-provided options.

Figure 3 below, developed by the authors, summarizes the concepts used in our study, which generated the implications presented in the Venn diagram and provided the foundation for future research represented by the outer circle encompassing the Venn diagram.



**Figure 3. Interconnected Implications and Future Research of IT Consumerization in Remote Work**

**Source(s):** Figure by authors

#### *4.5 Limitations and avenues for further research*

Our study has certain limitations. First, reliance on employee self-assessments may have impacted the accuracy of the data; future research could incorporate objective metrics to complement self-reported measures and provide a balanced perspective. Second, we did not include moderating variables such as organizational policies, social support, or individual coping mechanisms like resilience. Testing these variables would enrich understanding of remote work experiences and provide deeper insights into their dynamics. Third, future research could broaden the scope by incorporating psychological factors such as detachment, resilience, and burnout, while also examining how organizational culture, managerial support, sector characteristics, and personal technology use influence remote working.

While the sample size was sufficient for the specific objectives of this study and methodology, its generalizability remains limited. Specifically, detailed participants data such as job roles

(e.g., managerial or supervisory positions) was not comprehensively captured, as these were optional survey questions. To enhance future research, we recommend collecting more extensive participant profiling data to ensure a deeper understanding of role-specific variations. Furthermore, longitudinal studies could enhance the generalizability of the findings by exploring long-term effects of variables like constant connectivity on flow, thereby offering deeper insights into promoting positive remote work experiences. Our research focused on the mediating effects of three specific variables; however, future research could examine alternative mediating factors or explore chain-mediating effects among variables to expand understanding. Moreover, our research focused on Mauritian knowledge workers, where remote working practices are relatively new, and organizational skepticism regarding their benefits persists. While this context provides valuable insights into remote work dynamics in a transitioning economy, it may limit the generalizability of findings to regions with more established remote working cultures. Comparative studies across different countries and contexts would offer valuable perspectives and contribute to a broader understanding of remote working practices. Finally, participants in our study were drawn from a broad range of industries using a non-probability (convenience) sampling method. While this diversity reflects the cross-sectoral nature of remote work in Mauritius, it may introduce variability that affects the precision of conclusions drawn across specific sectors. Future studies could explore industry-specific trends or use stratified sampling techniques to enable deeper comparative analysis.

## **5. Conclusion**

Set in the Global South, specifically Mauritius, this study explores the relationship between IT consumerization, remote working, and flow by integrating the JD-R model theory. The research shows that while personal technology adoption enhances flexibility and autonomy, it also brings challenges like increased techno-pressure, WLC and resource depletion. These findings

highlight the need for organizations to develop strategies that balance job demands and resources, as this balance is the central mechanism affecting not just work satisfaction, but overall employee flow in remote settings. Our study adds to the existing literature by demonstrating how the dual effects of remote work, facilitated by IT consumerization, directly impact the conditions necessary for positive psychological outcomes. It addresses calls for further exploration of these dynamics and suggests that leveraging flexibility and autonomy is not just about productivity, but about intentionally designing work environments that promote flow as a critical pathway to sustainable employee well-being. Ultimately, this research demonstrates that in the modern, technology-infused workplace, managing the trade-offs of autonomy is synonymous with managing employee well-being.

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