

Vahdat, S. (2022). *The role of IT-based technologies on the management of human resources in the COVID-19 era*. *Kybernetes*, 51(6), 2065–2088.

<https://www-emerald-com.proxy.lib.odu.edu/k/article/51/6/2065/511611/The-role-of-IT-based-technologies-on-the>

This article explores the rapid acceleration of information technology implementation by human resource departments navigating the shift to remote work during and immediately following the pandemic. The author focuses on how organizations reinvented their management techniques to optimize efficiency while attempting to preserve employee well-being in new digital environments. This source provides essential background context for the research topic, illustrating the structural and technological shifts that occurred when organizations rapidly transitioned from emergency telecommuting to permanent remote models. By outlining the initial systemic reliance on digital tools, this article sets the stage for exploring the communicative problem of the implicit "always-on" expectation that resulted from this rapid technological adoption.

While Vahdat (2022) focuses primarily on macro-level organizational and HR technological shifts, this study directly sets up the psychological and communicative consequences explored by Takami (2023) and Lezcano et al. (2026). Unlike Guzman (2023) and Behera (n.d.), which offer popular press perspectives on individual boundary setting, Vahdat's systemic analysis provides the necessary structural backdrop to understand why these boundaries collapsed in the first place. The study bridges the gap between the technological adoption discussed in telecommunications policy by Horielova et al. (2026) and the micro-level Communication Privacy Management negotiations that employees must now undertake.

Horielova, V., Derevianko, O., Yanushevskiy, O., & Lysak, M. (2026). Balancing privacy and public interest: Ethical and legal aspects. Telecommunications Policy, 50(8), Article S0308596126001163.

<https://www-sciencedirect-com.proxy.lib.odu.edu/science/article/abs/pii/S0308596126001163>

This article examines the ethical and legal tensions surrounding digital privacy and telecommunications in modern environments. It investigates how legal frameworks struggle to keep pace with technological intrusions into private life. For this research project, this study is highly relevant to Communication Privacy Management (CPM) theory, which deals with how individuals defend their personal domains from external intrusions. By exploring the legal and policy aspects of digital privacy, this article provides a structural foundation for advocating for formal organizational policies, such as the "right to disconnect," to protect employees from boundary collapse in remote work environments.

This source contrasts with the more psychologically focused studies by providing a macro-level policy perspective on digital boundaries. While Lezcano et al. (2026) and Takami (2023) evaluate the personal and health-related outcomes of remote work, Horielova et al. (2026) offer a broader legal framework that helps explain why these communicative boundaries must be formally negotiated rather than left up to implicit expectations. Additionally, it pairs well with the organizational analysis of IT tools discussed by Vahdat (2022), transitioning the conversation from simply implementing technology to legally and ethically managing its intrusion into the home.

Guzman, K. (2023, February 17). Pursuing work-life balance in a post-pandemic world. *Yale School of Management*.

<https://som.yale.edu/story/2023/pursuing-work-life-balance-post-pandemic-world>

This article summarizes insights from workplace experts regarding the ongoing struggles professionals face in achieving work-life balance after the pandemic disrupted the traditional work week. It highlights the growing need for employees to clearly communicate their boundaries to managers, especially to counter the belief that digital technology necessitates an always-available workforce. This piece directly aligns with the project's focused research question, as it highlights the discursive negotiation required by employees to push back against implicit "always-on" expectations and carve out dedicated personal time. It underscores that without the physical separation of the office, proactive boundary communication is essential to maintain efficiency and leadership.

As a popular press piece, this source provides highly practical, real-world framing that complements the academic industry analysis necessary to understand modern organizational communication. It translates the dense theoretical concepts of Boundary Management Theory into actionable, everyday workplace language, much like the LinkedIn article by Behera. When synthesized with the academic findings of Lezcano et al. (2026) and Takami (2023), Guzman's piece demonstrates how the psychological impacts of remote work are currently being discussed and addressed by contemporary management practitioners.

Takami, T. (2023). Remote work and well-being in the post-COVID-19 era. *Industrial Health*, 61(3), 145–147. https://www.jstage.jst.go.jp/article/indhealth/61/3/61_Editorial/_article

This editorial critically examines the impact of sustained remote work on employee well-being, focusing on the friction caused by the dissolution of physical boundaries between the workplace and the home. The author discusses how the blending of domains leads to digital exhaustion and negatively affects long-term mental health. This directly supports the research proposal's assertion that the seamless integration of work into the living space can erode personal well-being when explicit communicative boundaries are absent. The text provides scholarly evidence that the flexibility of remote work is indeed a double-edged sword that requires careful organizational management and proactive communication.

Takami's (2023) editorial serves as a crucial thematic bridge between the broad organizational IT implementation described by Vahdat (2022) and the specific employee retention benefits of structured remote work identified by Lezcano et al. (2026). While Horielova et al. (2026) approach digital intrusions from a legal and policy standpoint, Takami grounds the issue in occupational health and psychology. Furthermore, this academic perspective lends empirical weight to the practical, everyday burnout concerns raised in the popular press articles by Guzman (2023) and Behera.

Behera, M. (n.d.). *Importance of work-life balance in post-pandemic workplace*. LinkedIn. <https://www.linkedin.com/pulse/importance-work-life-balance-post-pandemic-workplace-mrinal-behera-2lcae>

This article provides an industry-oriented perspective on why establishing work-life balance has become paramount in modern organizations following the pandemic. It outlines practical strategies for both employees and employers to redefine productivity without sacrificing personal time. This source directly applies to the research topic by validating that

flexible work policies, while intended as a benefit, frequently create environments where workers struggle to disconnect. It reinforces the necessity for organizations to establish clear communication guidelines to protect employee well-being in modern workplaces.

Similar to Guzman (2023), this popular press source offers accessible, practitioner-focused evidence that anchors the theoretical academic research in current industry discourse. Where Vahdat (2022) and Takami (2023) utilize formal research methodologies to measure HR trends and health outcomes, Behera provides insight into how these issues are currently being actively discussed by professionals on networking platforms. This source complements the overarching focus on Communication Privacy Management Theory by showing how professionals are actively seeking to negotiate these unwritten rules in real time.

Lezcano, A. M., Zajac, S. A., Johnson, S. K., & Holladay, C. L. (2026). Rethinking return-to-office: The positive impact of remote work on well-being, connection, and employee retention. *Frontiers in Psychology*, 17, Article 1848857.

<https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2026.1848857/full>

This recent scholarly study investigates the nuances of remote work, analyzing how it exerts competing effects on employees through both an autonomy pathway (boosting well-being and retention) and an isolation pathway (weakening social connection). The research demonstrates that when implemented with proper support, remote work maintains significant positive impacts on the workforce. This directly addresses the research proposal's core objective of finding ways to maintain the benefits of flexible work arrangements while mitigating the negative effects of the implicit "always-on" expectations. It helps answer the ultimate question of how to properly measure the success of boundary-setting interventions in remote settings.

This source acts as the culmination of the bibliography by putting together the opposing viewpoints presented in the other texts. It acknowledges the health and well-being risks of boundary collapse identified by Takami (2023) while providing observational data to support the optimistic boundary-setting strategies advocated by Guzman (2023) and Behera. Furthermore, it moves the discussion past the initial pandemic-era technological scrambling described by Vahdat (2022), offering a contemporary, post-pandemic framework for how structured, communicative remote work policies can lead to sustainable employee retention and satisfaction.