

The Relationship Between Flexible Work Arrangements on Employees' Work Performance Among Generation Z

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ABSTRACT

Flexible work arrangements (FWAs), including remote work, flextime, and hybrid models, have become increasingly important in modern employment, particularly following the COVID-19 pandemic. For Generation Z, born between the mid-1990s and early 2010s, flexibility, autonomy, and digital integration are essential workplace expectations. While global studies highlight both benefits and challenges of FWAs, limited research exists in Malaysia, especially concerning their impact on Gen Z employees. This study aims to examine the relationship between FWAs and employee work performance among Generation Z employees in Telecommunication Company, Melaka. A quantitative design was employed using structured questionnaires, with two validated instruments: the Flexible Work Arrangement Questionnaire (Bijsterveldt, 2015) and the Individual Work Performance Questionnaire (Platania et al., 2023). The unit of analysis was individual employees, and data were collected from 86 Gen Z respondents. Findings revealed that FWAs were moderately implemented, while employee performance levels were generally high. Pearson's correlation analysis indicated a significant positive relationship between FWAs and work performance, particularly in task and contextual performance, while counterproductive work behaviour showed a negative association. The study concludes that FWAs enhance motivation, productivity, and retention of Gen Z talent. This study also recommends structured FWA policies, digital collaboration tools, and managerial training to optimize flexible practices.

Keywords: Flexible Work Arrangements, Employee Work Performance, Generation Z, Malaysia, Work-Life Balance

RESEARCH BACKGROUND

Background of Study

The notion of Flexible Work Arrangements (FWAs) has recently become a more common topic, particularly after the COVID-19 (Amirul and Shaari, 2021). FWAs signify a shift in the old-fashioned 9-to-5 office working to such models of work as telecommuting and flex-time, when workers have freedom of choice regarding working hours and place (Bijsterveldt, 2015). This change addresses the changing employee demands of balance, well-being, and digital integration, and its impacts are enormous on the performance of organizations (Brega, 2023). Gen Z are particularly interested in autonomy and flexibility, which is why FWAs are especially relevant to this group, born in the middle of the 1997s to the middle of 2010s (Akbar & Amalia, 2023). Research also shows that FWAs have the potential to enhance job satisfaction and stress, improve the well-being and productivity of employees (Ray and Pana-Cryan, 2021; Bett, Sang, and Chepkwony, 2022). Therefore, FWAs could be considered as an effective organizational strategy to increase motivation and performance.

Being digital natives, Generation Z employees desire work environments that offer flexibility and rigorously adhere to lifestyles that do not jeopardize performance (De Charence et al., 2022). FWAs are also compatible with the preference of Gen Z to meaningful, autonomy-supportive workplaces, which facilitate proper performance of tasks and organisational citizenship behaviours (Platania et al., 2023). Nevertheless, there might be such challenges as role ambiguity and social isolation, in case FWAs are not implemented correctly (Nasir, 2023). This is because in Malaysia, legislative changes in favour of employee well-being promote the use of FWAs (Awang and Nadzri, 2023), and it is necessary to comprehend how they affect this socio-cultural environment and a new generation of employees.

Nevertheless, there is limited empirical research on the impact of FWAs on the performance of Gen Z in Malaysia despite the rising interest. To fill this research gap, the present paper will examine the role of FWAs in performance of tasks, contextual performance, and counterproductive work behaviours towards the Gen Z employees in the Telecommunication Company. The results are aimed at informing the HR practices to accommodate the needs of the generations and maintain the productivity of the organization (Retnowati et al., 2024).

Problem Statement

Nowadays, around the world FWAs are no longer workplace benefits, but rather a set of expectations being influenced by the digital transformation and pandemic-driven changes (Scane, 2023). Despite all these benefits of FWAs, including improved productivity, job satisfaction, and work-life balance, the research indicates mixed effects, including communication gaps, reduced cohesion, and the risk of burnout because of blurred boundaries (Singh, 2023; Nasir, 2023). Such contradictory results warrant subtle, cultural-specific studies especially on unique groups such as Generation Z employees with special demands.

Malaysia has adopted FWAs in legislation, especially the 2022 amendment of the Employment Act that authorizes flexible work arrangements (Awang and Nadzri, 2023). Nevertheless, the experiences of Malaysian Gen Z are under-investigated yet they have become a significant labour market force. The effectiveness and acceptance of FWAs in this country are marked by cultural specificities like collectivism and digital preparedness (Lee, 2024). This leaves a research gap on the best FWAs strategies that can be used to increase Gen Z employee work performance and align with local organizational cultures.

Moreover, the heterogeneity of FWAs demands the analysis of various modalities, flextime, telecommuting, and hybrid work and its connections to the aspects of work performance of employees: task performance, contextual support, and counterproductive behaviour (Platania et al., 2023). The absence of knowledge may result in poor policy formulation, reduced participation and performance. Therefore, it is important to examine the influence of FWAs on Gen Z in Malaysian workplaces to develop policy and promote workforce potential in a responsible and inclusive manner.

Purpose Of Study

The purpose of this study is to investigate how flexible work arrangements (FWAs) influence employee work performance among Generation Z employees in Telecommunication Company. As Gen Z increasingly enters the workforce, their preferences for autonomy, digital integration, and work-life balance make it essential to understand the impact of FWAs on productivity and engagement. This study aims to provide evidence-based insights into whether FWAs contribute positively to task performance, contextual performance, and the reduction of counterproductive work behaviours. The findings are expected to guide organizations in designing HR policies that align with the expectations of Gen Z while enhancing overall organizational effectiveness.

The objectives of this research are:

- a. To identify the level of flexible work arrangements among Gen Z employees in Telecommunication Company.
- b. To identify the level of work performance among Gen Z employees in Telecommunication Company.

- c. To examine the relationship between flexible work arrangements and employee work performance in Telecommunication Company

LITERATURE REVIEW

Flexible Work Arrangements

Flexible Work Arrangements (FWAs) enable employees to schedule and perform work with greater autonomy regarding time and location, including modalities such as teleworking, compressed workweeks, and flexitime (Bijsterveldt, 2015; McCollough, 2023). FWAs balance organizational demands with individual wellbeing, highly valued by digitized, autonomy-seeking Gen Z workers (Akbar & Amalia, 2023). FWAs can be viewed as a deliberate strategy to keep talent, enhance employee well-being, and strengthen organizational performance.

In this study, flexible work arrangements can be defined as the flexibility that is provided by the employer to the employees such as time and place. Employees can choose when, where and for how long they want to engage in their work-day tasks and work can take place outside of the office.

Employee Work Performance

Employee Work Performance entails task performance (efficiency and accuracy in core duties), contextual performance (voluntary, supportive behaviors like teamwork), and counterproductive work behaviour (actions harmful to organizational effectiveness) (Platania et al., 2023; Koopmans et al., 2014). Performance is a holistic construct reflecting employee contributions to organizational goals, sensitive to the availability of job resources such as flexibility.

Together, these variables depict how FWAs potentially enhance task efficiency, foster positive workplace behaviors, and decrease harmful practices, especially for Generation Z employees integrating technology and autonomy into work styles.

Generation Z

Conceptually, Generation Z refers to individuals born approximately between the mid-1990s and early 2010s, who have grown up in a highly digital and technology-driven environment. In the context of the workplace, Generation Z employees are often described as digital natives who value flexibility, autonomy, work-life balance, and meaningful work.

In this study, Generation Z is defined as employees born between 1995 and 2010 who are currently employed at ABC Company in Melaka, Malaysia. Generation Z respondents are identified through the demographic section of the questionnaire based on their year of birth.

Theories and Model

Job Demands-Resources (JD-R) model (Bakker, Demerouti, and Sanz-Vergel, 2023) interprets FWAs as the key job resources that alleviate the effect of job demands to minimize burnout and stimulate employee motivation and job engagement. FWAs are the key supports that improve overall performance to Generation Z, who are concerned with work-life balance and autonomy.

The theory of Self-Determination (Ryan and Deci, 2020) describes the ways in which FWAs satisfy the three primary motivational psychologically based needs, including autonomy, competence and relatedness. Gen Z workers can be engaged and make less counterproductive behavior with autonomy in working hours and location, competence through digital tools, and relatedness through hybrid models (Ariani et al., 2025).

The insightful model to be used in the current study to assess the effects of FWAs on Gen Z employees due to their work is the Individual Work Performance (IWP) model (Platania et al., 2023), which offers a multidimensional approach to work performance assessment in the context of tasks, context, and counterproductive domains.

All of these theories provide an insight into the role of FWAs in improving the well-being of employees, their motivation to work, and productivity, and empirical studies provide support on the positive impact of FWAs in alleviating burnout (Stoddart, 2024) and improving the productivity of Generation Z due to their digital fluency (De Chlarence et al., 2022).

These dynamics are moderated by organizational culture and technological infrastructure, which highlight the importance of well-organized flexibility policies that should be backed with training and controlled performance standards (Nasir, 2023; Liao, 2024). In such a way, theory and evidence meet each other at the strategic value of FWAs in order to empower Gen Z workforce in modern workplaces.

In addition to FWAs, other organizational characteristics may have an impact on employee performance. Organizational culture, leadership support, and technology readiness have all been highlighted as key enablers of effective flexible work implementation. Supportive leadership may build trust and autonomy, corporate culture can influence acceptance of flexibility, and technology infrastructure influences the practicality of distant collaboration. Incorporating these characteristics into future study could provide a more complete understanding of how FWAs lead to performance improvements.

Research Framework

As shown in Figure 1, the research framework of this study is to offer a map of what this research is all about. This aim at seeking the relationship of flexible work arrangements on employee work performance among Generation Z.

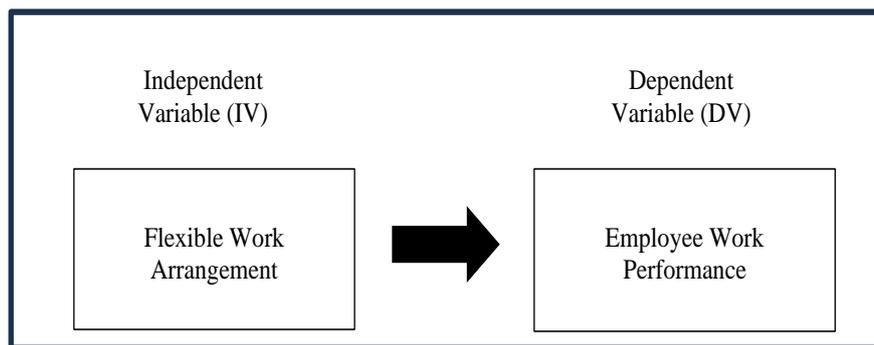


Figure 1: Research Framework

This framework investigates how flexible work arrangements impact employee work performance among Generation Z. FWAs including telecommuting, flextime, and leave flexibility are posited to improve task efficiency, contextual engagement, and mitigate counterproductive behaviors, aligning with the Job Demands-Resources and Self-Determination theoretical frameworks guiding this study.

METHODOLOGY

Scope of Study

The research will involve Generation Z workers at the Telecommunication Company that operates in industries where FWAs have been well adopted like telecommuting and flexible working schedules. The flexible work arrangements are the independent variable that falls under the scale created by Bijsterveldt (2015) which includes part-time working, flexible schedules, teleworking, compact workweeks and leave opportunities. The dependent variable is work performance of employees, which is conceptualized in Platania et al.'s (2023) Individual Work Performance model that includes task performance, contextual performance, and counterproductive work behaviour.

The research uses a quantitative methodology, as the researchers use structured questionnaires and administer them to 86 randomly chosen Gen Z workers who have irregular working hours. The theoretical framework is

offered by Job Demands-Resources Model (Bakker, Demerouti, and Sanz-Vergel, 2023) and Self-Determination Theory (Ryan and Deci, 2020), which explain the way FWAs as job resources enhance intrinsic motivation, engagement, and burnout alleviation. To examine relationships, data obtained will be analyzed with the help of descriptive statistics and Pearson correlation.

Research Design

The research design in this study can be seen in Figure 2.

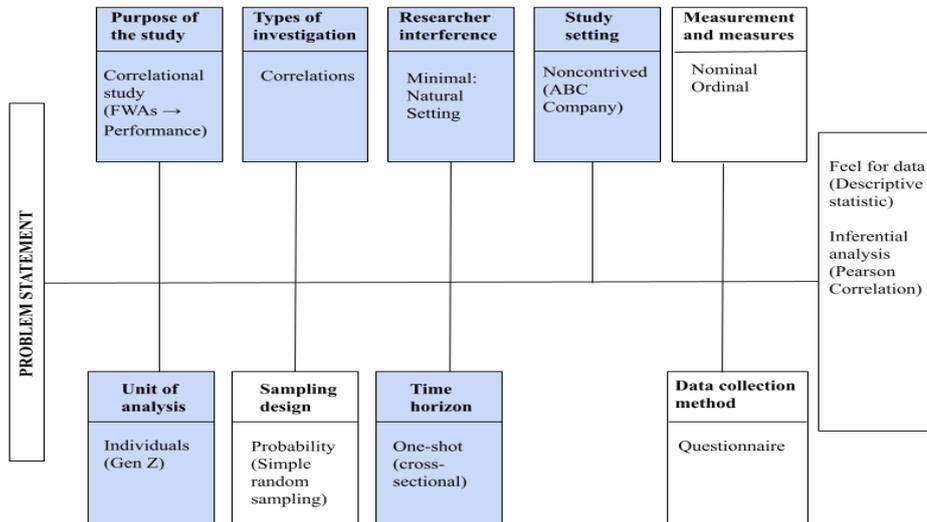


Figure 2: Adapted from Sekaran & Bougie (2016)

This study adopts a quantitative, descriptive-correlational design utilizing structured questionnaires based on Bijsterveldt (2015) for FWAs and Platania et al. (2023) for employee work performance. Data were collected from 86 Generation Z employees at Telecommunication Company via simple random sampling. This step was carried out using an online website (<https://randomizer.org>), which generates random numbers based on the specified range. Descriptive statistics describe FWAs and performance levels, while Pearson correlation tests the relationship between variables. The design enables generalizable insights into FWAs' influence on Gen Z performance within the Malaysian context.

Population and Sampling

The population comprises 111 Generation Z employees working at Telecommunication Company. A simple random sampling technique was used to select 92 respondents, following Krejcie and Morgan's (1970) sample size determination guidelines, ensuring representativeness. Participants include administrative, IT, and customer service staff exposed to various flexible work modalities. Data collection occurred July-September 2025 via online questionnaires with a 93.5% response rate which equal to 86 data collected.

Research Instrument

The study used a structured questionnaire divided into three sections: demographic data shown in Table 1, flexible work arrangements shown in Table 2, and employee work performance shown in Table 3. FWAs were measured using 11 Likert-scale items adapted from Bijsterveldt (2015). Employee work performance was assessed through 17 items from the Individual Work Performance Questionnaire (IWPQ) by Platania et al. (2023), covering task, contextual, and counterproductive behaviours.

Table 1: Demographic Items

Section	Item Code	Total of Items
A	A1, A2, A3, A4, A5, A6, A7	7

Table 2: Items of Flexible Work Arrangement

Section	Item Code	Total of Items	Source
B	B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B11	11	Bijsterveldt (2015)

Table 3: Items of Employee Work Performance

Section	Item Code	Total of Items	Source
C	C1, C2, C3, C4, C5, C6, C7, C8, C9, C10, C11, C12, C13, C14, C15, C16, C17	17	Platania et al. (2023)

Pilot Test

A pilot study was conducted prior to the main data collection to assess the clarity, reliability, and validity of the research instruments. The pilot sample consisted of 10 Generation Z employees working at Telecommunication Company who met the inclusion criteria but were not part of the main study sample. These employees completed the structured questionnaire covering flexible work arrangements and employee work performance. Feedback indicated the questionnaire items were clear and comprehensible, with no significant difficulty reported in understanding or responding to the items.

As shown in Table 5 below, reliability analysis was performed on the pilot data, yielding a Cronbach’s alpha coefficient of 0.774 for the Flexible Work Arrangements scale, indicating acceptable internal consistency. The Employee Work Performance scale achieved an alpha of 0.903, demonstrating excellent reliability. Based on these results, the questionnaire was deemed reliable and suitable for use in the main study. Minor wording adjustments were made to enhance readability without altering the content. Conducting the pilot study ensured the robustness of the research instrument and allowed for refinement, contributing to the overall data quality and validity of findings. As shown in Table 4 below, was determined using Hair (2019) Cronbach’s Alpha value.

Table 4: Cronbach’s Alpha value

Cronbach’s Alpha	Internal Consistency
$\alpha \geq 0.90$	Excellent
$0.80 \leq \alpha < 0.90$	Good
$0.70 \leq \alpha < 0.80$	Acceptable
$0.60 \leq \alpha < 0.70$	Questionable
$0.50 \leq \alpha < 0.60$	Poor
$\alpha < 0.50$	Unacceptable

(Source: Hair, 2019)

Table 5: Findings of the Pilot Test

Variables	Flexible Work Arrangement	Employee Work Performance
No. of Items	11	17
Cronbach’s Alpha	0.774	0.903

Data Analysis Method

The collected data from 86 Generation Z employees at Telecommunication Company were analyzed using the IBM SPSS Version 29.0 software. Descriptive statistics including mean, frequency, and percentage were computed to summarize the demographic characteristics of respondents, the levels of flexible work arrangements, and employee work performance. These statistics provided an overview of respondent profiles and baseline measures essential for understanding the context of the study. To address the research objectives, Pearson correlation analysis was utilized to examine the relationship between flexible work arrangements and employee work performance.

Table 6: Mean Score

Mean Score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 - 5.00	High

The mean score levels shown in Table 6 were derived using the calculation method outlined in Table 7. The mean was obtained by dividing the total score by the total number of respondents, while the range of mean values was determined using the formula. Based on this calculation, the scores were then categorized into three levels: low (1.00–2.33), moderate (2.34–3.67), and high (3.68–5.00). In addition, the strength of relationships between variables was interpreted using the correlation coefficient guide in Table 8, ranging from very weak (.000–.199) to very strong (.800–1.000).

Table 7: Mean Score Method

Mean = Total score / Total Respondents
Range of mean = (Highest score – Lowest score) / Number of levels
= (5-1)/3
=1.33

Table 8: Correlation Coefficient (r) Interpretation Guide

Correlation coefficient	Interpretation
.000 to .199	Very Weak
.200 to .399	Weak
.400 to .599	Moderate
.600 to .799	Strong
.800 to 1.000	Very Strong

(Source: Ridwan Aldila Melania Care et al, 2018)

RESEARCH FINDINGS

Demographic Details of the Respondents

Table 9 presents the demographic distribution of the 86 respondents. The majority were female (65.1%) and Malay (82.6%), with smaller proportions of Chinese (12.8%) and Indian (4.7%). Most respondents were aged

26–28 (62.8%), followed by 22–25 (30.2%) and 18–21 (7%). In terms of marital status, most were single (74.4%), while 24.4% were married and 1.2% divorced. Educational levels showed that over half held Diploma/STPM/Foundation/Matriculation qualifications (52.3%), followed by Degree holders (33.7%), SPM (12.8%), and only one respondent with a Master’s degree (1.2%). For job experience, the largest group had 3–5 years (52.3%), followed by 0–2 years (32.6%) and 6–8 years (15.1%). Finally, most respondents reported regularly working longer than standard hours (91.9%), while only 8.1% did not.

Table 9: Frequency and Percentage Distribution of Respondents

Item	Frequency (f)	Percentage (%)
Gender		
Male	30	34.9
Female	56	65.1
Total	86	100
Race		
Malay	71	82.6
Chinese	11	12.8
Indian	4	4.7
Total	86	100
Age		
18-21	6	7.0
22-25	26	30.2
26-28	54	62.8
Total	86	100
Marital Status		
Single	64	74.4
Married	21	24.4
Divorce	1	1.2
Total	86	100
Level of Education		
SPM or equivalent	11	12.8
Diploma/STPM/Foundation/Matriculation	45	52.3

Degree	29	33.7
Master	1	1.2
PhD	0	0
Total	86	100
Job Experience (Year)		
0-2	28	32.6
3-5	45	52.3
6-8	13	15.1
9-10	0	0
Total	86	100
Do you regularly work longer than standard hour?		
Yes	79	91.9
No	7	8.1
Total	86	100

Note: N = Total Sample, f = Frequency, % Percentage

The Level of Flexible Work Arrangement

The first objective of this study is to determine the level of flexible work arrangement in Telecommunication Company. A total of 11 items for intrinsic reward were assessed using a 5-point Likert scale. As shown in Table 10, the mean scores for FWAs displayed a high overall level of implementation (M=4.17, SD=0.31). Most respondents agreed they had flexibility in scheduling, part-time work, compressed weeks, emergency leave, telecommuting, and use of digital tools for remote meetings. High acceptance indicates Telecommunication Company effectively supports flexible options relevant to Generation Z needs.

Table 10: Findings on the Level of Flexible Work Arrangement

Variables	Findings	Level
Flexible Work Arrangement	Mean: 4.17; Standard Daviation: 0.31	High

The level of Employee Work Performance

The second objective of this study is to determine the level of employee work performance in Telecommunication Company. 17 items for employee work performance were rated using 5-point Likert scale. Table 11 display employee work performance was also rated highly (M=4.25, SD=0.22). Respondents reported

efficient task performance, time management, contextual behaviors like teamwork, and low counterproductive work behaviors, reflecting strong alignment with IWP dimensions. These results demonstrate positive employee outcomes linked to flexibility.

Table 11: Findings on the Level of Employee Work Performance

Variables	Findings	Level
Employee Work Performance	Mean: 4.25; Standard Deviation: 0.22	High

The Relationship between Flexible Work Arrangement and Employee Work Performance

Table 12 display research findings on the coefficient correlation between flexible work arrangement and employee work performance in Telecommunication Company. The table below depicts the relationship between the two variables, the independent and dependent variables. The p-value of the variable illustrates the findings for these two variables is less than 0.01. A Pearson correlation coefficient of $r=0.494^{**}$ ($p < 0.001$) indicates a moderate, positive, significant association between FWAs and employee work performance among Gen Z at Telecommunication Company. This suggests that increased flexibility correlates with better work outcomes, supporting theories that FWAs enhance motivation and reduce burnout.

Table 12: Coefficient Correlation between Flexible Work Arrangement and Employee Work Performance

	r	Sig
Flexible Work Arrangement and Employee Work Performance	.494**	<.001

** Correlation is significant at the 0.01 level (2-tailed).

DISCUSSIONS AND RECOMMENDATION

Significance of Study

In theory, the study enriches the knowledge about the impact of FWAs on the job performance of Generation Z, contributing to both the Malaysian literature and the literature in general. It emphasises the fact that flexible work contributes to motivation and lessens counterproductive behaviours by job resources and intrinsic motivation models (Bakker et al., 2023; Ryan and Deci, 2020). This narrowing is responsive to a gap in the literature regarding generational segment in workforce research, informing further research on personalized flexibility plans.

In practice, the results shape the HR policy of creating flexible measures in line with Gen Z values of autonomy and work-life balance, which will be essential in attracting and retaining this increasingly large labour force. The research prompts organizations to adopt flexible work and do so disregarding, as the study has shown that FWAs are associated with favorable working conditions and better productivity, mental health, and engagement (Ismail and Michael, 2023).

This study enhances the growing body of research on flexible work arrangements by analyzing practical examples from Malaysia, specifically from the viewpoint of Generation Z employees. The Job Demands–Resources hypothesis posits that flexible work arrangements (FWAs) serve as job resources that enhance motivation and reduce stress, hence improving performance. The data indicate that flexible work arrangements are effective only when supported by company processes. This implies that mere flexibility may be insufficient

to guarantee enhanced performance. The report indicates that firms aiming to retain Generation Z employees should implement structured and effectively managed flexibility policies rather than establishing ad hoc solutions.

Further, insights provide information on digital infrastructure, communication practices, and support required by managers to have successful FWAs. The findings can be used by employers to reduce issues such as role ambiguity and social isolation to increase the effectiveness of positive workplace cultures that can improve the satisfaction levels of employees and the overall performance of organizations (Nasir, 2023).

The Level of Flexible Work Arrangements among Gen Z employees in Telecommunication Company

The research shows that there is a high level of flexible work arrangements (FWAs) among Generation Z employees of the Telecommunication Company with a mean score of 4.17. This shows that the company has been able to adopt various FWAs such as on the flex time, telecommuting, flexible leaves and compressed work weeks which enable employees to have freedom over their working arrangements. Such arrangements are further boosted by the availability of technology to facilitate remote work and other flexible ways of communication. This flexibility is consistent with Gen Z and its tendency to pursue independence and achieve work-life balance, which proves the sensitivity of Telecommunication Company to the needs of the workforce (Bijsterveldt, 2015).

It was reported that employees actively used telecommuting opportunities and digital communication tools like video conferencing, which means that the technological infrastructure is sufficient in the company to support flexible work modes. This observation confirms the conclusion that technological preparedness has formed a part of the successful use of FWAs, especially among the digital native Gen Z employees who are highly dependent on digital equipment to be productive (De Charence et al., 2022). The FWAs also have a positive impact on employee satisfaction with the company, as the policies that enable emergency leaves and family leaves play a positive role in this context.

It is probable that the fact that FWAs are high in acceptance and usage in the Telecommunication Company encourages job satisfaction and a decreased work-related stress level among the Gen Z employees. This is significant bearing in mind that they are likely to pursue meaningful work which supports and provides autonomy. The flexibility offered will make the employees more ready to accommodate work needs and personal obligations leading to greater organizational commitment and less turnover intention. All in all, the evidence supports the importance of properly organized FWAs that specifically address the generational needs in maintaining the engagement and productivity of the workforce (Platania et al., 2023).

The Level of Employee Work Performance among Gen Z employees in Telecommunication Company

Gen Z respondents had a high score of 4.25 on employee work performance, which shows great task competence and commitment. Respondents expressed reliable performance of the tasks allocated to them within time limits and displayed in a positive way on prioritization and effectiveness, which showed a positive aspect of individual work performance. Other performance measures in contexts, including teamwork, initiative, and organizational citizenship behaviours, were rated high as well indicating that employees are ready to do more than expected of them in their formal jobs (Platania et al., 2023).

The fact that the respondents have zero to low levels of counterproductive work behavior is also an indication that the employees do not just carry out their primary responsibilities efficiently but also adopt disciplined and responsible ways of conduct at the workplace. Such an integrated perspective on employee performance is consistent with the theoretical models that emphasize the complex character of work effectiveness and engagement that is the key to success of organizations in an ever-changing environment (Koopmans et al., 2014). The multi-dimensional performance model used is indicative of a holistic view of the roles played by Gen Z employees in productivity and work environment.

These results suggest that the employees in the Generation Z of Telecommunication Company are motivated and suitably supported to perform well and this may be explained by organizational practices which may offer them the required resources such as FWAs. The conducive culture and the provision of flexible options would probably

make employees a lot more empowered and therefore depend on their intrinsic drive and satisfaction at work which is a pre-condition to high performance that is sustainable. The article attests to the fact that the characteristics of generations including digital fluency and autonomy preference are converted into measurable behavioral consequences that will be beneficial to the organizational objectives (De Chlarence et al., 2022; Bakker et al., 2023).

The Relationship between Flexible Work Arrangements and Employee Work Performance among Gen Z employees in Telecommunication Company

The study identified a moderately positive correlation between flexible work arrangements and employee performance ($r = 0.494^{**}$). This indicates that Generation Z employees perform more effectively when afforded increased autonomy (Bakker et al., 2023). This conclusion corroborates prior studies suggesting that flexible work arrangements improve autonomy and work-life balance, hence augmenting intrinsic motivation and engagement workers (Bijsterveldt, 2015; Platania et al., 2023). There is evidence suggesting that FWAs are not the sole factor influencing performance, although the association is weak (De Chlarence et al., 2022).

The results suggest that elements like leadership endorsement, efficient communication, and readiness for new technologies may alleviate the effects of FWAs. Flexible employment might be challenging without adequate support systems established. For instance, you may be uncertain about your occupation, experience loneliness, or encounter difficulties in managing your tasks. Consequently, firms must be agile, exhibit effective management, and clearly articulate their expectations of employees (Nasir, 2023).

Furthermore, the cross-sectional design of the study precludes the possibility of drawing causal inferences. The direct impact of FWAs on performance remains ambiguous, as it is uncertain whether high-performing businesses are just more inclined to adopt flexible methodologies. A longitudinal or mixed-method study would significantly enhance the comprehension of these changes and elucidate their underlying causes.

Recommendation for Telecommunication Company

Telecommunication Company should continue to enhance flexible work arrangements, ensuring diverse options such as remote work, flextime, and compressed workweeks remain accessible and well-communicated. Management training programs should be implemented to equip supervisors with skills to support flexible teams effectively, focusing on results-oriented monitoring without micromanagement. Such training will maintain accountability and foster trust, critical to sustaining flexibility benefits.

Investment in digital technologies and collaboration tools must be prioritized to support seamless communication and workflow in flexible work environments. Additionally, creating platforms for continuous employee feedback will allow Telecommunication Company to adapt policies according to evolving Gen Z needs, promoting satisfaction and reducing turnover. Mental health resources should also be strengthened to address isolation risks inherent in remote or flexible work.

Recommendation for Future Research

Future study should employ larger samples from diverse organizations and industries to improve generalizability and provide significant comparisons across sectors. Examining various organizational contexts would yield a more thorough comprehension of the functioning of FWAs across diverse structural and cultural settings.

Longitudinal research methodologies are advised to investigate the temporal evolution of the impacts of flexible work arrangements and to ascertain causal links between flexibility and performance outcomes. Furthermore, mixed-method approaches that integrate quantitative surveys with qualitative interviews may elucidate employees' authentic experiences and reveal the mechanisms underlying observed statistical correlations.

Subsequent study ought to include supplementary explanatory variables, including organizational culture, leadership support, technological readiness, and job characteristics. These factors may function as mediators or modifiers, elucidating the contexts and demographics for which FWAs are most efficacious. Comparative

analyses among generational cohorts would elucidate whether Generation Z exhibits distinct responses to flexible work practices in contrast to preceding generations.

CONCLUSION

This study examined the relationship between flexible work arrangements (FWAs) and employee work performance among Generation Z employees at Telecommunication Company. With the increasing adoption of flexible work practices following technological advancements and the COVID-19 pandemic, understanding how such arrangements affect younger employees is essential. As Generation Z continues to form a significant portion of the workforce, this study provides timely insights into how FWAs influence their work performance within the Malaysian organizational context.

The findings indicate that flexible work arrangements are positively associated with employee work performance. FWAs were found to support higher levels of task performance and contextual performance while helping to reduce counterproductive work behaviour. These results are consistent with the Job Demands–Resources (JD-R) Model, which suggests that flexible work arrangements act as job resources that enhance motivation and reduce work-related stress. In addition, the findings align with the Self-Determination Theory (SDT), highlighting the importance of autonomy, competence, and relatedness in promoting intrinsic motivation and improved performance among Generation Z employees.

The study also reveals that Generation Z employees value flexibility as it enables better work-life balance, reduces burnout, and allows them to perform tasks more efficiently. However, the effectiveness of flexible work arrangements depends on structured implementation, clear communication, and adequate organizational support. Without proper guidelines and monitoring, flexibility may lead to role ambiguity and performance challenges. From a practical perspective, the findings suggest that organizations should adopt well-designed flexible work policies that align with both employee expectations and organizational goals. Such practices can enhance productivity, engagement, and employee retention, particularly among Generation Z workers. In conclusion, flexible work arrangements play a significant role in shaping the work performance of Generation Z employees. Organizations that strategically implement flexible work practices are more likely to achieve sustainable performance outcomes while meeting the evolving needs of the modern workforce.

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