

FLEXIBLE WORK ARRANGEMENTS AND WORK EFFECTIVENESS: INSIGHTS FROM EMPLOYEE EXPERIENCES

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Abstract

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Technological advancements and shifts in social dynamics have transformed the way organizations manage their workforce, prompting many to adopt Flexible Work Arrangements (FWAs) as a means of enhancing employee work effectiveness. This study aims to explore the influence of FWAs on employee work effectiveness, taking into account individual factors, organizational culture, and the readiness of supporting infrastructure. The research methodology employed is quantitative, utilizing a survey of 135 respondents who are directly involved in the implementation of FWAs. Data analysis was conducted using simple linear regression with the aid of SPSS version 27. The research findings demonstrate that FWAs have a positive and significant impact on work effectiveness, contributing 27.1% to overall effectiveness. This discovery underscores that flexibility in work arrangements, including time and location, can enhance employee performance and work-life balance. However, work effectiveness is also influenced by other factors such as motivation, leadership, and organizational culture. This study provides practical implications for management in designing adaptive and sustainable work policies to increase employee productivity and well-being

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1. Introduction

Technological developments and changing social dynamics have shifted the way organizations manage their workforce (Rotatori, Lee, & Sleeva, 2021). The post-COVID-19 pandemic has brought significant transformations in organizational management, especially in terms of work system arrangements (Vahdat, 2022). One form of innovation that is growing rapidly is the implementation of Flexible Work Arrangements, a work system that provides flexibility to employees in determining the time and place of work (Akkaş, 2023). Flexible Work Arrangements include various schemes such as remote working, hybrid working, flextime, job sharing (Anik & Habib, 2025). This phenomenon has received widespread attention among practitioners and academics because it is considered capable of increasing productivity, efficiency, and balance between work life and personal life of employees (Cavaliere et al., 2021). However, the implementation of Flexible Work Arrangements does not always run smoothly and often raises various issues, especially those related to the effectiveness of employees in carrying out their duties and responsibilities.

The emergence of flexible work schemes is triggered by the need for organizations to remain productive in conditions that limit direct physical interaction. However, the work effectiveness expected from the implementation of Flexible Work Arrangements is not always achieved (Soga, Bolade-Ogunfodun, Mariani, Nasr, & Laker, 2022). In practice, many organizations face challenges such as difficulties in supervision, weak communication between teams, and lack of work synergy due to physical distance (Neirotti, Raguseo, & Gastaldi, 2019). This creates a gap between management's

expectation of work efficiency through flexibility, and the reality on the ground, which shows barriers to productivity and decreased employee engagement with tasks and organizations (Urrila, Siiriäinen, Mäkelä, & Kangas, 2025). This mismatch indicates a fundamental problem in human resource management, especially in building an effective and sustainable work system.

One of the common challenges arising from the implementation of Flexible Work Arrangements (FWAs) is the blurring of boundaries between personal life and work. Many employees struggle to manage their time effectively as their workspace and personal space merge into one (Kossek, Perrigino, & Lautsch, 2023). This situation can potentially lead to stress, emotional exhaustion, and reduced work focus, ultimately negatively impacting work effectiveness. On the other hand, employees with strong self-discipline and time management skills often feel more productive and motivated due to the flexibility offered by FWAs. This suggests that the impact of Flexible Work Arrangements on work effectiveness is contextual and heavily influenced by individual characteristics, organizational culture, and the readiness of supporting infrastructure (Weideman, 2018).

This suggests that there is an urgent need to better understand how employees' subjective experiences of flexible working contribute to work effectiveness. In this case, work effectiveness is not only understood as achieving targets or work results, but also includes efficient, collaborative, and sustainable work processes (Cabarcos et al., 2022). For this reason, an approach that is able to comprehensively explore the views and experiences of employees is important. This approach can open new insights into the factors that support and hinder the success of Flexible Work Arrangements in improving work effectiveness.

Based on this description, it is important to conduct this research to fill the knowledge gap regarding the relationship between Flexible Work Arrangements and work effectiveness from the perspective of employees in more depth. By understanding the dynamics that occur behind the implementation of flexible work systems, organizations can design human resource management strategies that are more adaptive, responsive, and sustainability-oriented. Therefore, this study aims to comprehensively explore how the implementation of Flexible Work Arrangements affects work effectiveness, by considering individual factors, organizational culture, as well as the readiness of relevant support systems.

2. Literature review

2.1. Work effectiveness

Work effectiveness is a key indicator in assessing an individual's success in carrying out the tasks and responsibilities assigned by the organization. This concept not only refers to the achievement of targets or work outputs, but also encompasses process efficiency, the quality of results, and contributions to organizational goals (Gazi, Yusof, Islam, Amin, & Senathirajah, 2024). It covers the extent to which employees are able to achieve set objectives, utilize resources efficiently, and contribute to the organization's overall outcomes (Qalati, Zafar, Fan, Sánchez Limón, & Khaskheli, 2022). Work effectiveness is influenced by various internal and external factors, such as individual motivation, leadership, organizational culture, as well as technological and workplace support. Work effectiveness can be described as the extent to which a person performs tasks according to established standards and contributes to the achievement of organizational objectives (Nirwana, Sriyanti, & Nurdyanti, 2025). The importance of competence, effort, and consistency in work behavior is emphasized as the foundation for achieving optimal effectiveness (Modise, 2023).

Work effectiveness results from the interaction between an organization's formal systems and the dynamics of individual behavior within the work environment (Nnah Ugoani, 2020). Work effectiveness not only measures final outcomes, but also takes into account work processes, the quality of decision-making, and the ability to adapt to organizational dynamics. Within this framework, effectiveness serves as an important measure of both operational and strategic success (Korhonen, Jääskeläinen, Laine, & Saukkonen, 2023). An individual's work effectiveness depends on the expectation that their efforts will lead to good performance (expectancy), that performance will yield certain outcomes (instrumentality), and that these outcomes are valued by the individual (valence). When all three are high, individuals are more motivated to work effectively (Fang, 2023). Work effectiveness also depends on the balance between job demands (such as workload and time pressure)

and job resources (such as social support, autonomy, and feedback) (Demerouti & Bakker, 2023). When resources are sufficient, effectiveness can be maintained even under high demands.

2.2. Flexible work arrangements

Flexible work arrangements are an organizational response to the changing dynamics of modern work, influenced by technological advancements, globalization demands, and shifting workforce values (Stella, 2020). Flexible work arrangements encompass various forms of flexibility in the workplace, such as remote working, telecommuting, flextime, compressed workweeks, job sharing, and hybrid working, which allow employees greater freedom in determining when, where, and how they work (Austin-egole & Iheanacho, 2022). The aim of flexible work arrangements is to improve work-life balance, increase job satisfaction, and help organizations attract and retain top talent (Indradewa & Prasetyo, 2023; Yildizhan et al., 2023). Flexible work arrangements can have a positive impact on productivity and work effectiveness (Wei & Li, 2024).

The implementation of flexible work arrangements is also associated with increased employee retention and loyalty, as it provides a sense of autonomy and trust in performing their work (Astriani, 2023). Therefore, the success of flexible work arrangements heavily depends on organizational readiness, including technological infrastructure, digital leadership, and a work culture that supports flexibility and collaboration (AlNuaimi, Kumar Singh, Ren, Budhwar, & Vorobyev, 2022). In this context, employees' subjective experiences become a crucial element that needs deeper understanding to assess the effectiveness of flexible work arrangements in a contextual and humane manner (Lauring & Jonasson, 2024). Furthermore, the implementation of flexible work arrangements is supported by various management and organizational behavior theories that explain how work flexibility can influence individual and organizational effectiveness.

The work-life balance theory states that when employees are able to balance job demands and personal life, stress levels decrease, job satisfaction increases, and performance becomes more optimal (Susanto et al., 2022). This theory emphasizes the importance of flexible policies as an organizational effort to create a healthy and productive work environment (Hyder, 2024). The implementation of flexible work arrangements provides space for such autonomy, allowing employees to manage their own work rhythms and methods (Alifyanti et al., 2021). Assessing employees' subjective experiences is crucial to understanding the barriers, opportunities, and effectiveness of these policies in enhancing job performance, productivity, and emotional attachment to the organization. This experience-based approach can offer deep insights to refine workforce management strategies in an increasingly dynamic and technology-driven modern work era.

3. Methodology

This study uses a quantitative approach with a survey method to measure the effect of flexible work arrangements on work effectiveness in employees. The population in this study were all 203 employees, with a sample size of 135 respondents determined using the Slovin formula with an error rate of 5%. The sampling technique used purposive sampling, with the criteria of employees who have worked for at least one year and are directly involved in the implementation of flexible work arrangements at work. Data collection was conducted through the distribution of a closed questionnaire designed using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree", to measure respondents' perceptions of flexible work arrangements and work effectiveness variables. Prior to analysis, the research instruments were tested for validity and reliability to ensure measurement accuracy and consistency. Furthermore, the data were analyzed using SPSS version 27 software, with descriptive statistical techniques to describe the characteristics of respondents and data distribution, and simple linear regression analysis to test the effect of flexible work arrangements on work effectiveness. This research aims to provide empirical evidence on how the implementation of work flexibility contributes to employee effectiveness in completing their tasks and responsibilities.

4. Results and discussions

4.1. Classical assumption tests

4.1.1. Normality test

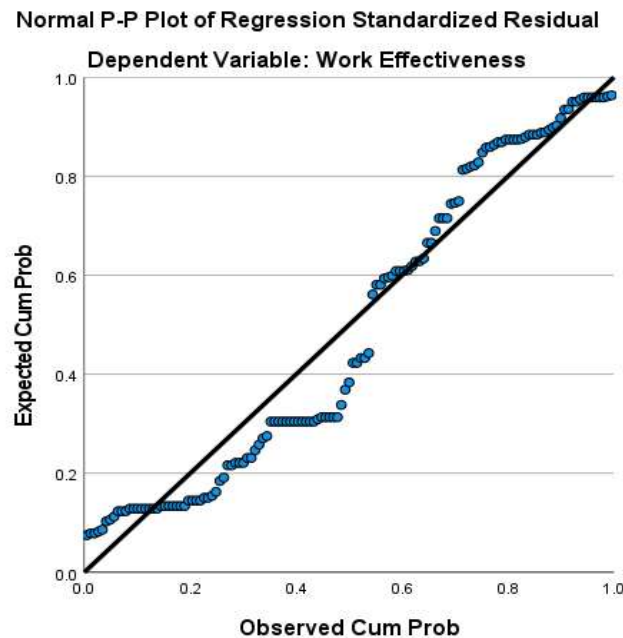


Figure 1. Normal P-P plot of regression standardized residual

In this graph, there is a straight diagonal line that represents a perfectly normal distribution. The blue dots represent the standardized residual values of the regression results. If the points spread and follow the diagonal line with a pattern that is relatively close to the line, it can be concluded that the residuals are normally distributed. Based on observations of the graph, most of the points appear to follow a pattern close to the diagonal line, although there are slight deviations at the beginning (bottom left) and the center. However, these deviations are not very significant and are still within reasonable limits. Therefore, it can be concluded that the residuals in this regression model generally fulfill the assumption of normality. This shows that the regression model used has good enough validity in terms of the assumption of normal distribution of residuals, so that the results of the analysis can be considered reliable to be used in making decisions or drawing conclusions.

4.1.2. Multicollinearity test

Table 1. Multicollinearity test

Model		Coefficients ^a			t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	39.946	5.570		7.171	.000		
	Flexible Work Arrangements	.265	.083	.266	3.178	.002	.392	2.544

a. Dependent Variable: Work Effectiveness

Based on Table 1.1 regarding the multicollinearity test results, it is known that the Flexible Work Arrangements independent variable has a Tolerance value of 0.392 and a VIF value of 2.544. Both values are still within acceptable limits, where the tolerance value is greater than 0.10 and the VIF value is less than 10. This indicates that there are no multicollinearity symptoms in the regression model, so the Flexible Work Arrangements variable does not show a high correlation relationship with other independent variables and can still be used in the regression analysis model appropriately..

Furthermore, the regression coefficient value of 0.265 with a significance level of 0.002 (smaller than 0.05) indicates that the Flexible Work Arrangements variable has a positive and significant influence on Work Effectiveness. In other words, in addition to proving to be free from multicollinearity problems, this variable also makes a meaningful contribution in improving work effectiveness.

4.1.3. Multicollinearity Test

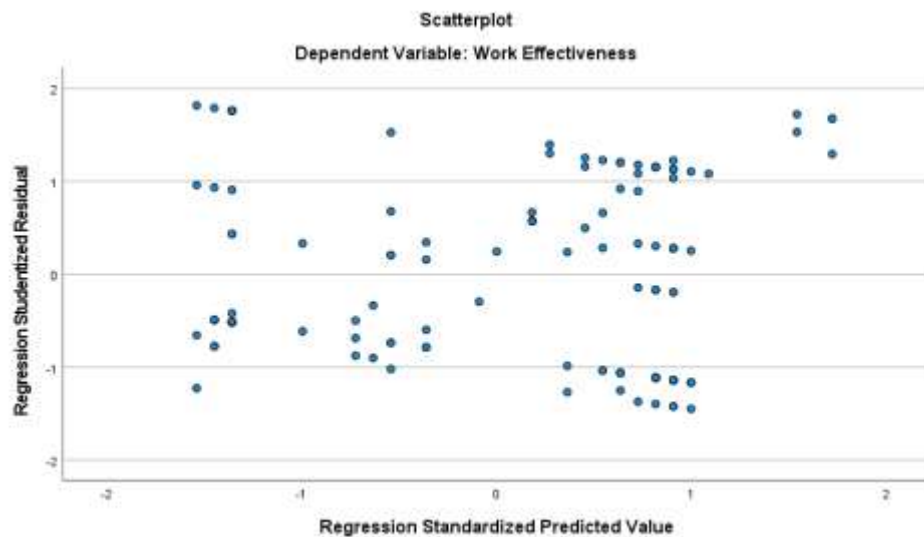


Figure 2. Scatterplot dependent variabel: work effectiveness

Based on Graph 1.2 scatterplot displayed above, which shows the relationship between Regression Standardized Predicted Value and Regression Standardized Residual, it can be concluded that the distribution of residual points does not form a certain clear pattern, either curved, U-patterned, or linear. Instead, the points spread randomly around the zero horizontal line. This indicates that the assumption of homoscedasticity is fulfilled, i.e. the residual variance is constant across the entire range of predicted values.

This random distribution pattern also indicates that there is no heteroscedasticity problem in the regression model used. Thus, the regression model is considered to fulfill one of the classical assumptions of multiple linear regression, namely the assumption of normality and homogeneous distribution of residuals. This aspect is important to ensure the validity of the results of the regression analysis conducted on the effect of Flexible Work Arrangements variables on Work Effectiveness.

4.2. Simplified linear regression test

Table 2. Anova model

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1144.878	1	1144.878	10.099	.002 ^b
	Residual	15077.715	133	113.366		
	Total	16222.593	134			
a. Dependent Variable: Work Effectiveness						
b. Predictors: (Constant), Flexible Work Arrangements						

Based on Table 1.2 ANOVA above, it can be seen that the significance value (Sig.) is 0.002, which is smaller than the 0.05 significance level. This shows that the regression model used is statistically significant, which means that the independent variable Flexible Work Arrangements together have a significant influence on the dependent variable Work Effectiveness. The calculated F value of 10.099 also indicates that the regression model constructed is good enough to explain the variation in the observed data. This value is obtained from dividing the regression Mean Square (1144.878) by the residual Mean Square (113.366), which reflects the strength of the relationship between the predictor variable and the predicted variable. Thus, the effect of flexible work arrangements on work effectiveness is significant, which means that the better the implementation of a flexible work system in an organization, the higher the work effectiveness achieved by employees. This result supports the hypothesis that Flexible Work Arrangements play an important role in improving work performance, which in turn can be used as a basis for managerial policy making in the workplace.

Table 3. Summary model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.466 ^a	.271	.064	10.647
a. Predictors: (Constant), Flexible Work Arrangements				
b. Dependent Variable: Work Effectiveness				

Table 1.3 shows that the R Square value is 0.271, which indicates that the Flexible Work Arrangements variable has an influence on Work Effectiveness of 27.1%. This means that 27.1% of variations or changes in employee work effectiveness can be explained by the existence of flexible work arrangements. Meanwhile, the remaining 72.9% is influenced by other factors outside this model, such as work motivation, leadership, work environment, organizational culture, or other individual factors. The R Square value, which is in the medium range, shows that work flexibility does have an important role in shaping work effectiveness, but it is not dominant enough. This indicates that flexible work arrangements do not fully determine the success of work effectiveness, but can be one of the significant supporting elements. Therefore, to get a more comprehensive picture, further studies are needed by including other variables that also have the potential to influence work effectiveness.

4.3 The effect flexible work arrangements to work effectiveness

The main problem in this research is the low work effectiveness faced by some organizations, especially in the context of work flexibility that has not been regulated optimally. In the midst of changes in the modern work environment and the increasing need for a balance between work and personal life, the question arises whether flexible work arrangements have a significant influence on employee work effectiveness. To answer this, a simple linear regression analysis was conducted to test how much work flexibility contributes to work effectiveness. The results of the analysis show that flexible work arrangements have a positive and significant influence on work effectiveness. This can be seen from the regression coefficient value of 0.265 with a significance level of 0.002 which is smaller than 0.05. Thus, it can be concluded that the higher the application of work flexibility in an organization, the higher the work effectiveness achieved by employees. This shows that more flexible work time and place arrangements can have a positive impact on individual performance.

The analysis shows that the R Square value of 0.271 indicates that flexible work arrangements are able to explain about 27.1% of the variation in employee work effectiveness. Although the contribution is not yet dominant, this value indicates a significant influence, considering that work effectiveness is the result of a combination of various complex factors. This finding is in line with Shammout's view, which states that work effectiveness is influenced by work environment factors, organizational behavior, and individual characteristics. Therefore, work flexibility can be considered as one of the important components in supporting employee performance, although it is not the only determinant (Shammout, 2021). The remaining 72.9% variation is most likely caused by other factors not included in this model, such as intrinsic motivation, leadership, organizational culture, and personal factors such as personality and individual abilities. This is reinforced by the opinion of Alkaf et al who emphasize that work effectiveness is the result of the interaction of internal and external factors that influence each other (Alkaf, Yusliza, Saputra, Muhammad, & Bon, 2021). Therefore, further research development is strongly recommended by adding other variables in order to be able to explain variations in work effectiveness more comprehensively.

Meanwhile, the ANOVA test results show that the regression model is statistically significant with a significance value of 0.002 ($p < 0.05$). This indicates that overall, the model built has a good ability to explain the relationship between work flexibility and work effectiveness. Thus, it can be concluded that the independent variable, namely flexible work arrangements, simultaneously exerts a real and significant influence on the dependent variable, namely work effectiveness. This result is consistent with Geoffrey's findings that work flexibility has a positive impact on employee productivity and job satisfaction. The feasibility of the regression model indicates that the results of the analysis can be used as a basis for managerial decision-making, especially in the preparation of flexible work policies in organizations. (Geoffrey, 2025). Work arrangements that allow employees to customize their work time and location are proven to increase work comfort, reduce stress, and ultimately improve work effectiveness. (Sultan, Fachmi, & Klimko, 2024). Therefore, these results provide important practical

implications for management in an effort to create an adaptive work environment that supports optimal performance.

Furthermore, the results of this study support the concept of work-life balance, where work flexibility is considered an important instrument in helping employees balance the demands of work and personal life. Work flexibility can increase employee commitment and retention, and reduce burnout. Thus, organizations that implement flexible work policies can gain long-term benefits in the form of increased human resource loyalty and effectiveness (Boccoli, Tims, Gastaldi, & Corso, 2024). However, it is important to realize that work flexibility also requires effective management, as not all types of work are suitable for flexible work systems. The implementation of work flexibility must be adjusted to the type of work, organizational culture, and individual needs so that the benefits can be optimized. Therefore, this policy needs to be supported by a good performance monitoring system and effective communication between managers and employees (Sekhar & Patwardhan, 2023).

Theoretically, this study contributes to strengthening the literature on the relationship between work flexibility and work effectiveness in the context of modern organizations. The findings support the two-factor theory of motivation which states that favorable working conditions are one of the factors that increase employee satisfaction and performance. (Nickerson, 2025). Work flexibility, in this case, acts as a motivating factor that can increase employee enthusiasm and responsibility for their duties. Taking the results and analysis into consideration, it is concluded that flexible work arrangements make a noticeable contribution to employee effectiveness. Although there are still other factors that influence overall effectiveness, work flexibility has proven to be one of the viable approaches to be implemented in improving productivity and job satisfaction in today's organizational environment. Therefore, the implementation of flexible work systems deserves management attention as part of a strategy to improve human resource performance.

5. Conclusion

Based on the results of this study, it can be concluded that flexible work arrangements have a positive and significant influence on employee work effectiveness. Although the contribution is not fully dominant, work flexibility is proven to have a significant impact in improving individual performance in the organizational environment. This shows that the higher the application of flexibility in work time and location, the higher the level of work effectiveness achieved by employees. Work flexibility allows employees to organize their work schedules according to their personal and professional needs, which ultimately results in increased motivation, comfort, and productivity. Flexible working conditions also help reduce stress due to time and travel pressures, and support work-life balance.

The findings strengthen the argument that work flexibility is one of the strategic approaches that can be applied in improving the quality of human resources. In a managerial context, the results of this study provide a foundation for policy making that supports the implementation of flexible work systems in a sustainable manner. Therefore, the implementation of work flexibility should be accompanied by a good performance monitoring system and effective communication between leaders and employees to ensure that organizational goals are still optimally achieved.

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