

The Relationship between Flexible Work Arrangements and Employee Engagement among Managerial Employees in the Private Sector

LIM SHU YUN, SURENA SABIL* & ZAITON HASSAN

Faculty of Cognitive Science and Human Development, Universiti Malaysia Sarawak, 94300 Kota Samarahan, Sarawak, Malaysia

*Corresponding authors: ssurena@unimas.my

ABSTRACT

Today, it is common practice for most organisations to implement flexible work arrangements in order to meet the needs of their employees and ensure the long-term viability of the business. It got its beginnings during the COVID-19 pandemic, and as the techniques have spread, they have unquestionably changed many facets of peoples' lives and forced societies, corporations, nations, and individuals to reconsider how they live and work. Flexible work arrangements have become the new norm as a result of the epidemic forcing more workers to work remotely or with less hours in the workplace. Therefore, the purpose of this study is to identify the relationship between flexible work arrangements, such as flexible time, telecommuting, and flexible leave towards employee engagement among managerial employees in one of the private sectors in Selangor. Employing a quantitative approach through a correlational study has been adopted to test the hypotheses to this relationship. The population of this study comprises 52 managerial employees from middle and first-line manager. A convenience sampling method was employed for data collection through the distribution of questionnaires via-Google Form Link. The results of this research, using Spearman correlation analysis, indicate a significant relationship between flexible work arrangements, specifically flexible time and telecommuting, and employee engagement. Therefore, it is recommended that organizations review their existing policies and practices to better accommodate the current situation and the needs of their employees.

Keywords: Employee engagement, flexible work arrangements, flexible time, flexible leave, telecommunicating.

Copyright: This is an open access article distributed under the terms of the CC-BY-NC-SA (Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License) which permits unrestricted use, distribution, and reproduction in any medium, for non-commercial purposes, provided the original work of the author(s) is properly cited.

INTRODUCTION

The global environment has been altered by the COVID-19 pandemic, especially in the area of organization management, which is crucial to its survival and vibrancy. It has seriously upended the way traditional organizations function and is probably going to cause long-term changes in how people live and work. According to a recent study by Kramer and Kramer (2020), one of the most significant developments brought about by the pandemic is the broad adoption of teleworking and work from home policies in a variety of industries and sectors. Therefore, in order to successfully address the changing needs of their employees' personal and professional lives, numerous businesses have adopted flexible work arrangement. This change is thought to enhance life quality, employee happiness, job satisfaction and creativity, which will ultimately lead to innovation (Budiman et al (2022); Stich (2022)). However, on the other hand, there are challenges such as distractions, a lack of social interaction, performance issues, and concerns about commitment and engagement (Vinueza-Cabezas et al (2022); Yang et al (2023)). As a result, employee engagement became increasingly important as people practicing working from home nowadays. It has become a significant task for organizations to foster a sense of belonging among employees towards their work and to devise strategies for maintaining employee motivation to maintain their efficiency and effectiveness. The organizations must act at the local level to truly move the needle on employee engagement, and there is no one-size-fits-all approach. Thus, it is imperative for managerial employees to assess and improve employee engagement as they work directly with employees on a daily basis.

According to Shifrin and Michel (2021), their meta-findings analysis indicates that flexible work arrangements are associated with improved physical health, decreased absenteeism, and fewer somatic symptoms, implying that flexible work arrangements can aid employees in maintaining their well-being. Gill and Siddiqui (2021) claimed that flexible work arrangements in the Pakistani service sector are negatively and significantly

correlated with work-life conflict but positively and significantly correlated with work-life enrichment, employee engagement, and affective organizational commitment. The findings indicate that flexible work arrangements positively affect the willingness of a new generation of employees to stay, with well-being acting as a mediator and emotional intelligence acting as a moderator (Wen et al., 2021). Gasic (2021) found a positive correlation between flexible work arrangements and employee productivity in the Republic of Serbia. Longitudinal study by Xiang et al (2021) indicates a stronger association between the use of flexible work arrangements and specific job satisfaction indicators among Australian mothers who accessed formal arrangements, as well as are positively associated with each other. According to the EY (2021) Work Reimagined Employee Survey, which surveyed over 16,000 workers in 16 countries, including Malaysia, 9 in 10 Malaysians desire flexibility in terms of where and when they work, and nearly half of Malaysian respondents indicated they would resign if flexibility is not offered by employers. Another study by Kaufman and Taniguchi (2021) found that, work-from-home practices are gaining popularity among organization. Compared to commuters, remote workers are most likely to report improvements in productivity (7%), job satisfaction (8%), work hours (11%), work-family balance (20%), and work time flexibility (26%); however, a notable percentage (23%) of teleworkers report feeling disconnected from their coworkers.

Employee Engagement and Flexible Work Arrangements

Job insecurity had a more pronounced impact on reducing job engagement among Generation Y than Generation X, implying that a more significant negative impact on Generation Y (Jung et al., 2021). When compared to their counterparts, highly engaged employees frequently demonstrate a lower intention to leave, deliver superior customer service, perform better financially, experience less job stress, and exhibit a positive psychological well-being (Gallup, 2017; Harter et al., 2020; Memon et al., 2020). This unequivocally illustrates that providing flexible work options benefit employee and organizations that foster work flexibility and promote work-life balance observe a more engaged workforce (Ugargol, & Patrick, 2018). The benefits of engaged employees are well documented and widely acknowledged in the literature and in business (Shuck et al., 2017), emphasize the importance of employee engagement. Despite widespread agreement on its value, there are no conclusive findings regarding the factors that contribute to employee engagement (Bailey et al., 2017). Numerous factors have been identified as antecedents of employee engagement, including organizational support, intention to leave, organizational commitment, employer trust, employee well-being, and job satisfaction (Shuck et al., 2017). Employee engagement is crucial, as disengagement demonstrates a person's lack of interest in their job and in the organization, resulting in decreased effectiveness and efficiency in the workplace. As a result, it is critical for employers to maintain employees' engagement and connection to their jobs and the organization's mission. However, employee engagement posed a significant challenge for organizations, particularly as employees transitioned to remote work, raising concerns about potential decline in productivity and efficacy.

Research has shown that flexible time is positively correlated with job satisfaction, employee happiness, employee engagement, and affective organizational commitment (Kiran & Khurram, 2018). A study by Hokke, et al (2021) revealed that increased utilization of flexible work arrangements, such as flexible place and flexible time, is associated with reduced fatigue and burnout among parents. A subsequent experimental study revealed that men reported higher aspirations for flexibility than women in the online sample of parents. The findings also indicated that flexible time and flexible place were beneficial in promoting creative work behaviors among millennials, with flexible time and flexible place acting as moderators of the relationship between job insecurity and innovative work behavior (Rodhiya et al., 2021).

The findings of a study by Kotey and Koomson (2021), indicate that flexible leave, as a component of flexible work arrangements, negatively correlates with return on labor (ROL) for small, medium, and large firms. Kaewthaworn (2019) revealed that leave policies were found positively and significantly affect employee engagement, particularly among employees in surveyed large-sized hotels. Flexible leave, specifically, does not increase employees' intention to leave their jobs due to job independence. It is less likely to have a negative effect on the team's performance, making it more acceptable to the other work units. Utilizing flex leave also reduces the likelihood that an employee will face a social dilemma, even if the employee works in an interdependent work setting (Tsen et al., 2022).

The findings further indicate that increased use of informal leave arrangements, such as performing family-related tasks at work, and flexible leave arrangements, such as purchased leave, are associated with deterioration of health outcomes (Hokke, et al., 2021). It is appropriate to state that flexible leave is the most effective flexible policy for talent retention, surpassing flexible time and work-from-home arrangements. This is because it has a minimal impact on normal business operations and acts as a form of informal organizational support for private or government company, helping them to retain their workforce (Tsen et al., 2021). The

researcher discovered that a new form of employee development is possible through modified types of leave offerings, remote work, staff development upon an individual's return from extended leave, and flexible work schedules (Hammer, 2021). Employees are more likely to be satisfied and engaged in jobs that provide adequate leave time compared to those that do not. The research findings align with of Kaewthaworn (2019) and corroborate with Kawakubo and Oguchi (2019), suggesting that recovery experiences during leave improve overall occupational well-being, life satisfaction, and employee creativity among Japanese employees. Furthermore, flexible leave arrangements allow employees to divert their attention away from work-related stress, potentially serving as a tool to combat employee burnout. Employees returning to work after recuperating during their leave may exhibit renewed sense of purpose and increased motivation (Kawakubo & Oguchi, 2019).

Social Exchange Theory

Social exchange theory, defined by Blau (1964), revolves around individuals' voluntary actions influenced by the responses, aligned with their expectations, received from others. According to this theory, the primary force driving interpersonal relationships lies in satisfying the interests of both parties within an organization and between workers. It establishes a robust theoretical foundation for explaining variations in employees' engagement levels when flexible work arrangements are implemented. By understanding social exchange theory, employers can guide employees in cultivating a positive attitude and motivate them to act in accordance with the organization's values and goals (Bagger & Li, 2014). Within this framework, a compelling theoretical rationale emerges to explain the varying degrees of job engagement among employees. Employees perceive voluntary benefits as evidence that their employers genuinely care about their well-being (Eisenberger et al., 1990). When organizations foster a favorable work environment, employees may feel valued (Robinson & Morrison, 1995). As a result, the provision of significant organizational support through flexible work arrangements can lead to increased happiness, engagement, commitment, and the strengthening of emotional bond-

As workers increasingly seek work-life balance, organizations face the challenge of balancing business requirements with employee preferences for flexibility. This study aims to address the gap by examining different components of flexiblework arrangements - flexible time, flexible leave, and telecommuting and their impact on employee engagement among managerial employees in private sector. Therefore, the objectives of this research are:

- i) to determine the relationship between flexible time and employee engagement among managerial employees.
- ii) to determine the relationship between flexible leave and employee engagement among managerial employees.
- iii) to determine the relationship between telecommuting and employee engagement among managerial employees.

This research presents evidence that organizations may enhance employee engagement levels by implementing flexible working arrangements, including flex time, flex leave, and telecommuting. The findings of this study can offer new insights for human resource development practitioners, particularly in managing the workforce, specifically among managerial employees in handling their employees and organization. By providing appropriate flexible work options, organizations can effectively maintain employee engagement levels.

METHODOLOGY

This study involved 60 managerial employees comprises of middle- and first-line manager from a third-party insurance company located in Shah Alam, Selangor that has successfully been practicing flexible working arrangement. The questionnaire was distributed through Google Form after getting consent from the Human Resource Manager. A total of 52 responses were received, resulting in an 87% response rate. The measurement tools included 5 items for flexible time and 6 items for flexible leave, adapted from Thompson et al (1999), McNamara et al (2004) and Brown and Matz-Costa (2012). Telecommuting consisting of 7 items, was adapted from Neufeld and Yulin Fang (2005). Employee engagement was measured using 19 items adapted from Thomas (2007) and Gallup (2009). A pilot study was conducted with 30 respondents, and all Cronbach's alpha values exceeded scored 0.7. The Cronbach's alpha values for flexible time was 0.816, flex leave was 0.736, telecommuting was 0.833, and employee engagement was 0.956, indicating excellent reliability.

RESULTS AND DISCUSSION

The majority of the respondents (33) were female (63.5%) and 19 of them were male (36.5%). In terms of age distribution, respondents between 20-29 years old had the highest frequency, with 22 out of 52 respondents, representing 42.3%. The next significant age group was 50 years old and above, comprising 12 out of 52 respondents (23.1%). Respondents in the age range of 30-39 years old totaled 10, making up 19.2%, and the least represented age group was 40-49 years old, with a frequency of 8 or 15.4%. Ethnically, the majority of the respondents (35) were Chinese, accounting for 67.3%. This was followed by 11 Malay respondents (21.2%) and 6 Indian respondents (11.5%).

Regarding work experience, most respondents (31) had more than 6 years of working experience, making up 59.6%. Respondents with less than 1 year, 1-3 years, and 4-6 years of experience each had a frequency of 7 (13.5%). In terms of marital status, most of the respondents (27) were single, constituting 51.9%, followed by married respondents (23) at 44.2%, and only 2 respondents (3.8%) were divorced. Regarding managerial roles, 31 respondents were first-line manager, including supervisors, department managers, and executives, making up 59.6%. On the other hand, 21 out of 52 respondents (40.4%) were middle-level managers, including regional managers and division managers.

Table 1: Relationship between flexible time and employee engagement

Correlations			FT	EE
Spearman's rho	FT	Correlation Coefficient	1.000	.566**
		Sig. (2-tailed)	.	.000
		N	52	52

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

Spearman correlation analysis is employed to determine the relationship between flexible time and employee engagement among the managerial employees. The data, presented in Table I, revealed a positive correlation between flexible time and employee engagement, reaching statistically significant ($r(50) = 0.566, p = 0.000$). This confirms a significant relationship between flexible time and employee engagement among managerial employees, indicating that the nature and manner of their work contributes to increased dedication, engagement, fulfilled, and overall happier. This finding is consistent with the findings of Mazlina (2020) that indicated a positive relationship between flexible hours and employee engagement in banking industry in Malaysia. In the context of this current research, the insurance company provided flexible time options to keep employees engaged in the organization. Despite working fewer hours, employees did not feel disconnected from their job, illustrating the effectiveness of flexible time arrangements in maintaining engagement during challenging circumstances.

Individuals practicing flexible time arrangements in the organization do not miss critical work events and communications, such as important notices, training sessions, and staff meetings. The result of this research also aligns with the results of a study by Shagvaliyeva & Yazdanifard (2014), which suggests that flexible time increases work satisfaction, more engagement, and loyalty. Flexible time supports workers in maintaining a balance between professional and personal lives, and this assistance in preserving balance between work and private life may be a plausible cause for a favorable association between flexible time and employee satisfaction.

Table 2: Relationship between flexible leave and employee engagement

Correlations			FL	EE
Spearman's Rho	FL	Correlation Coefficient	1.000	.267
		Sig. (2-tailed)	.	.055
		N	52	52

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

Table 2 indicates a weak positive correlation between flexible leave and employee engagement among managerial employees, which did not reach statistical significance ($r(50) = 0.267, p = 0.055$). Therefore, there is no significant relationship between flexible leave and employee engagement among managerial employees. The result contradicts the findings of Kaewthaworn (2019), whose multiple regression analysis revealed that leave policies positively and significantly affect employee engagement among employees in surveyed large-sized hotels. A job that provides appropriate flexible leave is more likely to result in employee satisfaction and engagement compared to a position that does not offer adequate leave time.

However, the implementation of flexible leave is not prevalent in this insurance company, as the management does not provide paid time off for the employees to volunteer in the community, sabbaticals, or career breaks leave for one or more months, paid or unpaid, and then return to a comparable job. It is evident that flexible leave practices are not prevalent in Asian culture. This is inconsistent with the findings of Mulvaney (2014) who discovered that workers in firms with leave program and time off had a greater degree of organizational engagement compared to employees in organizations without these benefits.

The outcome of this research is also incompatible with the results of Kawakubo and Oguchi (2019), who discovered that recovery experience during leave increases employee creativity, life happiness, and overall occupational well-being. Therefore, a flexible leave policy might serve as a remedy for employee burnout, allowing employees to detach from workplace stress. After recuperating during the absence, individuals return to work with a revitalized sense of purpose and enhanced drive.

Table 3: Relationship between telecommuting and employee engagement

Correlations			TT	EE
Spearman's rho	TT	Correlation Coefficient	1.000	.637
		Sig. (2-tailed)	.	.055
		N	52	52

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

The data above reveals a positive correlation between telecommuting and employee engagement among managerial employees, reaching statistical significance ($r(50) = 0.637, p = 0.000$). Therefore, there is a significant relationship between telecommuting and employee engagement among managerial employees. This result is supported by the study from Manjaree and Perera (2021). Their findings indicated that employees with more than two years of service are highly engaged in the work-from-home concept. However, this finding contradicts the findings of Adisa, Ogbonnaya, and Adekoya (2021) whose study showed that remote working inhibited employee engagement in Britain. The authors demonstrated that the dramatic shift from in-person to online modes of working from the effect during the pandemic of Covid 19 led to job intensification, online presenteeism, employment instability, and poor adaptation to new methods of working from home. These stressors have the potential to deplete crucial social and personal resources, adversely affecting employee engagement levels.

In this study, the majority of respondents, aged 20 - 29 years old, are tech-savvy individuals familiar with technology devices compared to other age group. They possess necessary or even exceptional skills in operating various functions of technology devices or software, such as Skype and WebEx. The employer of the insurance company provides technical assistance to aid managerial employees in completing their tasks while working from home. For example, the employer expedites the installation and use of customer-facing technologies, from premium selection through claim processing, by enhancing virtual support capabilities, and making mobile and online apps user-friendly. To meet the challenge using comparable technology, the employer should provide workers with a consumer-grade experience, making human resource programs more accessible and facilitating the transition to remote work. Considering that the majority of insurance operations can be carried out effectively with a decent internet connection, insurers may find it beneficial to investigate fully remote options.

IMPLICATION AND RECOMMENDATIONS

Flexible working arrangement benefits the employees in terms of their motivation, well-being, performance and engagement towards the organization. Based on social exchange theory, continuous support from the organization in providing a good infrastructure, clear policy and support will determine the performance, engagement and hence their retention towards the job. The implications associated with the flexible work arrangements framework in human resource planning, recruitment, and selection from the employer's perspective, serve as a barrier to adopting a new management style, specifically in workforce planning. The suitability of flexible work arrangements depends on the nature of the work, implying that job positions requiring physical presence and facilities are more appropriate for such arrangements (Hosoi et al., 2021). For instance, roles in customer service that involve welcoming guest, handling phone conversations, and restricting access to the operating environment may require a consistent schedule, limiting the feasibility of flexible work arrangements. Employees ineligible for similar flexible work arrangements as their colleagues due to the nature of their work may find out themselves feeling indignant. Additionally, from the perspective of employees, the flexible work arrangements framework can influence career advancement. Working away from the office may be perceived negatively in comparison to employees working in a traditional office setting.

It is recommended that the organization continues to support the implementation of flexible time and telecommuting practices among managerial employees to enhance employee engagement levels. To further boost employee engagement, the organization should invest in technical innovations and establish a clearly defined technological infrastructure to enhance process efficiency and work delivery in a remote working culture.

The human resource practitioners should design a flexible work policy that complies with equal employment opportunities. This policy can assist both managers and employees to comprehend the benefits of flexibility, aiding the organization in attracting and retaining talent. When developing the flexibility policy, considering the business needs, statutory obligations, employees' perspectives, and engaging in discussions with workers will create an equitable and consistent approach that works for everyone. Notwithstanding an organization's unbiased business motivations and good intentions, some functional teams may find flexible work arrangements more engaging due to the nature of their positions. Alongside employment practices, it is necessary to have legal documents, transparent policies, and rational decision-making in place to prevent potential discrimination issues. This not only ensures legal compliance but also fosters a culture of trust when all employees understand the guidelines of flexible work requests.

When considering the management level which bears significant responsibilities in providing promotion opportunities, it is significant to identify a clear performance evaluation plan associated with the implementation of flexible work arrangements. This ensures the transparency and consistency of the career advancement process. The management should assess the employees based on standard evaluation criteria to avoid the false perception that could lead to an inaccurate representation of the performance and capability levels among employees. Hence, an updated performance evaluation system enables the management to equitably gauge the employees' contribution to the workforce, creating a positive work environment that encourages employees to feel secure in adopting the flexible work arrangements.

Further study is necessary to understand the significance of remote work characteristics in influencing beneficial human and organizational outcomes in addition, future researchers may consider employing a variety of methodologies, including both quantitative and qualitative methods. While this research solely used a questionnaire as the quantitative tool, interviewing respondents can offer a more robust information source, providing more detailed insights. For instance, a face-to-face interview might assist researcher in elucidating and comprehending respondents' perspectives on the study issue.

LIMITATION

The study has limitations in its scope and generalizability of results, as data were collected exclusively from registered third-party insurance firms in Shah Alam, Selangor. Consequently, the results can only be generalized within the insurance industry, as workplace flexibility practices may vary based on contextual needs and differences. Moreover, this study utilized online surveys as its research tool. For self-reported surveys such as these, there is a chance that respondents may not fully comprehend questionnaire items. This raises concerns, as respondents might interpret the questionnaire questions differently, leading to responses based on their individual perspectives.

CONCLUSION

In the new era of flexibility, this study provides new perspectives on how managerial employees optimise their work-related experiences through flexible time, flexible leave and telecommuting. In order to ensure the success of flexible work arrangements that impact employee performance, engagement, and general well-being, management should be addressing the need to update their current rules, procedures, and support. Therefore, in order to ensure that the implementation of flexible work arrangements is successful, organisations are urged to reinforce the current workplace policy and take all necessary actions in their daily operations.

REFERENCES

- Adisa, T. A., Ogonnaya, C., & Adekoya, O. D. (2023). Remote working and employee engagement: A qualitative study of British workers during the pandemic. *Information Technology & People*, 36(5), 1835-1850. <https://doi.org/10.1108/ITP-12-2020-0850>
- Albion, M. J. (2004). A measure of attitudes towards flexible work options. *Australian Journal of Management*, 29(2), 275-294. <https://doi.org/10.1177/03128962040290>
- Alfanza, M. T. (2021). Telecommuting intensity in the context of COVID-19 pandemic: Job performance and work-life balance. *Economics and Business*, 35(1), 107-116. <https://doi.org/10.2478/eb-2021-0007>
- Bagger, J., & Li, A. (2014). How does supervisory family support influence employees' attitudes and behaviors? A social exchange perspective. *Journal of Management*, 40, 1123-1150. <https://doi.org/10.1177/01492063114139>
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31-53. <https://doi.org/10.1111/ijmr.12077>
- Blau, P. (1964). *Exchange and Power in Social Life* (1st ed.). New York, NJ: Wiley.
- Budiman, N., Hidayat, N. K., & Basbeth, F. (2022). The impact of hybrid working in the post pandemic Covid19 on employee job satisfaction through work-life balance and workload in Indonesia leading heavy equipment company. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(4), 29811-29826. <https://doi.org/10.33258/birci.v5i4.7137>
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59. <https://doi.org/10.1037/0021-9010.75.1.51>
- EY. (2021). Work Reimagined Survey. Retrieved from https://www.ey.com/en_us/news/2020/04/nearly-80-percent-of-board-members-felt-unprepared-for-a-major-risk-event-like-covid-19-ey-survey.
- Gallup, Inc. (2009). Q12® *Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes*. Gallup, Inc, p.12.
- Gašić, D. (2021, July). The influence of flexible work arrangements on the corporate efficiency during the Covid-19 pandemic in the Republic of Serbia. In *International Scientific Conference Strategic Management and Decision Support Systems in Strategic Management*. 21-33. https://doi.org/10.46541/978-86-7233-397-8_119
- Gill, A. K., & Siddiqui, D. A. (2021). How flexible work arrangements affect organizational commitment, and work-life enrichment in Pakistan's service industry: The role of time planning, work-life conflict, and engagement. <https://doi.org/10.2139/ssrn.3757888>
- Hammer, E. (2021). Preface: Developing an organization through work life balance-driven leave. *Advances in Developing Human Resources*, 23(2), 99-105. <https://doi.org/10.1177/1523422320982922>

- Harter, J.K., Schmidt, F.L., Agrawal, S., Blue, A., Plowman, S.K., Josh, P. and Asplund, J. (2020). *The Relationship between Engagement at Work and Organizational Outcomes*2020, Q12@ MetaAnalysis, Gallup.
- Hokke, S., Bennetts, S. K., Crawford, S., Leach, L., Hackworth, N. J., Strazdins, L., & Cooklin, A. R. (2021). Does flexible work ‘work’ in Australia? A survey of employed mothers’ and fathers’ work, family and health. *Community, Work & Family*, 24(4), 488-506. <https://doi.org/10.1080/13668803.2019.1704397>
- Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, 92(102703), 10-1016. <https://doi.org/10.1108/IJSSP-08-2021-0196>
- Kaewthaworn, A. (2019). *The Influence of Family-Friendly Policies on Employee Engagement: A Case Study of the Hotel Industry in Hatyai District, Songkhla Province and Kathu District, Phuket Province* (Doctoral dissertation, Prince of Songkla University).
- Kaufman, G., & Taniguchi, H. (2021). Working from home and changes in work characteristics during COVID-19. *Socius*, 7, 23780231211052784. <https://doi.org/10.1177/23780231211052784>
- Kawakubo, A., & Oguchi, T. (2019). Recovery experiences during vacations promote life satisfaction through creative behavior. *Tourism Management Perspectives*, 30, 240-250. <https://doi.org/10.1016/j.tmp.2019.02.017>
- Kiran, M., & Khurram, S. (2018). Flextime and employee happiness at workplace: A quantitative study of software houses. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 12(3), 1008-1024. <https://hdl.handle.net/10419/193457>
- Kramer, A., & Kramer, K. Z. (2020). The potential impact of the Covid-19 pandemic on occupational status, work from home, and occupational mobility. *Journal of Vocational Behavior*, 119, 103442. <https://doi.org/10.1016/j.jvb.2020.103442>
- Kotey, B., & Koomson, I. (2021). Firm size differences in financial returns from flexible work arrangements (FWAs). *Small Business Economics*, 56(1), 65-81. <https://doi.org/10.1007/s11187-019-00201-5>
- Manjaree, H. M. S., & Perera, D. A. S. (2021). Determinants of employee engagement during COVID 19 pandemic (Case of Sri Lanka Technological Campus). *International Journal of Research and Innovation in Social Science*, 5(7), 2454-6186.
- Marx, C. K., Reimann, M., & Diewald, M. (2021). Do work–life measures really matter? the impact of flexible working hours and home-based teleworking in preventing voluntary employee exits. *Social Sciences*, 10(1), 9. <https://doi.org/10.3390/socsci10010009>
- McNamara, T. K., Pitt-Catsouphes, M., Brown, M., & Matz-Costa, C. (2012). Access to and utilization of flexible work options. *Industrial Relations: A Journal of Economy and Society*, 51(4), 936-965. <https://doi.org/10.1111/j.1468-232X.2012.00703.x>
- Memon, M.A., Salleh, R., Mirza, M.Z., Cheah, J., Ting, H., Ahmad, M.S. and Tariq, A. (2020). Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention, *International Journal of Manpower*, 42(1), 21-50. <https://doi.org/10.1108/IJM-04-2018-0127>
- Mulvaney, M. A. (2014). Leave programs/time off and work-stress family employee benefits programs, organizational commitment, and self-efficacy among municipal employees. *Public Personnel Management*, 43(4), 459-489. <https://doi.org/10.1177/0091026014529661>
- Neufeld, Derrick J., and Yulin Fang. (2005). Individual, social and situational determinants of telecommuter productivity. *Information and Management* 42: 1037–49. <https://doi.org/10.1016/j.im.2004.12.001>
- Robinson, S., & Morrison, E. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298. <https://doi.org/10.1002/job.4030160309>
- Rodhiya, F. I., Parahyanti, E., & Radikun, T. B. (2021, March). Boosting innovation in uncertain condition to grow an economic income: The role of flexible working arrangements. In *IOP Conference Series: Earth and Environmental Science*, 716 (1), 012083. DOI 10.1088/1755-1315/716/1/012083
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of flexible working hours on work-life balance. *American Journal of Industrial and Business Management*, 4(1), 20-23. <http://www.scirp.org/journal/PaperInformation.aspx?PaperID=42311>
- Shifrin, N. V., & Michel, J. S. (2021). Flexible work arrangements and employee health: A meta-analytic review. *Work & Stress*, 1-26. <https://doi.org/10.1080/02678373.2021.1936287>
- Shuck, B., Adelson, J., & Reio, T. (2017). The employee engagement scale: Initial evidence for construct validity and implications for theory and practice. *Human Resource Management*, 56(6), 953–977.

- <https://doi.org/10.1002/hrm.21811>
- Stich, M. (2022). *Making Hybrid Work. A Systematic Literature Review on Hybrid Working Teams Leading Innovative Organizations*. www.jku.at/DVR0093696
- Thomas, C (2007). A new measurement scale for employee engagement: Scale development, pilot test, and replication. *Academy of Management Proceedings*, 1- 6. <https://doi.org/10.5465/ambpp.2007.26501848>
- Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work–family culture on benefit utilization, organizational attachment, and work–family conflict. *Journal of Vocational behavior*, 54(3), 392-415. <https://doi.org/10.1006/jvbe.1998.1681>
- Tsen, M. K., Gu, M., Tan, C. M., & Goh, S. K. (2022). Does flexible work arrangements decrease or increase turnover intention? A comparison between the social exchange theory and border theory. *International Journal of Sociology and Social Policy*, 42(11-12), 962-983. <https://doi.org/10.1108/IJSSP-08-2021-0196>
- Tsen, M. K., Gu, M., Tan, C. M., & Goh, S. K. (2021b). Effect of flexible work arrangements on turnover intention: does job independence matter? *International Journal of Sociology*, 51(6), 451-472. <https://doi.org/10.1080/00207659.2021.1925409>
- Ugargol, J. D., & Patrick, H. A. (2018). The relationship of workplace flexibility to employee engagement among information technology employees in India. *South Asian Journal of Human Resources Management*, 5(1), 40-55. <https://doi.org/10.1177/2322093718767469>
- Vinueza-Cabezas, A., Osejo-Taco, G., Unda-López, A., Paz, C., & Hidalgo-Andrade, P. (2022). A comparison of working conditions and workers' perceptions among on-site, telework, and hybrid workers in Ecuador during the COVID-19 pandemic. *International Journal of Environmental Research and Public Health*, 19(21), 1–13 <https://doi.org/10.3390/ijerph192114337>
- Wen, H., Xia, S., Sun, Y., Wang, L., & Yu, Z. (2021, March). Flexible work arrangements and willingness to stay: Mediating and moderating roles. In *2021 10th International Conference on Industrial Technology and Management (ICITM)*, 61-66. <https://doi.org/10.1109/ICITM52822.2021.00019>
- Xiang, N., Whitehouse, G., Tomaszewski, W., & Martin, B. (2021). The benefits and penalties of formal and informal flexible working-time arrangements: Evidence from a cohort study of Australian mothers. *The International Journal of Human Resource Management*, 1-22. <https://doi.org/10.1080/09585192.2021.1897642>
- Xiao, Y., Becerik-Gerber, B., Lucas, G., & Roll, S. C. (2021). Impacts of working from home during COVID-19 pandemic on physical and mental well-being of office workstation users. *Journal of Occupational and Environmental Medicine*, 63(3), 181–190. <https://doi.org/10.1097/JOM.0000000000002097>
- Yang, E., Kim, Y., & Hong, S. (2023). Does working from home work? Experience of working from home and the value of hybrid workplace post-COVID-19. *Journal of Corporate Real Estate*, 25(1), 50–76. <https://doi.org/10.1108/JCRE-04-2021-0015>