



Examining the Effects of Flexible Work Arrangements and Work-Life Balance on Job Performance: The Role of Perceived Autonomy

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ABSTRACT

This research analyses the influence of flexible work arrangements (FWAs) and work-life balance (WLB) on job performance, with perceived autonomy as a mediating variable. As social conventions and family life evolve rapidly, a gap opens between traditional ways of working and the needs of today's work force, resulting in greater stress and less enjoyment at work. This study intends to examine the relationship between flexible work arrangements, work-life balance and job performance among employees in terms of their perceptions of autonomy in the Malaysian corporate world. The study used a quantitative research method and was conducted on a sample of 94 employees from a Cooperative Development Group in Selangor. The data were collected by structured questionnaires adapted from reliable sources and were analysed through SmartPLS for descriptive and inferential statistics. The sample was selected by purposive sampling to ensure that the sample was truly representative of the attributes of the target population. The reliability and validity of the variables related to the important features of FWAs, WLB, perceived autonomy, and work performance were assessed using Cronbach's Alpha and composite reliability. The results showed a significant positive association between flexible work arrangements, work-life balance, and job performance, with perceived autonomy functioning as a mediator. Those who support greater autonomy in their work environment also report better job performance and greater job satisfaction. Flexible work options and programs that promote work-life balance improved absenteeism, employee attrition and productivity. Findings such as these demonstrate the significance of flexible work rules in creating a supportive and self-reliant work environment, and in enhancing organisational performance and worker health. The study contributes to the growing literature on workplace flexibility by demonstrating the mediating role of perceived autonomy in enhancing employee job performance and provides practical implications for organizations seeking to improve employee well-being and organizational effectiveness.

Keywords: Flexible Work Arrangements, Work-Life Balance, Job Performance, Perceived Autonomy, Employee Satisfaction, Organizational Productivity.

INTRODUCTION

The study examines flexible work arrangements and work-life balance as workplace factors associated with job performance, with perceived autonomy proposed as a mediating mechanism. The study focuses on employees from a Cooperative Development Group Division at selected an organization.

1.1 Problem Statement

The rapid change in cultural norms and family structures has shown a significant disparity between conventional work practices and the changing requirements of contemporary workers. This mismatch is evident in increased levels of stress, less happiness with work, and lower productivity as workers have

difficulties in balancing their professional responsibilities with family duties, further education, and personal growth. The absence of widely available, adaptable work arrangements does not cater to the diverse lives of the current workforce, resulting in wasted chances to retain talented individuals and achieve optimum performance.

The main study goals were to assess the overall influence of flexible work arrangements on employee job satisfaction and performance at Eskom, Shared Services, as well as its effect on the levels of absenteeism, turnover, and productivity in the workplace (Kubeshnie Bhugwandin, 2019). The study findings may be used by several departments in the organization, including human resources, to enhance employee performance and productivity. Additionally, it enables workers to maintain a healthy work-life balance and achieve a high degree of job satisfaction. Implementing this may enhance productivity, diminish absenteeism, minimize the occurrence of tardiness, and lessen high employee turnover, ultimately leading to improved revenues and decreased expenses for the organization. Based on the study's findings, the employer and relevant departments may analyse, and tackle issues related to low work satisfaction, subpar performance, frequent absenteeism, and high turnover rates.

The objective of this research is to determine the correlation between flexible work arrangements and increased job satisfaction and performance in the workplace. Employers may promote work-life balance for their workers by implementing flexible work arrangements, which can effectively handle time management issues.

1.2 Research Gap

Despite extensive research on flexible work arrangements (FWAs) and work-life balance (WLB), limited studies have examined the mediating role of perceived autonomy in explaining how these workplace practices influence job performance within Malaysian cooperative organizations. Most prior studies have focused on large corporations and public institutions, while evidence from a cooperative organization remains limited. Although previous Malaysian research has examined factors such as governance, leadership, and member participation in influencing cooperative performance (Liew et al., 2025), limited attention has been given to flexible work arrangements, work-life balance, and perceived autonomy within cooperative organisations. Furthermore, previous studies have predominantly examined direct relationships between FWAs, WLB, and job performance, creating a gap in understanding the psychological mechanisms through which these factors affect employee outcomes. Therefore, this study addresses this gap by examining perceived autonomy as a mediating variable between flexible work arrangements, work-life balance, and job performance among employees of organization.

1.3 Research Objectives

Purposive sampling is a kind of non-probability sampling method where the respondents are chosen based on the characteristics that match the criteria of sample mentioned in the research (Campbell et al., 2020). As a result, this study applied purposive sampling to mainly target that are currently working in the Malaysia National Force (Angkatan Koperasi Kebangsaan Malaysia).

The sampling frame for the study consisted of all employees working in the cooperation development group department at the organization (Rahman et al., 2021). The total population is 94 workers (Alwi et al, 2019). The sampling frame is a complete list of all employees in the department, which will be obtained from the human resources department or department head (Taherdoost, 2020). The sampling focused on employees categorized in all positions within the department.

1.4 Research Questions

Background of Study

Twenty to thirty years ago, the world was quite different from what it is now. In the past, males were the householder and women's duties were those of mother, wife, and caretaker (Govender Lucille, 2017). In the business sphere today, men and women compete together on an equal basis. In addition, a lot of men have



chosen to lead family-focused lives in which they share equal responsibility with their female spouses for caring for the house and children.

The idea that a family should consist of a mother and a father has become outdated. In same-sex marriages, there might be two mothers or two fathers, and things can get even more difficult when single parenting enters the scene. The need for flexible work schedules is also influenced by adult education and further research (Othman & Abdul Kadir 2019). Given how quickly and continuously society's requirements are evolving, many nations have realized how important flexible employment arrangements are.

Governments in developed nations like the United States of America have also realized how important workplace flexibility is. The White House released a memo in 2014 that aimed to enhance work-life balance and workplace flexibility, hence encouraging companies to follow suit (Whitehouse. gove, 2014). It is customary for workers in EU member states to strike a balance between their personal and professional lives (Jones & Jones, 2011). People may better balance their obligations to their families and their jobs by engaging in this practice.

Implementing flexible work arrangements in the workplace would be advantageous for both employers and employees (. Galea, C., Houkes, I., & De Rijk, A. (2013) Under some work arrangements, workers are not required to be present at their designated work location for the whole duration of an eight-hour workday. Given the nature of the task, there is a possibility for the employee to work remotely, which may lead to the company saving funds on acquiring a permanent office space and covering other associated expenses.

Researchers have examined the influence of flexible work arrangements on performance and job satisfaction, with a focus mostly on nations outside of the domestic context (Govender Lucille, 2017). This research examines the effects of flexible working arrangements on performance and job satisfaction in a corporate setting in South Africa. Throughout the purpose of this investigation, we shall focus only on Eskom (Chandra Sekhar, 2021).

Eskom is a government-owned corporation responsible for the production, transmission, and distribution of electricity in South Africa and some regions of Africa. The corporation functions as a monopoly and is subject to regulation by the National Energy Regulator of South Africa (NERSA). Currently, the business divisions within Eskom are experiencing significant issues with absenteeism, tardiness, and employee turnover rates. These problems are affecting the organization's commercial operations in a serious manner.

An examination of the effects of flexible work arrangements on various cultures in South Africa is necessary, given the country's extensive array of diverse cultures. This analysis can help address gaps in research regarding job satisfaction and employee performance within a multicultural workforce.

Flexible work arrangements, employment contentment, and employee performance within Eskom Shared Services are the focus of this research document. The study methodology adheres to the positivist paradigm, which involves collecting quantitative data using organized questionnaires.

LITERATURE REVIEW

2.1 Underpinning Theory

Furthermore, individuals who perceive a degree of autonomy in their work environments are more likely to demonstrate heightened levels of engagement, persistence, and innovation, ultimately leading to improved job performance (Gagné, 2022; Slemp et al., 2022).

The theoretical framework for this study is grounded in Self-Determination Theory (SDT), which posits that individuals have three fundamental psychological needs: autonomy, competence, and relatedness (Ryan & Deci, 2020). This study focuses on the need for autonomy and its mediating role in the relationship between flexible work arrangements, work-life balance, and job performance.

Flexible work arrangements (FWAs) are proposed to cultivate a perception of autonomy among employees by

providing them with greater control over their work schedules, locations, and methodologies. According to SDT, when employees perceive higher levels of autonomy, they experience increased intrinsic motivation. This heightened intrinsic motivation is crucial for achieving an improved balance between work and personal life, as well as enhancing job performance.

2.2 Flexible Work Arrangements and Job Performance

Flexible work arrangements give employees more freedom in scheduling, location, and method than traditional arrangements (Ernanda & Fazlurrahman, 2023; Indradewa & Prasetyo, 2023). FWAs give workers more freedom to choose their hours and location. Self-Determination Theory principles in organisations include flexibility (Thompson et al., 2015), work-life balance (Grzywacz & Carlson, 2007), job satisfaction (Van den Broeck et al., 2016), low absenteeism (Schaufeli, 2009), and increased productivity. Ryan and Deci (2017) found that work environments that meet the Self-Determination Theory's essential psychological requirements of autonomy, competence, and relatedness are linked to these results.

Flex time, shave work, teleworking, job sharing, and part-time scheduling are all types of FWA, according to Baltes, Langford, and Rosler (1999). These arrangements allow employees to meet their work-life needs and may boost organisational productivity. By meeting all scheduled work hours each day, flex time allows employees to adjust the start and end time of an hour, according to Baltes et al. (1999). Employees can work less per week or pay period with compressed workweeks since they can earn enough hours on a given day (Ronen & Primps, 1981). Teleworking allows employees to work from home, or another allowed location without reporting to the main office (Gajendran & Harrison, 2007). Working twinning is when two or more employees share a desk, schedule, responsibility, and position but are paid separately (Branine, 2004). Part-time workers work fewer than 40 hours a week, mostly part-time (Kalleberg, 2000).

FWA is organised plans that provide employees more control and guidance in achieving their working duties than rigorous work plans (Ernanda & Fazlurrahman, 2023). Managers offer more work flexibility for work-life balance to promote job satisfaction (Kelliher & Anderson, 2010). According to the Self-Determination Theory, autonomy boosts self-motivation and mental health (Ryan & Deci, 2000).

2.3 Work-Life Balance and Job Performance

Work-life balance, according to Ernanda & Fazlurrahman (2023) and Indradewa & Prasetyo (2023), is the ability to balance job duties with family, personal interests, and leisure. Getting involved and satisfied with one's significant duties and domains. Greenhaus and Allen (2011) and Clark (2000) define ALM as achieving adjustment or well-being in multiple life roles. Work-life balance, according to Guest (2002), involves balancing work and non-work roles according to needs.

The ability to work and meet familial, social, and recreational needs is called work-life balance, according to Ernanda & Fazlurrahman (2023). Jobs and life happiness are higher and conflict between the two major areas is lower when individuals consider they have a good work-life balance. This equilibrium improves subjects' well-being and job satisfaction, ultimately benefiting individuals and organisations (Beauregard & Henry, 2009).

Successful work-life balance benefits employees and companies. This improves physical and psychological well-being, life satisfaction, and a balanced view of life roles. Good work-life balance improves job performance, organisational commitment, and absenteeism and turnover (Indradewa & Prasetyo, 2023). These results corroborate work-life balance research on individual and organisational outcomes (Greenhaus & Allen, 2011).

2.4 Perceived Autonomy and Job Performance

Job performance is the capability of an individual to effectively complete job-related duties and contribute to organisational goals (Sørli et al., 2022). It comprises job output quality and contributions to the organization's objectives and goals.

Sørli et al. (2022) define job performance as an individual's capacity to finish work efficiently and effectively,

contributing to organisational goals. Beyond production quality and quantity, this includes helping the firm achieve its strategic goals.

Business success depends on employee performance. Great workers are more likely to meet or exceed performance standards at the right places. This helps organisations function more efficiently, deliver excellent products and services, and stay ahead in their sectors or markets (Ernanda & Fazlurrahman, 2023).

2.5 Hypotheses Development

H1: Flexible work arrangements have a significant relationship with job performance.

H2: Work-life balance has a significant relationship with job performance.

H3: Flexible work arrangements have a significant relationship with perceived autonomy.

H4: Work-life balance has a significant relationship with perceived autonomy.

H5: Perceived autonomy has a significant relationship with job performance.

H6: Perceived autonomy mediates the relationship between flexible work arrangements and job performance.

H7: Perceived autonomy mediates the relationship between work-life balance and job performance.

2.6 Conceptual Framework

The conceptual framework positions flexible work arrangements and work-life balance as independent variables, perceived autonomy as the mediating variable, and job performance as the dependent variable. Direct relationships and the two mediating relationships are examined through hypotheses H1 to H7.

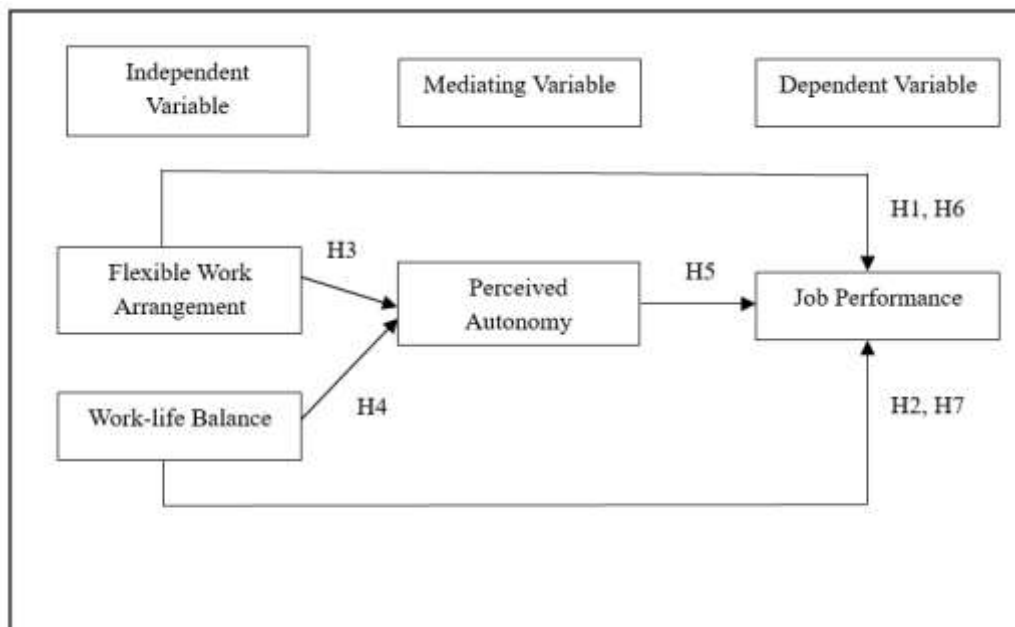


Figure 1: Conceptual Framework of The Proposed Study Indicating Independent Variables, Moderating Variable and Dependent Variable

The present study explores the complex associations between flexible work arrangements, work-life balance, perceived autonomy, job performance, and employee outcomes. Flexible work arrangements, such as remote employment and part-time schedules, provide employees greater control over when and where they work, which can potentially lead to improved job satisfaction and productivity. A study found that those who achieve a balance between their work and home lives are more satisfied with their employment and lives. The study suggests that autonomy correlates with enhanced job performance. Those who feel empowered and in charge

of their work are more likely to perform well. Perceived autonomy may moderate the association between flexible work arrangements, work-life balance and job success. A harmonic balance between work and life increases employee freedom, motivation, engagement and job efficacy. This link is further supported by another research. People who get autonomy tend to work more efficiently. Flexible work structure can improve job performance since it gives people a sense of authority and empowerment. Finally, the study reveals that flexible work arrangements can boost employee satisfaction and productivity by enabling autonomy and a balance between work and personal life.

The objects of research in this study are: What is the effect of flexible work arrangements on job performance? How does work-life balance affect job performance? What is the link between perceived autonomy and flexible work arrangements? The study also investigated the influence of perceived autonomy on job performance and whether it acts as a mediator in the interactions between flexible work arrangements, work-life balance, and job success. The present study may not provide insight into the relationship of flexible working arrangements, work-life balance, job performance and perceived autonomy. The research is informed by how these aspects interact, particularly within the framework of Eskom and the Malaysian National Force. These findings may help policy makers and organisations improve the implementation of well-being and performance strategies. Flexible working hours and the option to work remotely allow employees to balance their personal and professional commitments, leading to increased job satisfaction and productivity. Give your staff decision-making power and don't micromanage them; it will increase their motivation and job efficiency. The research aims to contribute to the existing knowledge base and to help firms and policymakers to enhance employee productivity and well-being in contemporary work settings. The study investigates the relationship between flexible work schedules, autonomy, work-life balance, and job performance to enhance workplace efficiency and productivity.

The theoretical framework for this study can be illustrated as follows:

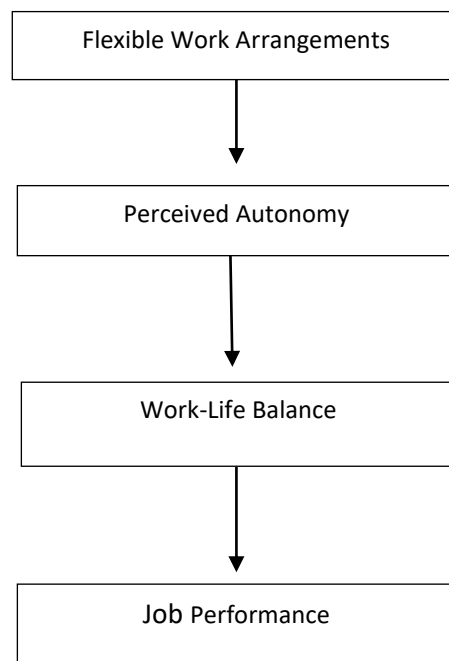


Figure 2: Conceptual Framework (Hayman, 2009)

The conceptual framework of the diagram is the relationships between Flexible Work Arrangement, Perceived Autonomy, Work-Life Balance and Job Performance. The essence of this strategy assumes that Flexible Work Arrangements affect Perceived Autonomy. This relationship shows that when there is flexibility for workers in the execution, scheduling and setting of work, they achieve more empowerment and independence in the functions, therefore amplifying autonomy. Autonomy is a psychological need that makes individuals feel satisfied and more efficient at work. The idea suggests that perceived autonomy mediates the relationship between flexible work arrangements, work-life balance and professional success. Autonomy is the key to balancing flexibility with work-life balance, which boosts workforce productivity. Our model suggests that



greater employee autonomy is associated with better work-life balance. Stability leads to reduced stress, more job satisfaction and better performance.

Another effect as evaluated by the above stated criteria is Job Performance. The investigation found that Perceived Autonomy moderates the effect of Flexible Work Arrangements and Work-Life Balance on employee performance. Therefore, firms seeking to improve employee performance should focus on flexibility, work-life integration, and self-governance. They can excite, please and make a more efficient group.

METHODOLOGY

This study explored the correlation between flexible work setups, work-life balance, perceived independence, and job efficacy. The sampling strategy and framework were chosen after the identification of the research design, target population, and sample size. The data gathering instruments were meticulously engineered and assessed, with a clearly delineated unit of analysis. The chapter wraps up with an evaluation of data and statistical techniques. Quantitative methods were applied to investigate the associations between the variables. Quantitative research is widely recognised and relies on numerical data to resolve questions and reinforce theories. The purpose of this technique, widely transferable findings, aids in your understanding of societal dynamics. The findings of quantitative research are analysed by statistical information, mathematical models, and designated instruments that bolster their credibility.

3.1 Research Instrument and Data Collection

The investigation included 94 individuals from a Cooperative Development Group of selected an organization. This population was conveniently attainable for the researchers' organization initiative, simplifying the acquisition of crucial information. We solicited participation from all employees to secure a variety of insights and experiences for the study. A total of ninety-four people. According to Krejcie and Morgan (1970), 76 samples were advised, with extreme replies, absent questions, and incomplete data managed by increasing the sample size by 10%, culminating in 84 surveys. We pursued three enquiries to confirm that an answer was forthcoming. Two or three emails and WhatsApp follow-ups following a 40% reply rate over the course of a week. Sixty-seven replies were received, of which 80% were considered appropriate for examination. The participants in the study were identified using purposive sampling. This method was selected due to its ability to pinpoint individuals who correspond with the research aims. The use of purposive sampling preserved the specific traits and opinions of organization personnel, the focus group. This non-probability sampling approach was adopted to identify the respondents based on pertinent study factors. The sample includes all personnel from the organization of Cooperative Development Group. The head of human resources of the department issued the personnel list, which presented an extensive summary of the department's workforce. This cohort aimed to accurately respond to the research questions.

3.2 Data Analysis

The assessment units of the organization department pertaining to each staff member. This assembly was designated to deliver tailored information on the influence of adaptable work practices and work-life harmony on occupational performance. This was essential to gather a range of experiences and opinions from employees that affect organisational performance. The questionnaire was opted for since it is beneficial in acquiring personal experiences, opinions, and perceptions. This provided a reliable evaluation of employees' opinions. The questionnaire was thoughtfully developed, drawing on principles from diverse origins to ensure thorough data acquisition. The assessment was partitioned into areas that solicited information on demographics, flexible employment conditions, work-life harmony, perceived self-governance, and job productivity. Each segment contained closed-ended items rated on a 5-point Likert Scale for the purpose of standardising answers. A pilot evaluation was conducted to ascertain the dependability of the survey instrument. The whole set of 30 questionnaires was received from organization employees. SmartPLS was employed to compute Cronbach's Alpha for the independent, dependent, and mediating variables. The assessment tool demonstrated strong to remarkable internal consistency, as indicated by Cronbach's Alpha values between 0.884 and 0.942. The survey was circulated through Google Forms, with a cover letter discreetly alerting recipients to the one-week deadline. Extra follow-ups were performed to fulfil the requirements for the online survey response rate.

3.3 Ethical Considerations

Participation in the study is voluntary, and respondents are informed of the purpose of the research before completing the questionnaire. No personally identifying information is collected, and all responses are treated as anonymous and confidential. The collected data are used solely for academic purposes. Maintaining respondent confidentiality is an important ethical research principle and may encourage participants to provide honest responses (Bellini et al., 2025).

RESULTS AND DISCUSSION

4.1 Reliability Analysis

Table 1: Reliability Analysis of Flexible Work Arrangements and Work-Life Balance Towards Job Performance: The Mediating Role of Perceived Autonomy from Pilot Study.

Variables	Case Processing Summary	N	%	Cronbach's Alpha	No of Statements
Independent Variables					
Flexible Work Arrangements	Valid	33	100.0	0.88	6
	Excluded	0	0.0		
	Total	33	100.0		
Work-Life Balance	Valid	33	100.0	0.88	6
	Excluded	0	0.0		
	Total	33	100.0		
Dependent Variable Job Performance	Valid	33	100.0	0.94	6
	Excluded	0	0.0		
	Total	33	100.0		
Mediating Variable Perceived Autonomy	Valid	33	100.0	0.90	6
	Excluded	0	0.0		
	Total	33	100.0		

The examination of the data was steered by a matrix of inferential statistics that is descriptive in nature. Descriptive statistics were utilised to delineate demographic data. Conclusions regarding the population were established through the application of inferential statistics on sample data. The study on reliability utilised Cronbach's Alpha to evaluate the scale's internal consistency. The Shapiro-Wilk test together visual assessments were utilised to determine the normal distribution of the data. The correlation between variables was assessed by the Pearson Product Moment Correlation Coefficient or the Spearman Rank-Order Correlation, based on the normality of the dataset. Multiple linear regression analysis was employed to evaluate the independent and dependent variables, with perceived autonomy acting as a mediator. The approach utilised in this investigation was thoroughly designed and authenticated for its dependability and validity. The study employed quantitative research design, selective sampling, and comprehensive data analysis methods to investigate the link between flexible work arrangements, work-life balance, perceived autonomy and job performance, yielding beneficial insights for organisations and policymakers.

4.2 Demographic Profile of the Respondents

Table 2: Demographic Profile of the Respondents

Variables		n=78	Percentage (%)
Gender	Female	50	64.1
	Male	28	35.9
	18-25 years	6	7.7
	26-30 years	9	11.5
Age	31-35 years	12	15.4
	36-40 years	21	26.9
	41and above	30	38.5
Marital Status	Single	11	14.1
	Married	67	85.9
Employment Status	Staff	100	100
	Non-Staff	-	-
Total Salary per Month	RM 1000 -RM 2000	7	9
	RM 2001 -RM 3000	16	20.5
	RM 3001 -RM 4000	10	12.8
	RM 4001 -RM 5000	17	21.8
	RM5001 and above	28	35.9
Highest level of education	Menengah (SPM/STPM)	10	12.8
	Diploma	29	37.2
	Ijazah Sarjana Muda	25	32.1
	Ijazah Sarjana and above	14	17.9
	Clerk	24	30.8
	Assistant Officer	13	16.7
	Officer	32	41
	Assistant Manager	5	6.4
Working Position	Manager	3	3.8
	Senior Managers	1	1.3
Does your organization offer flexible work arrangements?	Yes	62	79.5
	No	16	20.5
	Work From Home	12	15.4
If so, what types of flexible working arrangements are offered? (Can mark more than one)	Flexible Working Hours	50	64.1
	A Working Week is Set	18	23.1
	Option	11	14

Demographically, the study's 78 participants are diverse. The gender distribution favours women (64.1%) over men (35.9%). The bulk of participants are 41 years or older (38.5%), followed by 36-40 (26.9%), 31-35 (15.4%), 26-30 (11.5%), and 18-25 (7.7%). Marital status data shows 85.9% of respondents are married and 14.1% are single. None other than organization personnel participated. With 35.9% of respondents earning RM5001 or more, other pay groups are under-represented. Most participants have a Diploma (37.2%) or Ijazah Sarjana Muda (32.1%), while a smaller fraction have Ijazah Sarjana and above (17.9%) or Menengah (SPM/STPM) (12.8%). Most respondents are Officers (41%), followed by Clerks (30.8%), Assistant Officers

(16.7%), Assistant Managers (6.4%), Managers (3.8%), and Senior Managers (1.3%). Most respondents (79.5%) said their company offered flexible work arrangements, while 20.5% said otherwise. Among those with flexible working arrangements, 64.1% have flexible hours, 23.1% a set week, and 15.4% work from home. This implies that while most employees have some job flexibility, the forms differ, with flexible hours being the most frequent. This data shows the company's efforts to accommodate diverse working needs, although it might offer additional flexibility, such as remote work.

4.3 Path Coefficients

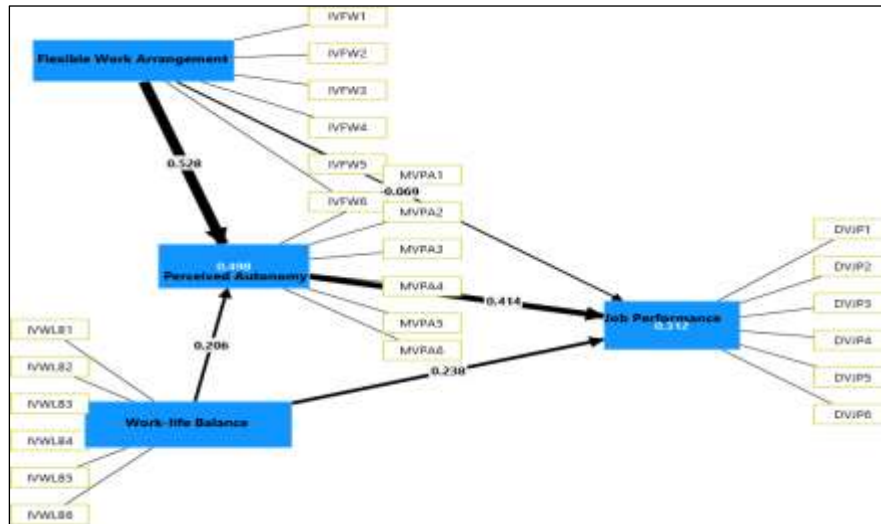


Figure 3: Path Coefficients structural model

The structural model assessment examines flexible work arrangements, work-life balance, perceived autonomy, and job performance. Flexible work arrangements strongly improve perceived autonomy (0.528), whereas work-life balance moderately improves it (0.206). Job performance is directly affected by perceived autonomy (0.414). These coefficients show how each independent variable affects job performance, supporting the research hypothesis. The model's R^2 values demonstrate its explanatory power, with flexible work arrangements and work-life balance explaining 49.8% of perceived autonomy variance and 31.2% of job performance variance. Mediation study shows that perceived autonomy partially mediates the association between work-life balance and job performance and flexible work options. This suggests that perceived autonomy amplifies the effects of flexible work arrangements and work-life balance on job performance. The investigation emphasises the importance of workplace autonomy for performance.

4.4 Coefficient of Determination (R^2)

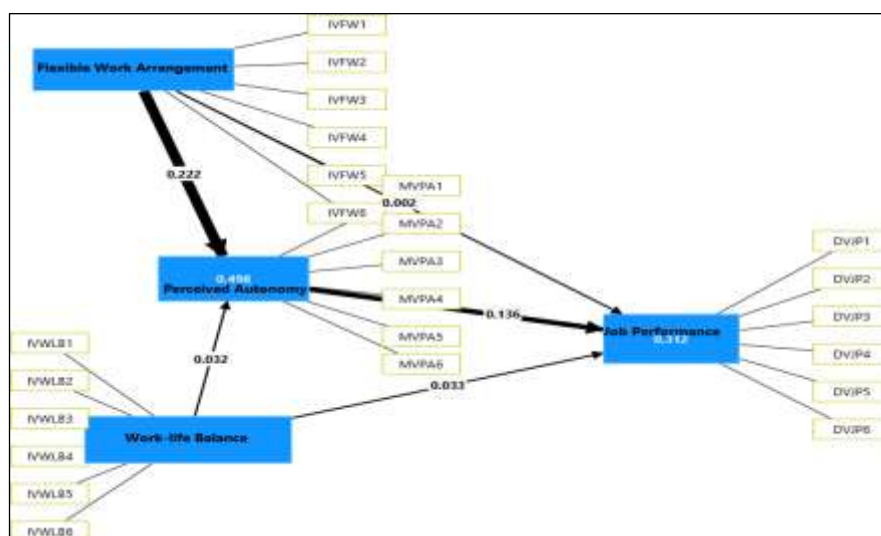


Figure 4: R-Square

The modified path diagram shows the structural model assessment's comprehensive construct linkages. Path coefficients show variable associations' strength and direction. A 0.222 coefficient suggests a favourable and relatively substantial effect from Flexible Work Arrangement on Perceived Autonomy. Work-life Balance has a lesser correlation with Perceived Autonomy (0.032). Perceived Autonomy and Work-life Balance directly affect job performance by 0.136 and 0.033, respectively. These coefficients show that Perceived Autonomy greatly affects Job Performance, but Work-life Balance has less effect. The coefficient of determination (R^2) values reveal how independent variables affect the variance in dependent variables. The R^2 value for Perceived Autonomy is 0.498, indicating that Flexible Work Arrangement and Work-life Balance explain 49.8% of the variance. Perceived Autonomy, Flexible Work Arrangement, and Work-life Balance account for 31.2% of the variance in Job Performance, as indicated by the R^2 value of 0.312. These R^2 values demonstrate the model's explanatory power, showing that independent factors significantly explain dependent variables. The mediation analysis shows that Perceived Autonomy mediates the relationship between Flexible Work Arrangement, Work-life Balance, and Job Performance. Perceived Autonomy mediates Job Performance (0.136). It appears that Perceived Autonomy partially mediates the association between Flexible Work Arrangement and Job Performance, strengthening its influence. The indirect effect of Work-life Balance on Job Performance through Perceived Autonomy is greater than its direct influence. Even when work-life balance has no impact, perceived organisational autonomy improves job performance.

4.5 Correlation analysis

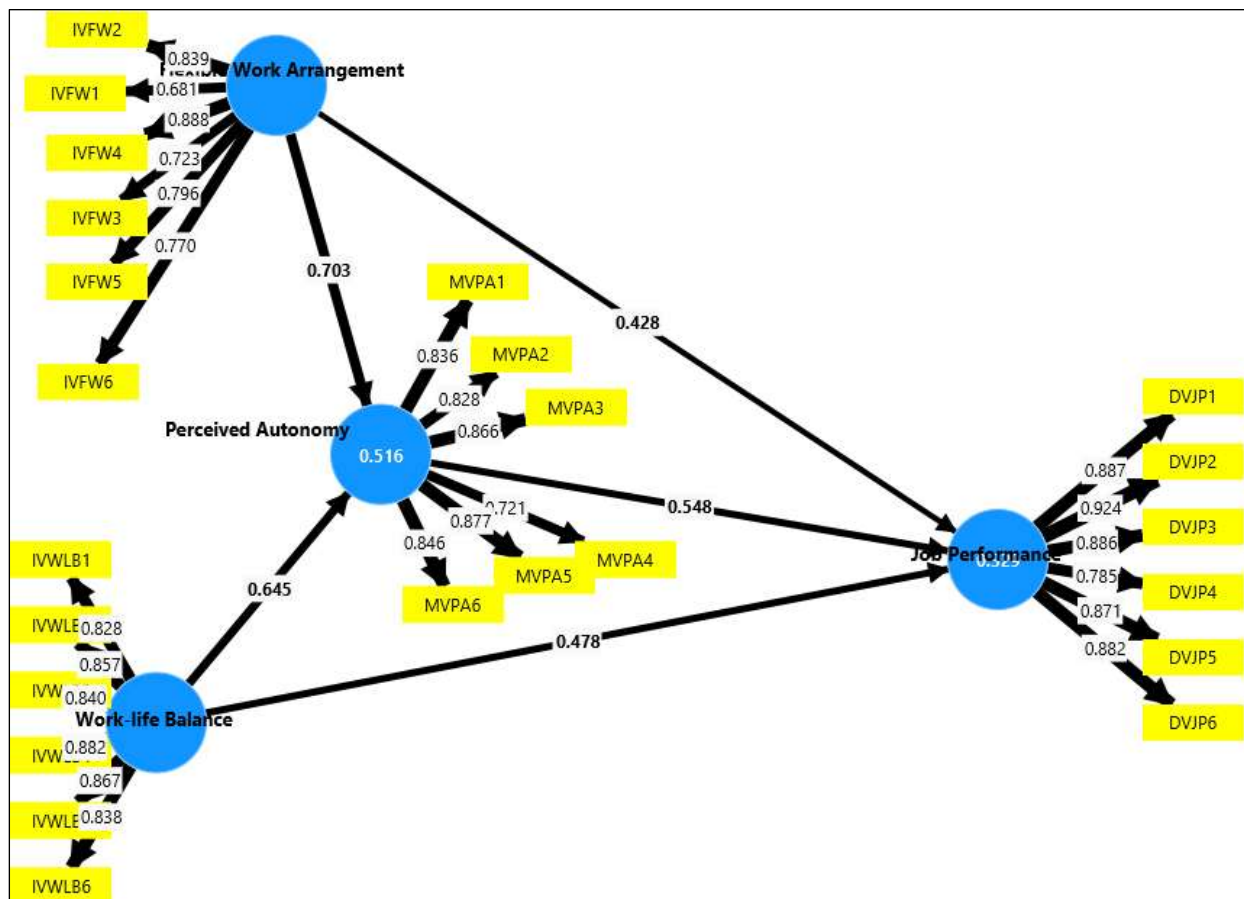


Figure 5: Correlation of each variable

In the structural model, correlation analysis shows construct relationships' strength and direction. The path coefficients between constructs show high positive connections, such as 0.703 for Work Arrangement and 0.645 for Work-life Balance Perceived Autonomy. Work-life balance and flexible work arrangements increase employee autonomy, according to these high coefficients. With a path coefficient of 0.548, Perceived Autonomy affects Job Performance. Perceived autonomy is positively correlated with job performance. Additionally, Work Arrangement and Work-life Balance directly affect Job Performance with path coefficients of 0.428 and 0.478. These results show that while perceived autonomy is important, flexible work arrangements and work-life balance are also important.

The high item loadings on their constructs (e.g., IVFW1 to IVFW6 for Work Arrangement, 0.770 to 0.839) demonstrate the constructs' internal consistency and validity. Similarly, Work-life Balance (IVWLB1 to IVWLB6) and Perceived Autonomy (MVPA1 to MVPA6) items had substantial loadings, indicating valid construct indicators. This robust measurement supports the structural model's conclusions, emphasising the need of flexible work arrangements and work-life balance to improve worker autonomy and performance. Separate or combined sections with headed subsections can convey the results and comments.

4.6 Effect Size (f^2)

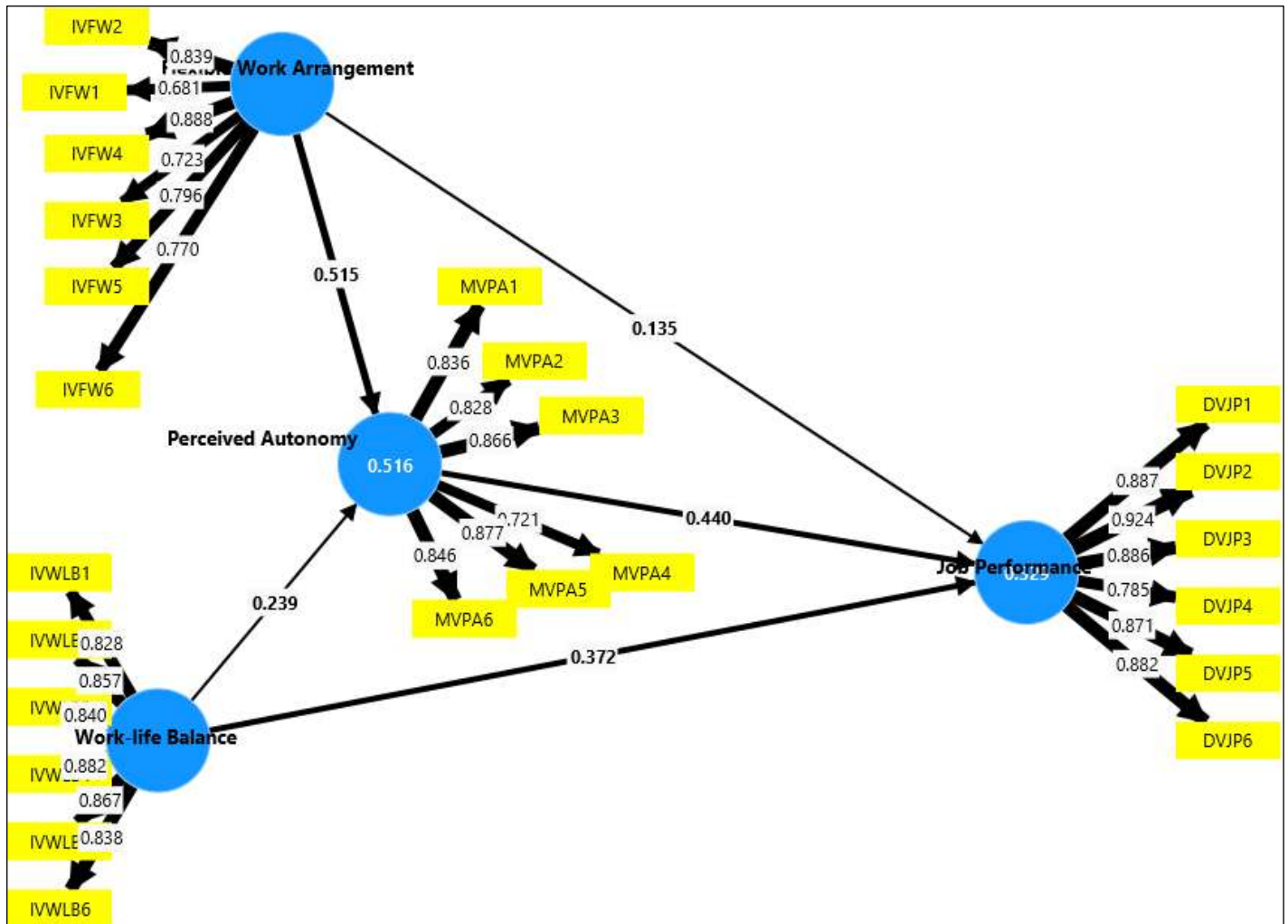


Figure 6: Total effect of each variable

Structural equation modelling uses effect size (f^2) to measure the impact of an independent variable on the dependent variable. It shows the relative relevance of each predictor variable in explaining outcome variance. The impact size (f^2) is determined for the associations between Work Arrangement, Work-life Balance, Perceived Autonomy, and Job Performance in the model. To interpret f^2 values, 0.02 indicates a tiny effect, 0.15 a medium effect, and 0.35 a high effect. In this model, critical path effect sizes provide important insights. A high effect ($f^2 = 0.515$) exists between Work Arrangement and Perceived Autonomy, showing a significant relationship. Perceived Autonomy significantly impacts Job Performance ($f^2 = 0.440$), indicating its crucial function as a mediator in the model. Work-life balance has a moderate effect on Perceived Autonomy ($f^2 = 0.239$) but has a lesser direct effect on Job Performance ($f^2 = 0.372$). These impact sizes suggest that Work-life Balance improves job performance but not as much as flexible work arrangements and perceived autonomy. Understanding these effect sizes helps prioritise organisational efforts to improve employee outcomes.

KEY FINDINGS

This investigation reveals that perceived autonomy acts as an intermediary in the relationships among flexible work arrangements, work-life balance, and job efficacy. Merely having flexibility did not boost job

performance, although the sense of autonomy had a crucial mediating role in their influence. This implies that flexible employment configurations are optimal when they improve worker autonomy and efficiency. Businesses must implement versatile work configurations and foster a culture of independence within their workforce.

Work-life balance and job performance were interconnected directly and through the lens of perceived autonomy. This demonstrates the essential nature of work-life harmony for workforce effectiveness. It indicates that those who experience a harmonious balance between job and personal life are more self-directed and achieve superior results. Policies and practices promoting work-life balance improve job performance and the sense of autonomy; so, companies should give them precedence. The investigation underscores the various benefits of encouraging a balance between professional and personal life as well as flexible job configurations. These actions improve work productivity by elevating the sense of autonomy. To increase efficiency and employee satisfaction, organisations should promote a culture characterised by autonomy, flexibility, and a harmonious work-life balance. These conclusions indicate that an integrated perspective on employee health and autonomy may boost performance and shape organisational policies. The analysis finds that perceived autonomy acts as a mediator for job performance through flexible work arrangements and work-life balance. Initiatives that support a balance between professional and personal life, flexibility, and individual liberty are encouraged. An encouraging, self-sufficient workplace can increase worker productivity and happiness, leading to improved outcomes. These conclusions assist in designing organisational strategies to bolster employee health and effectiveness.

5.1 Discussion

The research results reveal a strong affirmative link between an encouraging work environment and psychological wellbeing as it pertains to workplace satisfaction. The whole of the seven hypotheses (H1 to H7) revealed a noteworthy association and were all affirmed. The mediating effect in a conducive work environment yields a direct effect. Our analysis indicates the substantial, although indirect, relationship between flexible work arrangements and job performance mediated by perceived autonomy. Versatile work arrangements, like flexible hours and the opportunity for remote work, augment employees' sense of self-governance, in line with the self-determination theory established by Deci and Ryan (2000). This concept suggests that autonomy is a vital human demand that fosters internal motivation and increases overall health. Our conclusions affirm this, illustrating that augmented regulation of work schedules and surroundings contributes to better job performance. This validates the conclusions of Gajendran and Harrison (2007), who identified that telecommuting benefits job performance by augmenting perceived autonomy and lessening work-family friction.

Furthermore, our analysis reveals the direct and indirect ramifications of work-life integration on professional performance. A carefully preserved work-life harmony is inherently connected to improved job performance, as it permits individuals to navigate their personal and professional commitments with more effectively. The finding is also consistent with Azmi et al. (2026), who reported that work-life balance plays an important role in employee productivity within the Malaysian context. This conclusion reflects the insights of Greenhaus and Beutell (1985), who established that work-life balance is vital for diminishing stress and increasing job satisfaction. In addition, our analysis accentuates the indirect relationship between work-life balance and job performance mediated by perceived autonomy. When staff members identify a balance between their career and personal commitments, their perception of autonomy is amplified, which therefore enhances their job efficacy, as indicated by Kossek and Ozeki (1998).

The importance of perceived autonomy serving as a mediator is essential in our analysis. Our investigation shows that flexible work setups and work-life balance are most impactful on job performance when they support an employee's sense of self-governance. This conclusion agrees with the job characteristics theory introduced by Hackman and Oldham (1976), which maintains that job autonomy is an essential determinant of employee motivation and performance. Morgeson and Humphrey (2006) accentuate the vital nature of job design in enhancing autonomy and performance outcomes, and our results further this comprehension by revealing how organisational methods that support flexibility and balance can foster an environment conducive to autonomy. To conclude, our study enriches the prevailing literature by presenting actual findings about the subtle dynamics among flexible work arrangements, work-life balance, perceived autonomy, and job



performance. It stresses the need for organisations to enact rules that deliver flexibility and encourage work-life balance, in addition to nurturing an environment that allows people to feel independent. By adopting this strategy, organisations can boost job productivity and staff happiness, which will ultimately yield superior organisational performance. These observations have profound effects on both theoretical and practical domains, indicating that a unified approach to employee well-being and self-governance is crucial for improving performance in the current work setting.

5.2 Implication

The workplace Development and Recruitment (JD-R) theory suggests that workplace resources, such as an encouraging work environment, significantly affect employee well-being and job efficacy. The conclusions drawn from this study agree with the JD-R model, showing that a conducive work environment operates as a fundamental job resource that benefits psychological well-being and workplace contentment. From this, one

may conclude that organisations can boost employee outcomes by strategically investing in resources that cultivate and sustain employee well-being. This analysis offers vital managerial insights for the refinement of organisational protocols, employee morale, and overall productivity. Administrators should establish a hospitable environment to allow employees to sense encouragement from their peers and the enterprise. Group development, mentorship, and honest discourse can fulfil this. Adjustable work schedules promote a more favourable balance between work and personal life, contributing to greater employee well-being.

An environment that ensures psychological safety, allowing employees to feel valued and supported, can lead to improved well-being and productivity. This is enhanced by psychological education and counselling. Developing skills in problem-solving and resilience can improve employees' confidence and productivity levels. Developing a productive and rewarding office atmosphere is crucial. This involves ergonomic workplace configurations, ample resources, and a thriving business ethos. Consistent appreciation and recognition can boost employee morale. This could involve performance bonuses, public commendation, or occupational promotion. The poll demonstrates that a substantial fraction of the workforce is between 41 and 50 years old, accentuating the importance of recruiting younger individuals for effective succession planning and knowledge sharing. Employee morale and retention are greatly influenced by parental leave and family health benefits in firms with elevated marriage rates. With many workers equipped with bachelor's and master's degrees, continued professional development can foster their enthusiasm and augment their skill set. Training initiatives that embrace a range of educational backgrounds can elevate employees' potential and their value to the firm.

Workers with a tenure beyond ten years demand initiatives aimed at enhancing engagement and preventing burnout. This includes innovative challenges, shifting positions, and occupational advancement. Proficient onboarding and mentorship of programmers promote a sense of appreciation and integration for transient personnel within the business culture. Authorities must apply the study's insights to advance employee well-being and fulfilment. Versatile work setups, abundant support mechanisms, and commendation programs exemplify this. To promote generalisability, future investigations should incorporate a wider array of departments and locales. Integrating several techniques will aid in grasping employee motivations and experiences. The Employment Development and Recruitment (JD-R) strategy stresses the critical role of employment resources, such a welcoming workplace, in boosting employee outcomes. Management is advised to prioritise these resources for emotional wellness and professional fulfilment. These methods can aid management in establishing a more supportive and satisfying workplace, leading to improved employee retention, productivity, and organisational performance. This method aids personnel and establishes the firm as a foremost employer in the competitive sector. Prioritisation should be given to workplace assistance that features flexible working hours, autonomy, and mental well-being. To improve employee happiness, loyalty, inspiration, and performance. This will elevate our profit margin, facilitating competition with our opponents and instituting a norm for other companies. This will lure other businesses, inspiring them to elevate their practices and acquire lessons from these breakthroughs. Over time, this will yield benefits for both employees and employers, equipping the firm with a superior position.

STUDY LIMITATIONS

Several limitations should be acknowledged when interpreting the findings of this study. First, the study was conducted solely among employees from the Cooperative Development Group of selected an organization in Selangor, which may limit the generalizability of the findings to other organizations, sectors, or geographical regions. Second, the study employed purposive sampling, a non-probability sampling technique that may introduce selection bias and limit broader population representation. Third, the sample size was relatively small, which may affect the statistical power of the findings. Finally, the cross-sectional nature of the study restricts the ability to establish causal relationships among the variables because data were collected at a single point in time.

CONCLUSION AND FUTURE RESEARCH

The analysis of flexible work arrangements (FWAs), work-life balance (WLB), and perceived autonomy greatly benefits organization by elucidating the ways in which these elements shape job performance. The revelations from this investigation emphasize numerous opportunities for organizations to optimize its organizational procedures to promote staff morale, output, and overall success. The analysis shows that flexible work setups, such as customizable schedules and remote work alternatives, positively affect job performance by bolstering employees' feelings of autonomy. This agrees with the self-determination hypothesis, which maintains that autonomy is a vital human want that elevates intrinsic motivation and well-being. By adopting policies that facilitate flexible work arrangements and locations, organization may nurture a work atmosphere that champions autonomy, which in turn enhances job performance. Additionally, the investigation stresses the necessity of work-life harmony for achieving optimal job performance. Employees who proficiently handle their personal and occupational duties display greater job satisfaction and productivity. This conclusion recommends that organization must prioritize efforts that aid employees in reconciling their occupational and personal commitments, such as providing adaptable working hours and remote employment possibilities. In addition, establishing a conducive climate inside the firm that acknowledges and appreciates the importance of work-life harmony can further augment employee well-being and output. The analysis points out the critical function of perceived autonomy as a key mediator in the interplay between flexible work arrangements, work-life balance, and job performance. When personnel feel a considerable level of self-direction, they are more apt to demonstrate elevated job performance. This denotes that organization must emphasise policies and practices that allow employees to independently make critical decisions and offer them the freedom to carry out tasks using the approaches they consider most effective.

In addition, the outcomes of this investigation have tangible ramifications for the policies and operational procedures of organization. Through the integration of the study's conclusions into its organisational framework, organization can bolster job performance and enhance employee morale. Strategies that support flexible employment arrangements and work-life integration should be combined with measures to curtail micromanagement and incorporate employees in the decision-making activities. This tactic can promote a feeling of self-sufficiency and motivation in employees, which can lead to enhanced organisational outcomes; therefore, the research provides essential contributions to organization by delivering empirical evidence on the correlations between flexible work arrangements, work-life balance, perceived autonomy, and job performance. By integrating the insights gained from this analysis, organization can advance its organisational methods, culminating in superior job performance, heightened employee satisfaction, and increased production. These findings are crucial for establishing robust rules that enhance a modern, flexible, and autonomous workplace. Although the findings contribute valuable insights into the relationships between flexible work arrangements, work-life balance, perceived autonomy, and job performance, the study's limitations regarding sample size, organizational scope, and research design should be considered when interpreting the results. Nevertheless, the study provides empirical support for the importance of autonomy as a mechanism through which workplace flexibility enhances performance. Future studies employing broader samples and longitudinal approaches are recommended to further validate and extend these findings.

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