

# New Generation Working Models with Text Mining and Topic Modeling

## Metin Madenciliği ve Konu Modellemesi ile Yeni Nesil Çalışma Modelleri

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### Abstract

This study aims to conduct topic modeling of the news on Google about new generation working models. As a working method, analyses were performed using the topic modeling method in the RStudio program. The limitation of the research is that the news taken from the website drawn for the data set were published in 2024. Results that meet the characteristics of new generation working models were found in the biagram (binary word group) and triagram (triple word group) formed as a result of the frequency analysis. In the topic modeling analysis, distance maps of the topics and the most frequently used words for each topic were determined and the percentage weights of the topics were included. As a result, while Topics 2, 3, and 5 represent more general and similar content, Topics 1 and 4 focus on distinctly unique and specific areas. Topics 1 and 4 emphasize the themes of working hours, flexibility, and digitalization.

Key Words: New Generation Working Models, Text Mining, Topic Modeling, LDA.

### Özet

Bu çalışmada yeni nesil çalışma modellerinin Google'da yer alan haberleri kapsamında konu modellemesinin yapılması amaçlanmaktadır. Çalışma RStudio programında konu modellemesi yöntemi kullanılarak analizler gerçekleştirilmiştir. Araştırmanın kısıtı veri seti için çekilen web sitesinden alınan haberlerin 2024 yılı içerisinde yayınlanmış olmasıdır. Frekans analizinin sonucunda oluşan biagram (ikili kelime grubu) ve triagramlarda (üçlü kelime grubu) yeni nesil çalışma modelleri özelliklerini karşılayan sonuçlar bulunmuştur. Konu modellemesi analizinde ise konuların mesafe haritaları ve her konu için en sık kullanılan kelimeler belirlenerek konuların yüzdesel ağırlıklarına yer verilmiştir. Sonuç olarak Konu 2, 3 ve 5 daha genel ve birbirine benzer içerikleri temsil ederken, Konu 1 ve 4 belirgin şekilde özgün ve spesifik alanlara odaklanmıştır. Konu 4 ve 5 çalışma saatleri, esneklik ve dijitalleşme temalarını vurgulamaktadır.

Anahtar Kelimeler: Yeni Nesil Çalışma Modelleri, Metin Madenciliği, Konu Modelleme, LDA.

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### 1. Introduction

Working models are rapidly changing in the digital world. Traditional full-time jobs are being replaced by new generation working models shaped by individuals' search for flexibility and independence. Working via invoice platforms, freelance work, invoice/voucher-based work, on-call work, mini jobs (micro jobs) and marginal part-time work offer a new perspective in the business world. These models provide individuals with flexible working hours and geographical independence, while creating cost savings and access to different talents for employers.

Businesses need to have a flexible structure while adapting to changing environmental conditions. This flexibility gives businesses an advantage in national and international competition and is one of the important elements for responding quickly and effectively to rapidly changing demands. Employers also need to adapt to changing ways of doing business in global change. Therefore, flexible work is defined as " *all jobs other than full-time jobs for an unlimited period of time*" (Doğru, 2015). In other words, it is defined as " *the adjustment of working hours according to the conditions of the employees as a result of the agreement made by the employee and the employer.* "(Noyan, 2007).

Flexible working is a concept that came to the agenda in the mid-1970s in the Western World after the Oil Crisis and developed with the establishment of legal regulations in European countries due to the increase in the number of employees. As a result of the crisis, in addition to economic difficulties, the unemployment rate increased, and employers brought flexible working models to the agenda as an alternative to traditional full-time work (TİSK, 2022). In addition, flexible working is an alternative method to layoffs and is expected to be a solution to new business policies and unemployment problems (Doğru, 2015). In addition, women's participation in working life began in these periods. Naturally, the social roles assigned to women, domestic responsibilities and similar situations show the strategic importance of flexible working methods (TİSK, 2022).

In Turkey, the flexible working model was mentioned in the Sixth Five-Year Development Program between 1990-1995 (1989), and was first mentioned in the development program in 1996. In this development plan, part-time work forms, which are new forms of employment, were mentioned for the first time. In this direction, the importance of the flexibility of the non-standard labor market was emphasized. In Turkey (2003) the need to update the Labor Law Draft No. 4857 was emphasized, and the necessary arrangements were shared by TİSK in the old Labor Law No. 1475. After these updates, it was seen that the flexible working provisions in the Labor Law published in 2003 were highly strict compared to European countries (TİSK, 2022).

Accordingly, the study aims to content analysis by taking the contents of the news about the new generation working models for the year 2024 and using the topic modeling method in the RStudio program.

### 2. New Generation Working Models

In this section, new generation working models such as remote working (working from home), working via online platforms, part-time working, on-call working, freelance working, coupon-based working, rotational working, job-sharing working and literature on subject modeling will be discussed.

### 2.1. Remote/Home Working

Remote working is an activity in which employees fulfill their duties and responsibilities without being physically present at the workplace (Yılmaz & Kasımoğlu, 2024). Therefore, unlike the conventional working method, there is no office environment in terms of its operation. The basis of the widespread use of the work from home method today is the widespread use of the internet and cloud-centered working and communication environments (Jalagat & Jalagat, 2019).

Remote work is also referred to as "working from home". The reason for this is that employees carry out their work at home with the support of technology. In this way, in addition to the increase in job potential, it allows employees to work in different business lines (Saini & Roulet, 2022). While the method of working from home provides employees with flexibility in terms of work such as freedom of clothing, getting away from noise and stress, geographical independence, reduction in transportation costs and saving time, it also brings with it many disadvantages such as disruptions in communication, increase in workload due to additional meeting requests, imbalances in work-family harmony due to flexibility in working hours, and psychological and physical problems due to not leaving the home environment.

The Organization for Economic Cooperation and Development (OECD) on remote work management emphasizes that 21% of employees in Turkey are suitable for the remote work model and that this rate may increase in parallel with the increase in the level of education and may also increase in different occupational groups (OECD, 2020).

### 2.2. Working on Online Platform

Working on an online platform, in other words, online flexible working, is a type of work in which the employee performs the work or task process on an online platform, unlike traditional employment models (Stephany, et. al., 2021). In other words, it is the employment process carried out in a digital environment, usually through an internet connection. The process of working in a digital environment makes it one of the examples of the remote working type. As a result of developments in the industry, the functionality of artificial intelligence in e-commerce, banking, finance and autonomous vehicles also facilitates work on the online platform (Angin, 2024). At the same time, it offers employees a flexible working opportunity in any environment they want, without transportation costs. However, the lack of face-to-face communication and problems with internet connection or devices can negatively affect the workflow (Buffer, 2023).

### 2.3. Part Time Work

According to Article 13 of the Labor Law "if the normal weekly working hours of the worker are determined to be significantly less than the comparable worker working with a full-time employment contract, the contract constitutes the part-time working model. In general, the working hours are at most forty-five hours unless otherwise stated." In the part-time working model, the period is the period determined in the employment relationship between the worker and the employer. This period must be less than the normal daily, weekly or annual working hours (Eser, 1997).

The main reason why part-time work is widely preferred by employers is that storage is not possible in service-intensive economies and these services must be consumed immediately (Koç & Görücü, 2011). For the worker, part-time work is preferred to create a work order that will provide work-family and social life balance (Alpagut, 2008). In addition, students, retirees or housewives prefer part-time work.

The OECD (2005) has defined part-time work as a voluntary work type generally under 30 to 35 hours of work. Part-time work is defined in the European Union Directive 97/81 as "a type of work that is done regularly in the workplace and is shorter than the working hours of full-time work" (Kuşaksız, 2006). The basic feature of part-time work is that the working hours are shorter than normal (Centel, 1992). At the same time, the working hours must be voluntary by the employee and this situation must be mutually based on the employment contract. With this contract, the regularity of the parties in the mutual working relationship is taken as a basis. In other words, in part-time work, the elements of duration, continuity and voluntariness are important for the basic functioning.

**2.3.1. Marginal Part-Time Work:** Generally, marginal part-time work is included under the part-time work method. The reason for this is that the activity period in marginal part-time work is shorter than the part-time work method and is also referred to as "mini jobs". Although the concept of "less work time" varies by country, the period in the literature is between 1 and 14 hours of work. According to the results of the study conducted in 2014 with the participation of 13 developed countries, marginal part-time work was the most common period before and during the crisis in 1996, especially in America and Germany (Messenger & Wallot, 2015).

**2.3.2. Mini Jobs /Micro jobs**: Germany was the first to organize a type of work known as "mini/micro jobs" and micro work in the 1960s, which generally involved domestic tasks such as housework (Balkan, 2021). Germany has determined two features in the type of work as micro jobs. The first of these is the earnings of the employee, and the second is the working period. The employee must receive a maximum of 450 euros in return for his labor and the working period must not exceed 3 months or 70 working days in a working year (TİSK, 2022). Micro jobs first took place in the literature as the Hartz Laws in Germany on January 1, 2003, as a more specific form of low wages and part-time employment and part-time working method (Erol, 2017: Keller & Seifert, 2013). Micro jobs are an alternative working method that provides additional income for full-time employees.

#### 2.4. On-Call Work

It is a type of work in which the employee comes when called and acquires work according to the agreement made between the employee and the employer. In the on-call type of work, being called is the first condition to start work and it is not possible to work without a call (Tokol, 1992). On-call work is not a regular type of employment, but a type of work used as a solution to workload in busy periods or special days such as weddings, engagements, graduations (Koç, 2017). Therefore, the employer calls the employee whenever needed. The employer has the authority to determine the working day and hour and is an irregular type of work (Yıldız & Balaban, 2013). In Turkey, on-call work took its place in the legal system with the Labor Law No. 4857 in 2003 (Gümüş & Koç, 2019). This type of work offers employers extra employment opportunities when needed.

#### 2.5. Freelance Work

Freelancing is all activities in which an individual earns income by working independently for a fee for specific projects or jobs (Pietrobelli, et. al., 2004). Freelancing is a type of work that gives status to society, which emerged with the idea of "being your own boss" (Şentürk, 2020). In freelancing, they usually provide services in their own areas of expertise without long-term commitment to an employer. This working model has become quite popular today with the spread of digitalization and remote working. In freelancing, the working hours are flexible according to the employees' own schedules and since they can work in different sectors, their customer portfolio is quite wide. Since freelancers gain expertise in a certain field, their earnings are quite high compared to a standard paid job (Ozimek, 2021). Freelancing in Turkey is becoming widespread in areas such as software development, graphic design and content production. Uncertainties regarding the legal rights and tax regulations of freelancers in Turkey are one of the important obstacles to this business model.

#### 2.6. Invoice/Coupon Based Work

It is a payment method used by the employer in exchange for the employee's labor instead of cash. In other words, it is a coupon-based employment method. It is widely used in temporary, daily or portfolio work environments, especially in the agricultural sector and domestic services. It is a common employment method in Belgium, France, Italy, Austria and Lithuania (Erdoğan & Genç, 2020). Although it is not preferred much in Turkey because it is not included in the Labor Law and does not have legal regulations, it can be considered as a type of freelance work for Turkey.

#### 2.7. Rotational Work/Employee Sharing

The rotational work model is the execution of different tasks at different times from a pool of employees formed by more than one employer. At the same time, when a certain employer cannot offer a job to its employee, it is aimed to ensure that the employee continues to be employed by ensuring that they work with different employers. In this process, the employment contract between the first employer and the employee continues (Eurofound, 2015). It is the situation where businesses continue the temporary employment relationship with the first employer with a permanent employee becoming unemployed is reduced. While rotational work is widely used in the agriculture, tourism and construction sectors, this type of work is also used in the employment of cleaning and security personnel on a temporary or part-time basis (TİSK, 2022).

#### 2.8. Collaboration/Work Sharing

The co-working model is defined as "sharing a full-time job and its benefits by more than one employee" (Öztürkoğlu, 2013). In this model, an existing full-time job is performed by more than one employee working part-time. The employer who shares the job must make a separate employment contract with each employee. In this employment contract, the employees determine how much work each person will do, in other words, the division of labor (Yavuz, 1995). Although the co-working model seems like part-time work at first glance, the actual work period is full-time. Employees are responsible for the sustainability of the job and at the same time assume each other's responsibilities. In other words, in the co-working model, a group of employees share a specific job among themselves, and each one supports the completion of the job and completes the job. The most important advantage of this working method for the employer is that it reduces costs as well as providing flexible and efficient work (Survey, 2024).

New generation working models have strategic importance in the global employment order. The modern approach of businesses in employment models provides businesses with a number of advantages. The most important of these is the competitive advantage. With new generation working models, businesses

provide optimum efficiency in the employment of employees and enable the development of their talents and competencies. This returns to businesses as a significant competitive advantage on a global scale. Again, businesses contribute to the reduction of unregistered employment with new generation working methods suitable for them.

### 3. Topic Modeling Framework

Topic modeling is an important unsupervised machine learning technique used to uncover the hidden structure in a collection of textual documents. One of the most widely used methods is the Latent Dirichlet Allocation (LDA) model, which was originally proposed by Blei, Ng, and Jordan in 2003. LDA works under the assumption that each document is represented as a mixture of topics and that each topic is a distribution over words. The process begins by determining the number of topics, denoted as "K". Each document is treated as a bag of words (BoW), where word order is ignored, and the occurrence of words informs probabilistic topic assignments. The primary steps of the LDA algorithm are:

1. *Initialization:* The algorithm starts by assigning random topics to each word in a document.

2. *Iterative Inference:* Using Gibbs sampling or variational inference, the algorithm iteratively updates the topic distribution for each document and the word distribution for each topic. This process maximizes the probability of the observed word co-occurrence.

3. Parameter Estimation: LDA shows the topic-document distribution ( $\theta$ ) and the topic-word distribution (Y), which can be used to interpret topics and analyze documents.

Topic modeling often faces challenges such as topic sparsity, topic consistency, and determining the optimal number of topics. Several extensions and improvements to the standard LDA model have been proposed:

> *Hierarchical Topic Modeling: Methods such as* the Nested Hierarchical Dirichlet Process (nHDP) and the Hierarchical Pachinko Allocation Model (hPAM) allow hierarchical topic structures, allowing topics to share lower-level subtopics (Poumay & Ittoo, 2021).

> *Topic Coherence:* Metrics such as point-based mutual information (PMI) or topic coherence score are used to assess topic quality (Röder, Both, & Hinneburg, 2015).

> Parameter Optimization: Techniques such as non-negative matrix factorization (NMF) offer alternative approaches to determine model parameters and improve topic discovery (Korenčić, Ristov, Repar, & Šnajder, 2020).

Implementation of topic modeling can be accomplished through a variety of software tools and libraries, including:

▶ Gensim: A Python-based library for topic modeling and document similarity analysis.

> Mallet: A Java-based tool for advanced topic modeling, providing efficient implementations of LDA.

> Scikit-learn: Latent Dirichlet Provides simple APIs for Allocation and NMF.

### 3.1. Model Evaluation

Evaluating topic models is an important step to ensure their reliability. Key evaluation criteria include (Williams et al., 2024):

1. *Perplexity:* A measure of how well the model predicts unseen data. Lower perplexity indicates better generalization.

2. Topic Coherence: Ensures that the words within a topic are semantically consistent.

3. *Human Interpretability:* It includes qualitative analysis to verify whether the extracted topics are meaningful to human evaluators.

### 3.2. Applications in Textual Analysis

Topic modeling has broad applications in a variety of fields, including:

> *Document Classification:* Automatically assign categories to documents based on their subject distribution.

> Trend Analysis: Identifying new topics emerging in research, news, and social media (Venugopalan & Rai, 2015).

> Content Summarization: Extracting representative topics to summarize large bodies of text (Mohr & Bogdanov, 2013).

#### 4. The Future and Challenges

In this study, the news published on Google in 2024 regarding new generation working models constitute the dataset. The analyses were performed on the dataset loaded into the R studio program. In the topic modeling performed on the news including new generation working models, LDA (Latent Dirichlet Allocation) was used. The limitation of the research is that the news belongs only to the year 2024. First, the pdf file consisting of the news collected from Google with the "pdftools" program was loaded into the R studio program. Then, the "-tm-" program was loaded for text mining. The most frequently occurring word frequencies in the pdf file were determined with the "tidytext-" and "-data.frame-" programs. The frequency analysis results were visualized with the "ggplot-" package. The processes of this study are as in Figure 1:



#### 4.1. Frequency Analysis

The data set is shown in Figure 2, where the 20 most frequently occurring words are found by running the codes below.

```
ggplot(word_freq, aes(x = reorder(word, n), y = n)) +
geom_bar(stat = "identity", fill = "skyblue") +
theme_minimal() +
coord_flip() +
labs(title = "The 20 most frequently used words", x = "words", y = "Frekans") +
theme(axis.text = element_text(size = 12))
```



Figure 2: The 20 most frequently used words (Unigram analysis)

The most frequently used words are "work", "flexible", and "work". This shows that flexible working models and the transformation of working hours are an important topic of discussion in today's business world. In addition, remote working is a new generation and models the words were also frequently used. This data confirms that innovative, remote and hybrid models are at the forefront of working conditions. Words such as "social", "security", "employees" emphasize that social security and employee rights are the focus of discussion in transforming business models. The word cloud of the 20 most frequently used words is shown in Figure 3.



Figure 3: Most frequently used WordCloud

### 4.2. Biagram Analysis (Binary Word Groups)

```
ggplot(top_bigrams, aes(x = reorder(bigram, n), y = n)) +
geom_bar(stat = "identity", fill = "skyblue") +
coord_flip() +
labs(title = "The Most Freguent Biagrams", x = "Bigram", y = "Frekans") +
theme_minimal()
```



Figure 4: Biagram analysis

The bigrams "flexible working," "new generation," and "working models" stand out as the most frequently used phrases in the dataset. This finding reveals that flexibility in working models is one of the most important concepts of the new generation business world. The expressions "remote working" and "hybrid working" show the increasing importance of models independent of the workplace. "Social security" and "working hours" The existence of bigrams shows that employee rights and safety are a critical issue in the transformation of business models.

#### 4.3. Triagram Analysis (Three Word Groups)



Figure 5: Most commonly used trigrams

The trigram analysis highlights key themes such as flexible working arrangements, generational shifts in the workforce, and evolving work models. Frequent phrases like "flexible working models" and "new generation working" point to a focus on adaptability and innovation. Additionally, topics such as working

hours, social security, and labor policies are prominent, indicating ongoing discussions about work-life balance, regulation, and the impact of digital transformation.

#### 4.4. Topic Models and Visualization with LDA Model

In order to find the optimum number of topics, the visual resulting from the code below was used and the appropriateness of taking the optimum k = 3 to 9 was reached. To strengthen the significance of the analysis results,  $k_{=}5$  was taken.

### FindTopicsNumber\_plot(result)

```
k <- 5
lda_model <- LDA(dtm, k = k, control = list(seed = 1234))
topics <- tidy(lda_model, matrix = "beta")
fop_terms <- topics %>%
group_by(topic) %>%
top_n(10, beta) %>%
arrange(topic, -beta)
ggplot(top_terms, aes(x = reorder_within(term, beta, topic), y = beta, fill = as.factor(topic))) +
geom_col(show.legend = FALSE) +
facet_wrap(~ topic, scales = "free") +
coord_flip() +
scale_x_reordered() +
labs(title = "LDA Topic Modelling", x = "Words", y = "Beta")
```

The figure presents the results of topic number evaluation using three different topic coherence and optimization metrics: Deveaud2014, CaoJuan2009, and Arun2010. These metrics help identify the optimal number of topics for Latent Dirichlet Allocation (LDA) modeling by assessing the quality and distinctiveness of topics generated.

In the upper panel, the CaoJuan2009 (triangles) and Arun2010 (squares) metrics are plotted. For these metrics, lower values indicate better model performance, as they measure similarity and redundancy among topics. Both curves show a steep decline from 2 to 5 topics, stabilizing thereafter. This suggests that fewer topics (around 4–5) lead to more distinct and coherent topic separation, after which additional topics contribute diminishing returns or redundancy.

The lower panel displays the Deveaud2014 metric (circles), where higher values indicate better topic quality. The curve peaks at 3 topics, implying that this number provides the highest topic coherence and distinction among the tested models.

Based on the evaluation results of the three coherence metrics, the number of topics (k) was set to 5, as this value represents a balance point where topic distinctiveness and coherence are optimized across all metrics. In addition to the coherence metrics, the perplexity value for k = 5 was calculated as 162, which falls within an acceptable range according to previous studies. This further supports the selection of five topics as an appropriate and reliable model configuration.



Figure 6: Number of topics, chorence and optimization metrics

During the codes applied above, the words and word frequencies of the 5 subjects resulted as follows.

<u>Topic 1 (Red Bar) Key Words</u>: new, flexible, employees, work, hours, working, models, iyikhan, world, business Interpretation: This topic seems to focus on flexible work models and new trends in the workplace, particularly concerning employees and their working hours. The presence of words like new, models, and business indicates a discussion about modern and adaptable work environments, likely tied to evolving labor practices or post-pandemic work trends.

<u>Topic 2 (Olive Bar)Key Words:</u> working, new, models, work, hours, flexible, remote, social, world, what Interpretation: This topic highlights remote and flexible working models, with keywords like remote, working, and social. It appears to discuss new models of work in a broader, possibly social context. There may be a focus on balancing flexibility with productivity.

<u>Topic 3 (Green Bar) Key Words:</u> working, flexible, work, models, hours, remote, labor, generation, business, life. Interpretation: This topic revolves around generational changes in work models and the increasing prevalence of flexibility. Words like generation, life, and business suggest the topic may discuss work-life balance and the evolving demands of different generations of workers.

<u>Topic 4 (Blue Bar) Key Words:</u> employees, hours, working, flexible, remote, work, home, would, balance. Interpretation: This topic seems to focus on remote work and work-life balance. Keywords like home, balance, and hours suggest a theme around employees working from home and managing work hours. The term wouldcould imply hypothetical scenarios or employee preferences.

<u>Topic 5 (Purple Bar) Key Words:</u> working, work, hours, new, labor, model, remote, generation, models, security. Interpretation: This topic likely explores new labor models and concerns around security in remote work settings. Keywords such as labor, security, and generation may indicate a focus on challenges and opportunities in modern work structures, especially regarding employee job security.

Topics 2, 3 and 5 share more common themes and represent a more general scope. Topics 1 and 4 focus on distinctly unique and specific areas. Topic models are included in Figure 7.



Figure 7: Topic models with LDA model

### 5. LDA Model For Topic 1 Analysis Of Topic Modeling Results

This study was conducted using LDA (Latent Dirichlet It presents the analysis of news content on new generation working models using Allocation) modeling. The codes run in R Studio for LDA Model Topic Modeling. In Figure 8, Topic 1 is represented at a rate of 33.9% and is in a different position than other topics on the distance map between topics. This shows that Topic 4 is clearly different from other topics in terms of content.

The horizontal and vertical axes (PC1 and PC2) in the distance maps between topics in visuals 2 and 5 show the locations of the topics according to their similarities. Topics that are close to each other share more common words and meanings. Topics that are far from each other are more different in terms of meaning. Accordingly, Topic 1 and Topic 4 are distinct from the other topics, and the results of the LDA analysis are demonstrated in Figure 8.



Figure 8: Intertopic distance map for Topic 1 distance map

Topic 1 (red circle):

This is the largest and most dominant topic, occupying 33.9% of the tokens in the corpus. Its size indicates a higher proportion of the dataset's tokens are associated with this topic. Positioned separately from other topics, it suggests a more distinct thematic focus.

Topics 2 and 5:

These topics have substantial overlap, indicating a degree of semantic similarity. They likely discuss related subthemes.

Topics 3 and 4:

Positioned farther from the others, indicating their distinct thematic focus with minimal semantic overlap. Topic 4, in particular, has a smaller size, representing a lower share of tokens.

#### 6. Conclusion

New generation working models represent a transformation that responds to the needs of the modern business world. The popularity of these models is increasing, especially with the impact of digitalization and globalization. Flexible working hours, individual creativity and geographical independence meet the expectations of employees regarding their working life, while offering flexibility and efficiency for employers. However, the spread of these models requires reconsidering issues such as social security, income stability and job security. In the future, it is expected that the business world will evolve into a more inclusive and balanced structure with these dynamic working models. The aim of this study is to examine the new generation working models such as working through online platforms, freelance work, invoice/voucher-based work, on-call work, mini jobs (micro jobs) and marginal part-time work. The topic modeling was done and the concepts were analyzed with distance maps. According to the results:

Topic 1 Dominance: Topic 1 represents the most significant theme in the corpus, focusing on flexible work, labor models, and generational work-life trends. This aligns with current academic discussions on workplace transformation driven by the pandemic, digitalization, and changing workforce expectations.

The clear positioning of Topic 1 in the Intertopic Distance Map suggests it is thematically distinct, whereas Topics 2 and 5 overlap, indicating shared themes like remote work and hybrid models.

The findings highlight key areas such as adoption of flexible and hybrid work models. The influence of generation-specific needs in shaping work environments. Working models have presented legal and organisational challenges relating to remote working arrangements and employee wellbeing.

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