



The Effect of Flexible Working Arrangements on Employee Performance: A Survey in Multi-Brand Virtual Kitchen Companies

Safira Aulia Khoirunnisa^{1*}, Iwan Sukoco², Lina Auliana³

^{1,2,3} Department of Business Administration, Faculty of Social and Political Sciences, Padjadjaran University, Bandung, Indonesia

Abstract

This study investigates the impact of competency and career The implementation of flexible working arrangements allows for adjustments to work patterns according to individual needs, which impacts performance. Flexible working arrangement at multi-brand virtual kitchen company has been applied but there is still no evidence that the implementation has significantly improved employee performance. This research aims to analyze the influence of flexible working arrangements on employee performance at a multi-brand virtual kitchen company. This study uses a quantitative method with a descriptive-verificative approach. Data was obtained through observation, interviews, and surveys via Google Form. The research sample consisted of 54 employees at the headquarters (HQ) of a multi-brand virtual kitchen company, selected using purposive sampling according to criteria. The data analysis used was hypothesis testing and simple linear regression analysis using SPSS software to carry out data analysis. The study results indicate that flexible working arrangements significant positively effect on the performance of employees at multi-brand virtual kitchens. These findings indicate that HQ employees at multi-brand virtual kitchen who work with flexible working arrangements show better performance.

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Correspondence:

Safira Aulia Khoirunnisa
(safira21002@mail.unpad.ac.id)

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1. INTRODUCTION

Employee performance is an important aspect of organisations and reflects how effectively and efficiently employees carry out their assigned tasks and responsibilities. According to Edison et al., (2022), employee performance is the result of a process that is evaluated and measured over a period of time based on pre-agreed conditions or agreements. Employee performance is also described as the character and participation of employees in achieving organisational goals (Colquitt et al., 2013). In other words, every organisation understands the importance of employee performance in achieving its strategic goals.

To achieve its goals, an organisation needs qualified human resources as its driving force. Productive and efficient employees can help the company increase the output and quality of its products and services, thereby improving customer and employee satisfaction (Nadya et al., 2022). To achieve this, organisations must ensure that each employee performs optimally. When evaluating performance, companies need to understand it



comprehensively and look at it from different dimensions so that the evaluation is more accurate. According to Edison et al., (2022) about employee performance, companies can measure performance based on various indicators such as target achievement, quality of work, completion time, and compliance.

One of Indonesia's multi-brand virtual kitchen companies, operating in the food and beverage industry since 2018, has adopted a cloud kitchen business model and a digitally native vertical brand concept in its operations. The company has its headquarters (HQ), and its outlets are spread across several regions in Java and Bali. This study focuses on the HQ, serving as the company's operational and strategic control center. All management functions, including human resources, finance, marketing, and business development, are performed at the HQ. According to company policy, all HQ employees work on a full-time administrative schedule, rather than on a shift basis as in the stores.

A preliminary survey was conducted using a Google Form distributed to several employees at HQ regarding employee performance based on benchmarks of goal achievement, work quality, completion time, and compliance. The preliminary survey showed that employee performance had an average score of 88%, which is considered excellent. Based on interviews with several employees, they explained that their work is goal-oriented, so achieving goals is an important aspect of their performance. When completing their work, effective time management makes it easier for them to meet the targets set by their managers to demonstrate good performance. In addition, employees mentioned that having standards or work guidelines makes it easier to complete their work.

Each employee's performance will vary because several factors influence it. One of these factors is the work environment, which can support a balance between employees' professional and personal lives. Companies need to adopt work arrangements tailored to their employees' needs to create this balance. Work tailored to their needs will make it easier for employees to improve their performance in the company (Abid & Barech, 2017b).

One of the work strategies used by the company is the implementation of flexible work arrangements (FWA). According to Lake (2016), flexible working in an organization includes various flexible work practices, changes in how work is done, and changes in the environment in which work is done. According to Lake (2016), the aspects of flexibility applied through flexible working are flexible time and flexible place. Flexible time is a work arrangement that allows employees to vary their working hours within certain limits (Robbins & Judge, 2022). Indicators of flexible time include variable hours, compressed workweek, job sharing, and temporary work. Meanwhile, flexible location gives employees the freedom to choose where they work. Flexible location includes aspects such as mobile working, working from home, and using work hub applications to connect the office space with office workers to monitor their work (Lake, 2016). The flexible work arrangement approach allows employees to determine their work duration, location, and time. This approach will enable employees to work according to their personal needs and preferences (Ashoush et al., 2015).

Essentially, the concept of FWA has been widely implemented since the Industrial Revolution, and factors such as globalization and technological developments have helped strengthen the need for flexible work in companies to face the challenges of different time zones and locations. Data from Global Workplace Analytics in 2021 shows that flexible work grew by 216% between 2005 and 2019, 11 times faster than other types of work. This indicates that flexible working is a rapidly growing work trend, with FWA potentially becoming the most widely used work arrangement in the coming years. Based on research conducted by The EY 2023 Work Reimagined Survey, involving 17.050 employees and 1.575 companies across 22 countries and 25 industries globally, including 250 employees and 50 companies from Indonesia, they found that only 17% of employees in Indonesia are willing to work in an office, while 45% of employees in Indonesia prefer to work from anywhere or occasionally come to the office.

In line with the increasing trend of flexible working arrangements (FWA), various studies have been conducted to examine their impact on employee performance. Flexible

working arrangements provide employees with the opportunity to work based on their individual work style preferences and the autonomy to adjust their schedules, which will have a positive effect on improving employee performance (Orishede & Ndudi, 2020). Based on the research of (Rusilowati, 2022) flexible working arrangements provide a positive experience for employees in insurance companies. Although the relationship between flexible working and employee performance has been studied in various organizational contexts, previous studies have focused on conventional office environments. Research conducted in intensive work environments, such as multi-brand virtual kitchens with unique environments, is still limited. This study aims to fill this gap by examining the relationship between implementing flexible work arrangements and employee performance in multi-brand virtual kitchen companies by focusing on the multi-brand virtual kitchen work environment. The hypothesis developed in this research is “Flexible working arrangements significantly influence employee performance”. The framework for this research was developed as follows.

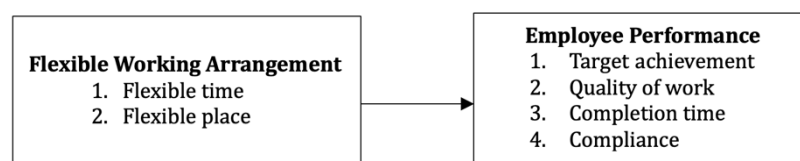


Figure 1. Conceptual Framework
Source: Data processed by researcher (2025)

2. METHODS

This study uses a quantitative descriptive-verification approach followed by interviews to deepen the understanding of the quantitative findings regarding the relationship between flexible work arrangements and employee performance in multi-brand virtual kitchen companies. The independent variable in this study is flexible work arrangements, and the dependent variable is employee performance. The indicators used to measure flexible work arrangements are time flexibility and job flexibility. Meanwhile, the indicators used to measure employee performance are goal achievement, work quality, completion time, and compliance.

The research population consists of all employees at the headquarters (HQ), a total of 113 people. The sample was selected using non-probability sampling with purposive sampling, with the criteria for respondents being HQ employees who have worked for at least six months. This was based on the consideration that these employees already understand the technical aspects of flexible working arrangements and have undergone two performance reviews within two quarters. The sample size for this study was calculated using the Slovin formula, resulting in 54 respondents.

Data collection techniques included primary data obtained through Google Forms questionnaires, interviews, and observations. Secondary data was obtained through company documents, literature reviews, and relevant journals. Data was measured using a Likert scale to assess attitudes and perceptions. The Likert scale measures an individual or group's attitudes, opinions, and perceptions regarding social phenomena (Sugiyono, 2022). The data analysis techniques used were hypothesis testing and simple linear regression analysis using SPSS software.

3. RESULT AND DISCUSSION

3.1 Results

Based on Table 1, the characteristics of the respondents in this study indicate that out of 54 respondents, 68.5% were female, and 31.5% were male. A total of 64.9% of the respondents were aged between 20 and 25 years, and 35.1% were over 25 years. Based on marital status, 88.9% of employees are unmarried, and only 11.1% are married. This indicates that most respondents are in the early stages of their careers and belong to Generation Z, which is known for being adaptable to technology and having a preference for flexible working arrangements. This suggests that Generation Z values high autonomy in performing their work. They seek freedom in determining work hours and locations and prefer work models that align with their personal rhythms and lifestyles. Therefore, it can be concluded that Generation Z highly values flexible working policies as an appropriate work policy (Pataki-Bittó & Kapusy, 2021).

Table 1. Respondent Characteristics

Variable	Item	Frequency	Percentage (%)
Gender	Male	17	31,5%
	Female	37	68,5%
Age	20-25 years	35	64,9%
	>25 years	19	35,1%
Status	Married	6	11,1%
	Unmarried	48	88,9%

Source: Data Processed (2025)

Descriptive Statistical Analysis

Table 2. Summary of Descriptive Statistical Analysis

Dimensions	Score Actual	Score Ideal	Percentage (%)	Category
Flexible Working Arrangement (FWA)				
Flexible Time	935	1350	69,3%	Good
Flexible Place	960	1080	88,9%	Excellent
Employee Performance				
Target	679	810	83,8%	Good
Quality	938	1080	86,9%	Excellent
Completion Time	931	1080	86,2%	Excellent
Compliance	736	810	90,9%	Excellent

Source: Data Processed (2025)

Table 2. Summary of descriptive statistical analysis, as for the flexible working arrangement variable, the summary of variable scores shows that the values for each aspect of flexible working arrangements range from 69.3% to 88.9%, falling into the good and excellent categories. The flexible time dimension scored 69.3% in the good category. This shows that employees agree that their work can be done more flexibly in terms of time. Based on interviews and observations, the company has official working hours of 9 to 5. Still, when working in a hybrid environment, employees can adjust their working hours if they have needs that must be met first. However, some types of work cannot be done flexibly in terms of time due to high dependency on real time. This suggests that while flexible time is implemented, certain conditions or limitations may affect its full optimization. The flexible place scored 88.9% in the excellent category. The company allows its employees to work from anywhere three days a week, from Tuesday to Friday. Based on interviews, during work from anywhere, employees are free to work wherever they can be more productive, whether at home, in a café, or even outside the city. This indicates that flexible place is perceived positively by employees and has been well adopted in the workplace

As for the employee performance variable, the highest score is on the compliance dimension, with a percentage of 90.9%, which indicates that employees tend to adhere closely to procedures, work rules, and company values. Based on observations, employees have a playbook for work guidance and use division goals as a reference. Additionally, the dimensions of quality and timeliness received 86.9% and 86.2%, respectively, in the “excellent” category. This suggests that the quality of work produced is perceived to be high, generally meets the company's established standards, and that employees tend to complete their work on time. Based on the interview results, quality is a very important aspect of their professional careers, and one of the supporting factors is always completing work according to the agreed completion time target. Meanwhile, the target achievement dimension is 83.8% in the good category. Based on the interview results, employees stated they have targets set for each week and month, so they race to meet their work targets to complete them on time. This suggests that while target achievement is generally satisfactory, there could be opportunities for further attention compared to other aspects. Overall, most employee performance dimensions are in the excellent category, indicating a typically high level of compliance with expected job responsibilities among employees..

Classic Assumptions Test

The testing in this study was conducted to predict the relationship between flexible working arrangements and employee performance. Classical assumption tests were calculated using the SPSS program to perform this testing. Normality tests were used to determine whether the variables were normally distributed or not using the Kolmogorov-Smirnov method. Based on the Kolmogorov-Smirnov test, a significance value of 0.200 ($p > 0.05$) was obtained, indicating that the data were normally distributed. A linearity test was used to ensure that the relationship between variables followed a straight-line pattern, which is one of the requirements for linear regression analysis. Based on the results of the linearity test, the Pearson correlation coefficient (R) was 0.366 with a significance value of $p = 0.003$ ($p < 0.05$), indicating a statistically significant linear relationship between the variable, flexible working arrangement (X) and the employee performance variable (Y). Based on the results of the ANOVA test, the results showed a linearity with a significance value of < 0.001 (< 0.05), indicating a linear relationship between flexible working arrangements and employee performance.

Simple Linear Regression Test

The testing in this study was conducted to predict and analyse the magnitude of the influence of the variable “flexible working arrangement” (X) on the variable “employee performance” (Y) among employees at the headquarters of a multi-brand virtual kitchen company. For this testing, simple linear regression analysis was used with the help of SPSS software, and the following regression coefficients were obtained:

Table 3. Simple Linear Regression Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.158	0.434	0.366	7.282	0.000
Flexible Working Arrangement	0.313	0.110		2.837	0.006

Source: Data Processed (2025)

Based on Table 3. The simple linear regression test result shows that the regression coefficient value of the variable “flexible working arrangement” (X) is 0.313, which is positive. This indicates that every 1-unit increase in the variable “flexible working arrangement” will increase the employee performance variable by 0.313. The constant value a in the simple linear regression results is 3.158, meaning that if there is no change in

the flexible working arrangement variable (X value is 0), then the employee performance variable (Y) value is 3.158. The equation for the simple linear regression is as follows:

$$Y = a + bX$$

Y = Dependent variable (employee performance)

a = Constant (Y value, if X = 0)

b = Direction numbers or regression coefficients

X = Independent variable (flexible working arrangement)

Based on Table 3. Simple linear regression test result, the simple linear regression model equation is as follows:

$$Y = 3.158 + 0,313X$$

Hypothesis Testing

To determine the effect or significance of the variable “flexible working arrangement” (X) on employee performance (Y), a hypothesis test was conducted using a t-test. The hypothesis for decision-making is written as follows:

- H_0 = There is no influence between flexible working arrangements and employee performance in multi-brand virtual kitchen companies.
- $H_1 \neq$ There is an influence between flexible working arrangements and employee performance in multi-brand virtual kitchen companies.

The t-test results show that the significance value of the influence of flexible working arrangements (X) on employee performance (Y) is $0.006 < 0.05$ and the calculated t-value is $2.837 > t\text{-table } 2.007$. Therefore, H_0 is rejected, and H_1 is accepted, meaning that flexible working arrangements influence employee performance in multi-brand virtual kitchen companies.

Coefficient of Determination

The coefficient of determination determines how well the variable “flexible working arrangement” explains the variation in employee performance. The results of the coefficient of determination test are as follows:

Table 4. Regression Coefficient Test Results

	Standardized coefficient	R Square	Adjusted R Square	t- statistic	Sig. (p- value)	Result
Flexible Working Arrangement to Employee Performance	0.366	0.134	0.117	2.837	0.006	Significant

Source: Data Processed (2025)

Based on Table 4. Regression coefficient test results indicate that flexible working arrangements positively and significantly affect employee performance, as evidenced by a standardized coefficient value of 0.366 ($t = 2.837$; $p = 0.006 < 0.05$). The value of R Square is 0.134, which indicates that flexible working arrangements explain 13.4% of employee performance. According to the correlation coefficient level (Sugiyono, 2022), the degree of influence is in the very low category, which is in the range (0.00–0.199). The model maintains statistical significance despite the modest adjusted R-squared value of 0.117. Consequently, it can be deduced that the contribution of flexible working arrangements (X) to employee performance (Y) is 13.4%. This value indicates that the relationship between the two variables is very weak, meaning that flexible working arrangements have a limited

influence on improving employee performance in this study. Concurrently, 86.6% of employee performance variability is influenced by factors that were not considered in the study's variables.

3.2. Discussion

Based on the descriptive analysis, it can be seen that the indicator of flexible working arrangement with the highest score is flexible place, with a percentage of 88.9%, which is categorized as very good. This shows that flexible place is a work arrangement that has been implemented very well by HQ employees in multi-brand virtual kitchen companies and is the work arrangement that has the most positive impact on their performance. Theoretically, according to (Robbins & Judge, 2022), flexible place is a work arrangement where employees work from home at least two days a week using a computer connected to the company's office. This aligns with the theory proposed by (Kossek et al., 2006), which states that a positive relationship exists between remote work and improved employee performance.

Based on observations, employees' workdays at the HQ of a multi-brand virtual kitchen are conducted in a hybrid working model, with two days per week spent working from the office (WFO) and three days working from anywhere (WFA). When hybrid working is implemented, all HQ employees work mobile or teleworking using laptops that are connected to each other through the Discord platform, and use platforms such as Google Docs and Google Spreadsheets to monitor each other's work as a form of transparency and employee responsibility in completing their work. Based on employee interviews, this policy benefits them by saving time and employee mobility costs. The flexible place policy also allows employees to choose where they work to enhance productivity. This aligns with research indicating that remote work or flexible place settings positively impact employee performance (Ravhudzulo & Eresia-Eke, 2024; Soomro et al., 2018).

Meanwhile, the flexible time indicator received the lowest score with a percentage of 69.3% in the good category. This reflects that flexible time has been implemented well, but its implementation still has challenges. In theory, flexible time is the flexibility of employees in organizing their work schedules (Wöhner, 2022). Based on the observation results, HQ employees' working hours refer to company rules, which are from 9 am to 5 pm. However, when working remotely, the company allows employees to be flexible in determining their working hours according to their needs. Some employees stated that they can flexibly determine when they can start working, especially when they have personal needs that must be met first. In addition, they also said that they can compress their work to shorten the duration of work in some situations and conditions that allow them to complete their tasks. Employees stated that work flexibility in terms of time can allow them to adjust their working hours according to their productivity hours to be more effective and more optimal in completing the given work targets. This shows that flexible time at work can increase employee productivity by maximizing their optimal work time, improving employee performance (Naqshbandi et al., 2024).

Based on the simple linear regression test results, the regression coefficient value is 0.313 with a significance value of 0.006 (<0.05), which indicates that flexible working arrangements have a positive and significant effect on employee performance in employees of the HQ multi-brand virtual kitchen company. The R-squared value is 0.134, which indicates that flexible working arrangements can explain 13.4% of the variations in employee performance, while the rest is influenced by other factors outside the research variables. This result is in line with the findings in the field, where employees can adjust their personal needs to the work targets they have to meet. The flexibility of time and place helps employees be more focused and avoid distractions to complete their work targets. Based on interviews with several employees, they stated that with flexible working, they can work according to their productivity time and adjust where they can work to be more focused. They said it can reduce their work pressure and distraction compared to working in an office. In addition, with flexible working hours, they can achieve their targets and work

hours more effectively, and can improve the quality of the work services they provide. This is in line with research stating that flexible working arrangements enhance employee focus and ensure they can produce high-quality services (Hashmi et al., 2023). Overall, employees said that flexibility in work, be it flexible place or flexible time, can positively impact employee performance. This finding is in line with research which states that flexible working arrangements have a positive effect on employee performance, which means that the better or the more flexible working arrangements will improve employee performance (Abba, 2018; Abid & Barech, 2017b; Kabir et al., 2023; Pradipta & Martdianty, 2023; Sekhar & Patwardhan, 2023).

However, based on the exposure of several employees, flexible working, especially flexible time, does not always have the same beneficial impact on each individual. Flexible working arrangements are sometimes a challenge for employees. Some employees stated they are free to determine when they can start working. Still, it will sometimes impact the achievement of their daily targets because employees' work in certain divisions is highly dependent on daily data output or has a fixed deadline for their work targets. They also stated that their work can be compressed to finish faster in certain situations and conditions. However, since most of their tasks are daily targets, the compressed work week tends to be difficult. In certain situations, flexible time could actually increase their workload demands (Pulido-Martos et al., 2021).

Strategies for Improving Employee Performance Through the Implementation of Flexible Working in Virtual Kitchen Companies

This study emphasizes the importance of implementing flexible work adapted to the job's needs and characteristics. Based on the analysis's results, flexible time indicators tend to have lower values than flexible place indicators. This shows that implementing flexible places is better and more influential on employee performance. Therefore, flexible time policies can be improved to have a more optimal impact on employee performance.

According to Dale (2020), flexible working policies impact employees' work-life balance and can improve employee performance by implementing structured and sustainable strategies. The development of flexible working policies should be based on internal data. In the case of a multi-brand virtual kitchen company, stakeholders need to collect data from employees regarding the challenges and benefits of flexible working according to their positions. Leaders from each division can obtain feedback through one-on-one meetings with their team members.

In a large organization, a universal, one-size-fits-all policy often cannot meet the needs of all work units. Therefore, it is necessary to consider each department's specific nature and needs so that the company's flexible time policy becomes more adaptable and contextual to the characteristics of each department. Some issues that each team can consider include communicating and monitoring each member's work, the ideal frequency and timing of regular meetings, and the technology and tools used to facilitate work. These considerations give employees and managers control and accountability over their work. In addition, the organization can implement output-based work measurement for its employees. This will allow employees to work at their own pace, avoid rushing to complete tasks within a specific time frame, and increase their focus and quality in achieving their work goals (Weideman & Hofmeyr, 2021).

The policies that have been designed require clear practical guidelines to be implemented effectively (Dale, 2020). Flexible working implementation guidelines can be differentiated between employees and managers or leaders of each division. For employees, they can include guidelines on how to communicate, operational policies, performance monitoring, and meeting times. For managers, they can consist of tools for evaluating the suitability of flexible working for a particular role, strategies for managing workloads to suit employees' working hours, and FAQ documents for employees regarding their flexible working policies.

4. CONCLUSION

The results of this study indicate that flexible working arrangements positively affect employee performance in multi-brand virtual kitchen companies. This means that the better the implementation of flexible working arrangements in a company, the higher the performance of its employees. The flexible place indicator is the most prominent aspect, where a hybrid work system has been successfully implemented and created a flexible workspace to support improved employee performance. Meanwhile, the flexible time indicator shows good implementation but still requires strengthening, particularly in balancing time flexibility with workloads and set targets. This study contributes theoretically by reinforcing previous theories regarding the positive influence of flexible working arrangements on employee performance. This study has limitations that restrict the scope of the research, which should be considered when interpreting the findings. In this study, no comparative analysis was conducted between divisions within the company, so the results cannot yet describe the possibility of differences in perceptions or the effectiveness of flexible working arrangements between different divisions or job functions. Additionally, this study only focuses on one independent variable, flexible working arrangements, in relation to employee performance. Therefore, further research is recommended to develop a model by adding other variables that may influence employee performance, such as work-life balance, job satisfaction, employee engagement, compensation, or workload, so that the research results will provide a more comprehensive understanding of the factors that influence employee performance in flexible working arrangement policies.

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