

**Flexible Working Arrangement:**

**An Analysis on Malaysia Employer's Perception on Flexible Working Arrangements  
will Impacting Employees Work Happiness & Productivity**

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**UNIRAZAK**  
UNIVERSITI TUN ABDUL RAZAK  
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**June 2022**

## DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at University Tun Abdul Razak (UNIRAZAK) or other institution.



Signature:

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Date: 30 May 2022

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

**Flexible working arrangement:**

**An Analysis on Malaysia employer's perception on flexible working arrangements will impacting employees work happiness & productivity**

**By**

**Lim Wai Chan**

**June 2022**

The research analyse employer's perception on flexible working arrangements and examine the impact of flexible working arrangements on employee work happiness and employee productivity. It also explores patterns of flexible working arrangements as the new form of modern workplace. The data collection conducted in the form of the Google questionnaire that is will be sent to the respondents who are willing to participate undertaken from a time slot of 11 a.m. to 11 pm. The survey will be based on the online settings where the questionnaires will be either given to mail or in their social media profiles. 250 respondents have been chosen for the survey with purposive sampling used. There are 73 respondents found in the 26- 31 years age group where male respondents have a difference of 4% as from the female respondents.. The entry level position has both the males and females as found in the amount of 11 respondent sides. The managerial levels have found 18 males' respondents while the female respondents are only 13. The correlation is found to be among the three dependent variables are less than 1 but the employee productivity has been found to be the highest correlation with the dependent variable. There has been an linear relationship as with the diagonal shape from the left to right that makes the assumption that each of the variables are assumed to be linear in terms of the p-value of 0.00 Level having a higher significance. It also claims that the employee productivity having a higher value of 1.5 and the work life balance having a slightly higher value of 1.493 make the tolerance level 1, state to have no such multicollinear relationship. The second hypothesis as with the independent variable being employer's perception and the dependent variable being employee productivity has been found to have moderate positive linear relationship in respect to the slope Coefficient having the correlation Coefficient much higher of 1.5.

# CHAPTER 1:

## INTRODUCTION

### 1.0. Introduction

This chapter deals with the resource background and therefore the research rationale and problem behind the creation of the research statement. It also includes the research objectives with the research question formulation that helps in undertaking the for the research outcome. Significance of the research is provided following the dissertation structure.

### 1.1. Research background

ASEAN Consumer Sentiment Study has revealed that 74% of the Malaysian employees expect their productivity to be proved as with the propensity of greater freedom in the working hours (EY Malaysia, 2021). All the one in every to employees in Malaysia companies with 55% expressed the satisfaction as from the employers to provide the war however the provision of the internet infrastructure is one of the major barriers. The audio and video conference calls which are currently taking place in the mixture at home of face as with the replacement of the face-to-face meetings bring the remote work with the current new working norm. The generation Z with 87% and generation Y with 78% of the Malaysian employees strongly hold the belief that the walk from option is the best option to give the flexibility (Khalil, 2021). In 9 out of 10 employees there for the flexible working arrangements as after the covid-19 scenario has made the fix ability with the hybrid work environment to be a common feature in all the Malaysian companies (ETHRWorld, 2021). 94% of the Gen X therefore are in expectation of the WFH environment to be created in order to have a flexible life. On the other hand, the UOB Malaysia Executive Director has said that the pandemic heating has made the employees move to a different cultural few in the digital environmental hybrid workplace.

69% of the Malaysian workers aging from 18 to 23 years old have been found to have a greater concern for their areas in line with the new job roles. In contrast to the new graduates the 24- to 39-year-old middle career employees are having great concern for their emotional well-being in the hybrid work environment with a strong view of their employers focusing on the workforce productivity more (HealthMetrics, 2021). ASEAN regions have reported that 9 out of the 10 employees are working with much longer hours in order to avoid losing the job

which makes the flexible working arrangements in the work from home environment to be quite a dilemma for certain employers (Asmawi & Othman, 2018). The several initiatives undertaken by the employers in Malaysia to make the gen Z and the gen Y cope-up and therefore to boost their model through virtual engagement sessions. 81% of the Malaysian employees therefore have expressed the fact that the working environment in post covid-19 with the work from home setup has given them much better provision of the work in managing their working hours with sharing better workflow (Ang, 2021). However, the remote work with the 76% of the Malaysian employees considering the mental health and happiness the staff bring will be to be considered for the covid-19 issue by a lot of employees in Malaysia (Lee, 2021). Position has been very high especially in Malaysia which makes the greening much better Momentum into the flow of the working operations to be the current norm. The physical workplace settings with the replacement of digital infrastructure has therefore made the connection between the employers and employees to be much more associated with conflict.

The 2021 Global Work-Life Balance Index has reported that Kuala Lumpur has been one of the eight overwork cities among the 50 Metropolitan areas of the US (SIA, 2021). This makes the covid-19 to blur the boundaries as himself in the personal lives and the work in Malaysia. Although, a lot of Malaysian employees are found to resign from the job as the work life situation has improved from their previous condition 51% of the employees have been found to suffer from work related stress before (UNDP Malaysia, 2021). Covid-19 has seen 50% of the workforce in Malaysia apply for the resignation which has faced a huge market labour downturn in the pandemic season (Daim, 2021). Thus, the option of the flexible arrangement in terms of the Malaysian economy has been faced with contractual labour in flow with 5.6% in 2020, the bigger form of financial crisis (Murad, 2021). In order to avoid the termination and retrenchment of the employee, satisfied employees are being given the chances to work from home with the flexible work settings and using the local trains to bring the people management platform for communication. The 2021 Employee Movement and Retention report has stated that Malaysia is currently considered to be one of the employment heroes in the covid-19 economic recovery with a high amount of a movement conducting 61% of the Malaysian workers who are planning to find a better new job in the next year (Ramakrishnan & Arokiasamy, 2019).

36% of the Malaysian employees are found to have a lack of career development with 27% getting less recognition which made the employees to be dissatisfied in the workplace and the external environmental pressure of covid-19 therefore has made bot than 1000 employees



to resign (Liza, 2021). 74% expressed job training received by the employee is therefore making the flexible working arrangements not the only reason to improve the work productivity and employee happiness there for the feeling of over what as well as no such provision of the pay wages to be highlighted (Microsoft Malaysia, 2021). 45% of the employees want a salary increase with 32% for the financial rewards and recognition that making flexible working arrangements is just a small part of not leaving your organization and improving productivity (Digital News Asia, 2021). Although, the hybrid workplace environment set-up has made the EY 2021 Work Reimagined Employee Survey, be conducted in terms of the 9 and 10 Malaysians having better opportunities for the flexibility bring the post pandemic jobs to be on a much partial shift-basis.

## **1.2. Research rationale**

The research is focused on the discussion of the employer's perspective in terms of the impact of flexible working arrangements as the new modern workplace. Such kind of workplace arrangement in packing on employee productivity and happiness is the current concern that is making the Malaysian employers include the employee in a policy with major amendments. The effective flexible working arrangements are being undertaken by the Malaysian labour government in order to provide what would include the work life balance. The digital disruption as has occurred in the workplace due to the covid-19 Global pandemic therefore has resulted in the social movement control orders in Malaysia. This has made the workplace to be operating under the hybrid environmental pattern that brings the laborers and the employers to be not much in contact for operations that are still to be continued.

The Malaysian employers as per the Human Resource Minister in Malaysia have been required to have a prepared workforce in order to mobilize in the future workplace. The ministry agenda in order to develop a productive as well as a resilient National Human Capital base for Malaysia therefore bridge the competency to be fully utilized for making the flexible work arrangements. This is a successful implementation of the work life practices in Malaysia which is resulting in a lot of Malaysians working from home as from the implementation of policy since last year March. The Talent strategy of Malaysia is therefore in order to commit to a wider adoption of the flexible working practices and therefore amplify the collaborations with various public and private sectors.

### **1.3. Problem statement**

Employment Act 1955 has been modified with the announcement of the flexible working arrangements as the amendment which would require the second reading as on 2021 December 14 and 16 (Talent Corporation Malaysia, 2022). Employers have a responsibility towards the employees in the covid-19 to offer them safety and security, therefore opting for the flexible working arrangements through the hybrid work environment and remote work for the staff. The Malaysian ministry has undertaken the certain program where the employers are required to keep a safe as well as conducive living environment which would not be compared to any form of modern-day slavery. Employers will be subjected to find in terms of the formulation of a safety and health policy failure causing accidents. The fine may extend up to RM 50,000 to RM 5 million.

The Employment Act has amended section 23 in terms of the violations of Section 21 and section 24 manufacturer's duty on plant and materials in the company. Therefore, the flexible working arrangements as per the employment act 1955 with amendments make the issue of the employee safety in the pandemic season to be a major concern for the Ministry of Labour (Skrine, 2021). A lot of employers are not concerned about the health issues and therefore the safety concerns of the level at which make the fatality index to be high in such companies. Also, the rise in technology with the plug-in environment therefore has made the ability of the employees to work from anywhere in covid-19. Importance of flexible work arrangements in order to provide the employee happiness and productivity makes innovation in the work environment to bring a general wellbeing policy towards Human Resource Management. The rising employee turnover in Malaysia their phone has concerned the employers to provide and conduct the employee health policy based on the formation of certain benefits that include this flexible working arrangements.

#### **1.4. Research aims and objectives**

The research aims to discuss the flexible working arrangements in terms of the modern workplace settings of Malaysia. It focuses on the perception of employee productivity and work happiness from the flexible working arrangements as from the employer's perspective.

The research objectives are:

- To analyse ways in which employer's perception on flexible working arrangements impact employee happiness
- To examine how employer's perception on flexible working arrangements impact employee productivity
- To explore patterns in which employer's perception on flexible working arrangements impact work-life balance

#### **1.5. Research questions**

The research questions are:

R1- How employer's perception on flexible working arrangements impacts employee happiness?

R2- How employer's perception on flexible working arrangements impacts employee productivity?

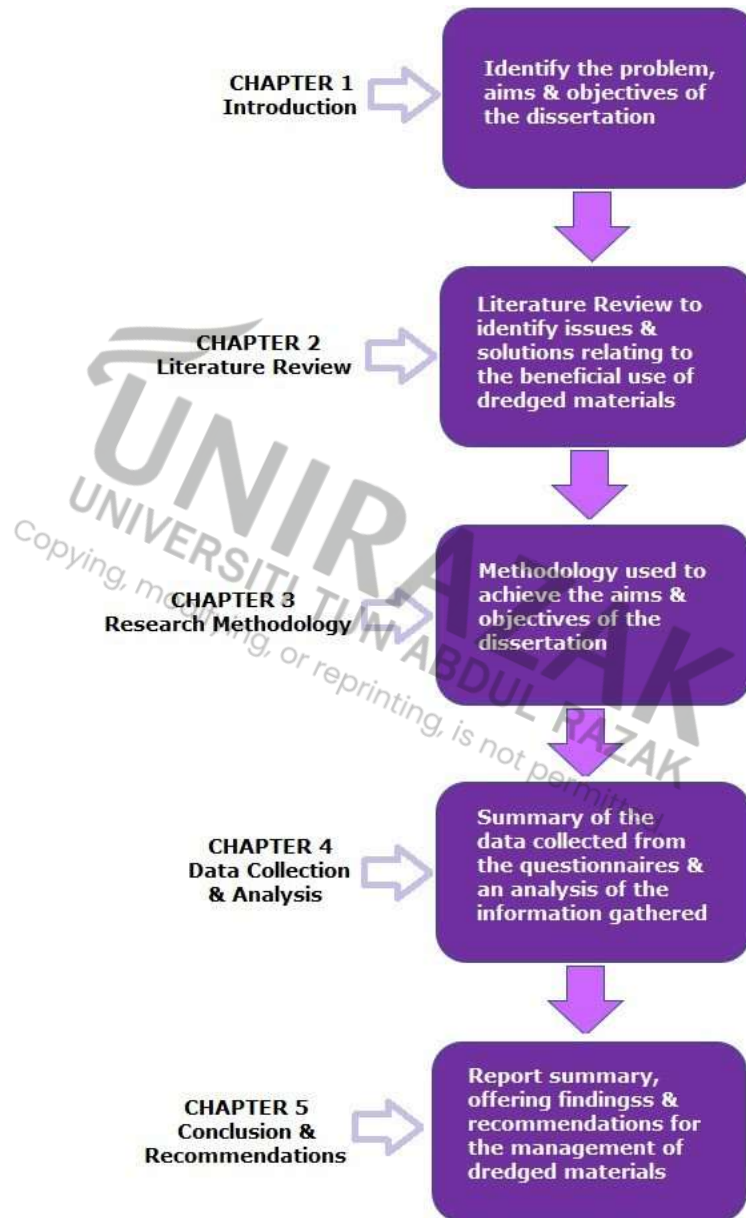
R3- How employer's perception on flexible working arrangements impact work-life balance?

#### **1.6. Research significance**

The research is highly significant for the Malaysian based level research conducted in order to focus on the areas of the flexible working arrangements. In order to ensure the top-down support for the flexible working arrangements therefore the road map creation for demolition employers in order to prepare the workforce has been very much produced in this research. The importance of this research lies in the provision of certain factors which provide the positive and negative impact on the employee productivity and on the employee's happiness in the Malaysian environment. The research Scholars there for assessing this study can find it much helpful for the labour market outcomes due to the covid-19 having a higher effect on the flexible work life arrangements. The provision of flexible working life arrangement as a new norm towards the modern workplace therefore brings the issue of employee well-being to be considered. The study there focuses on the employer's perception being the labour market

supply and demand factors in the terms of talent mobility towards the remote working environment. Therefore, this research is significant for the study of a lot of factors operating in the new paradigm of flexible working arrangements resulting in the employee happiness quotient levels.

### 1.7. Dissertation structure



**Figure 1: Dissertation structure**

(Source: McVeigh, 2018)

## **1.8. Research summary**

The research is therefore found to have the aims and objective based on the impact of the employee's perception as on the employee's happiness and work productivity from the flexible work arrangements. It is highly significant for the labour market research in Malaysia and therefore the problem statement is based on the employment act amendments conducted by the Malaysian Ministry of Labour.



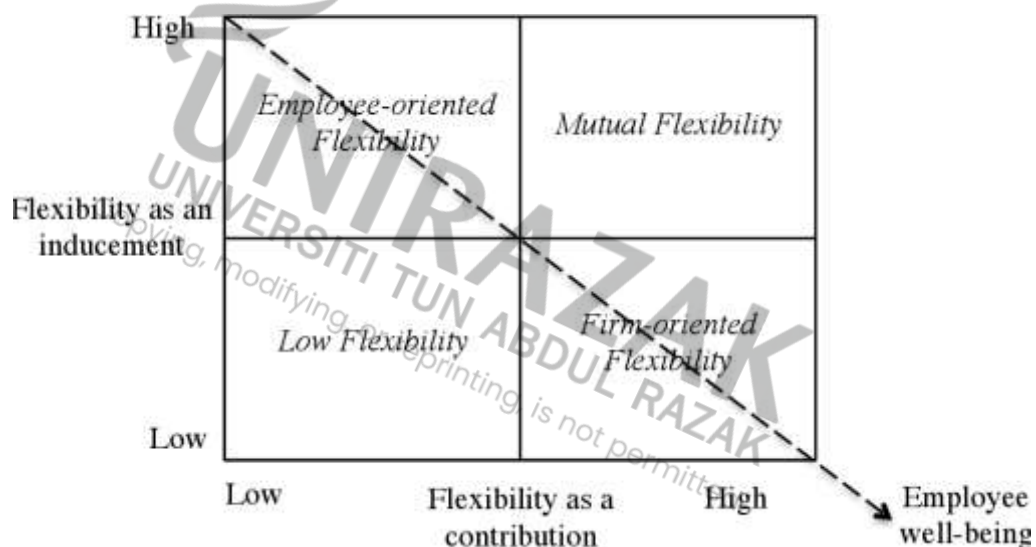
## CHAPTER 2: LITERATURE REVIEW

### 2.1. Introduction

This chapter focuses on the theoretical background as well as on the empirical research with the major concepts. It also undertakes the conceptual Framework based on which the research objectives are also being analysed for the grounded theories. The general literature review from the previous and the current research articles are being undertaken to provide an exploratory study.

### 2.2. Theoretical Foundation

#### 2.2.1. Patterns flexible work arrangements



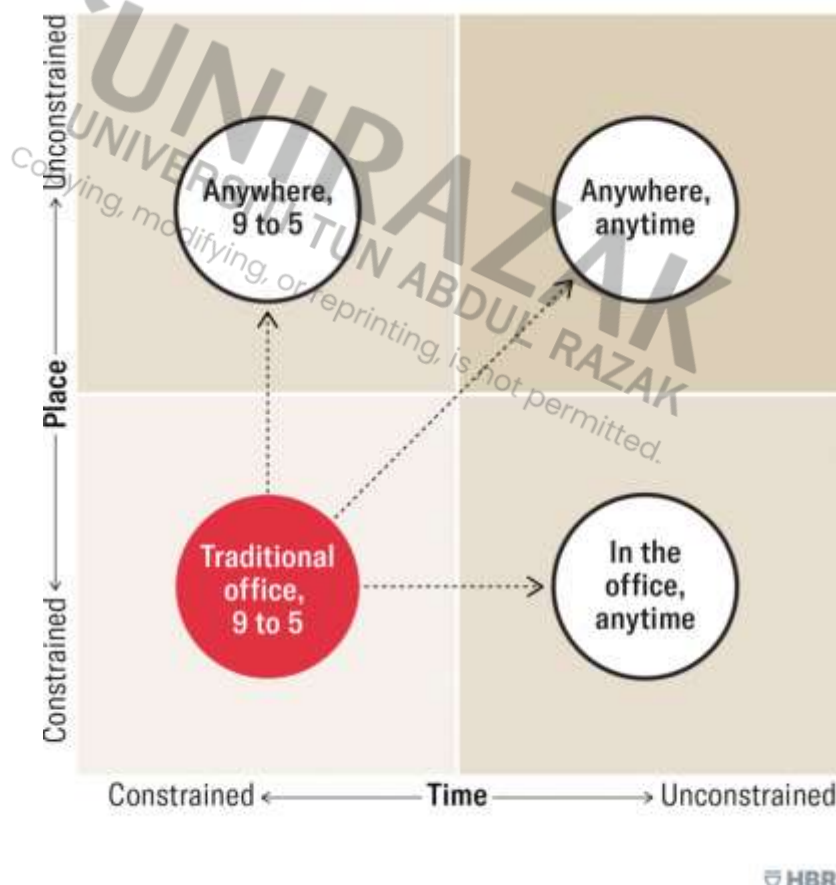
**Figure 2: Flexible work arrangements 2x2 matrix**

(Source: Canibano, 2016)

The flexibility as a combination of the overall stable concept as well as the unstable concept make the water arrangements to be aligned as for the 2 x 2 matrix. The Matrix therefore states that the patterns of the flexible work arrangements are based on the flexibility as an inducement and flexibility as a contribution in two parts. Flexibility is an employer oriented as well as an employee oriented practice model with a dichotomous variable framework. Ambivalence from the employers makes flexibility to be on a higher amount of constructed exchange practice between these two parties.

The higher amount of flexibility as an inducement makes the employee-oriented flexibility to be much more applied in the organization in the remote working environment (Bontrager et al., 2021). In order to operate on an efficient scale therefore mutual flexibility should be provided as per the upper right hand corner of the matrix. This makes the mutual flexibility to be based on employee well-being as well as on the organizational goals that are to be aligned to for a synchronized way of providing possible outcomes. The form-oriented flexibility with the high flexibility of the contribution but a low amount of the flexibility of inducement brings the relationship of stability and wellbeing to be moderate (Brandl et al., 2019). Thus, the flexibility affects the well-being of the Employees with the perception of it acting as a figure in order to negotiate with the flexible work arrangements. Polarization of flexibility therefore makes it a much more employee-oriented practice in terms of the provision of employment relationships for better well-being.

### 2.2.2. Hybrid model of workplace



**Figure 3: Hybrid work model matrix**

(Source: Gratton, 2021)

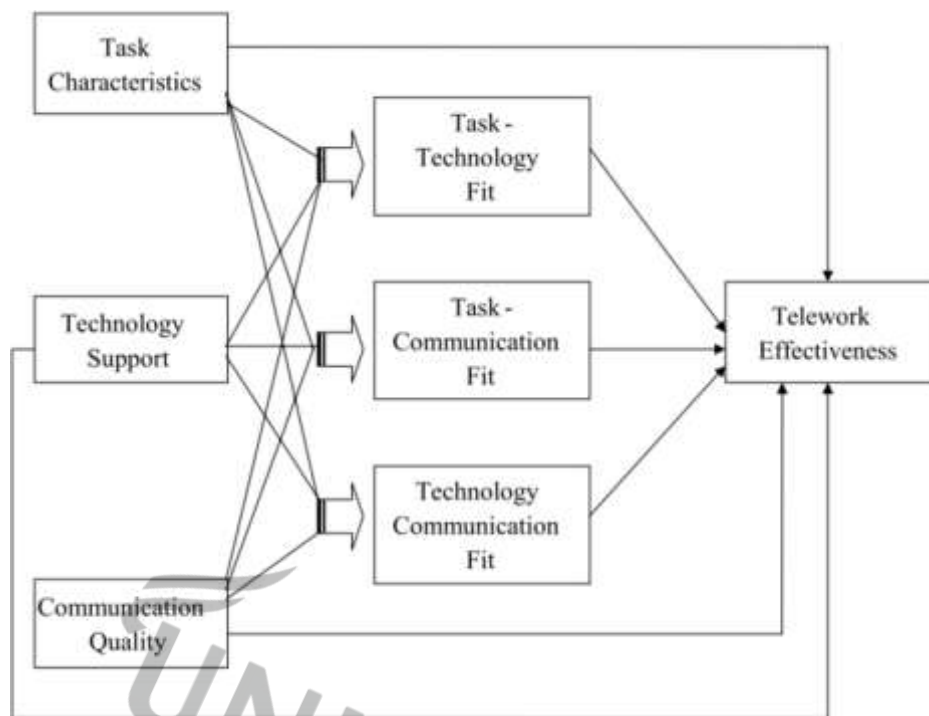


Before, the hybrid work arrangement therefore has been found to make 74% of the employees consider the office to be the best place to work. The new flexibility model therefore has made the long office hours and the face-to-face interaction to be reduced and with flexible work arrangements during the hybrid model. Currently 30% of them prefer to be in home while 55% want some mix of the home and office model. Place constrained as well as the time unconstrained makes the provision of the hybrid working model to be highly used in the Malaysian environment. Working in an asynchronous manner therefore makes the time constant to be highly possible for the employers in order to put employees in pressure. However, this 2x2 Matrix therefore makes the covid-19 to experiment with the upper left quadrant more in offering the flexibility (Ateeq, 2022). For the employees working in the prescribed hours therefore make the use of the traditional office from 9to 5 to be completely abolished in the covid-19 period. In majority of the employees working therefore it has been found that the unconstrained time with the place being anywhere anytime make the hybrid model to be much possible for the employer fever in the work at home conditions. The 9 to 5 working in office providing limited flexibility as well as with the conference schedules bring the patterns to transform the overall working space model with constant places and constant time to be undertaken for the job and task timelines (Chatterjie & Nandi, 2022).

A strategic planner for the conduct of productivity for employees therefore makes the time to be in an asynchronous way for scheduling the demand as well as performing the critical task either from the home or office. However, in order to manage the teams of the regular communication in such a kind of asynchronous process, always make the shared location with the corporation to be creative with the socialization process (Bagaskara et al., 2021). The minimization of the trait of communication can be undertaken through employee tracking software's to find the borderless office efficiency. Therefore this makes the productivity of the shared office spaces also through the location of the remote working when the cross functional cooperation across things is much better with advanced technologies. The hybrid workplace model in terms of the technology and therefore the isolation from the overall workplace with the employees, makes them work creatively. This is accommodated as well as the equipment with the desk and the internet connection link and undisturbed form to attend the meeting with the alternative to work at home.



### 2.3. Employer's perception on flexible working arrangements



**Figure 4: Telecommuting patterns and the employer perception factors**

(Source: Davis, 2011)

The telecommuting form of the work environment therefore makes it much disadvantageous to the employers in order to track the employees within a property or graphical bounded framework. They are often biased communication and therefore the increase of productivity to certain social effects are limited. The performance assessment with the measurement of the quality and the quantity of the telecommuters works therefore have found that the lack of a proper performance evaluation system creates the major barrier. Often the management support in terms of the rewards in the form of other systems are constructed mainly for the off-site workers which makes the telecommuters often feel that their career direction is compromised (Hussin et al., 2022).

The career advancement for the tele workers as well as the top-down decision-making undertaken for the partial worksheet have been formed with the respected flow of information among the employees. Therefore, the employee's perception is much more by us due to the negative environment stereotype that operates for the hybrid workplace environment with the flexible time policy. This brings the overall telecommunication experience as from the location

of the remote waste of excess make the employers to have certain negativity in terms of necessity and communication across the boundaries. However, the social and technological factors with the digital employee tracking for enabling the advancement of the telecommuting initiatives (Arora & Anon, 2022).

This brings the human resource challenges as with the mechanisms that are undertaken by the management to be less than and therefore make the corporate culture and the social ecosystem to be framed in a better way. Teleworking as for the increased reliance with the control mechanism therefore brings the implementation of the results-oriented approach for the most easier way of passing information (Jamal et al., 2021). The opportunity to recognise and therefore communicate with the managers as well as the result-oriented system made the evaluation to be effective when the traditional methods were lessened in the pandemic period. The problem-solving approach with the contribution for quality outcomes make the teleworking framework as a flexible operation bring the constants as provided by the employers to be reduced. This makes the strict working flows in the office culture provided to be creating a biased supervisor-employee relationship through the face-times are abolished.

#### 2.4. Impact of flexible working arrangements on employee work happiness

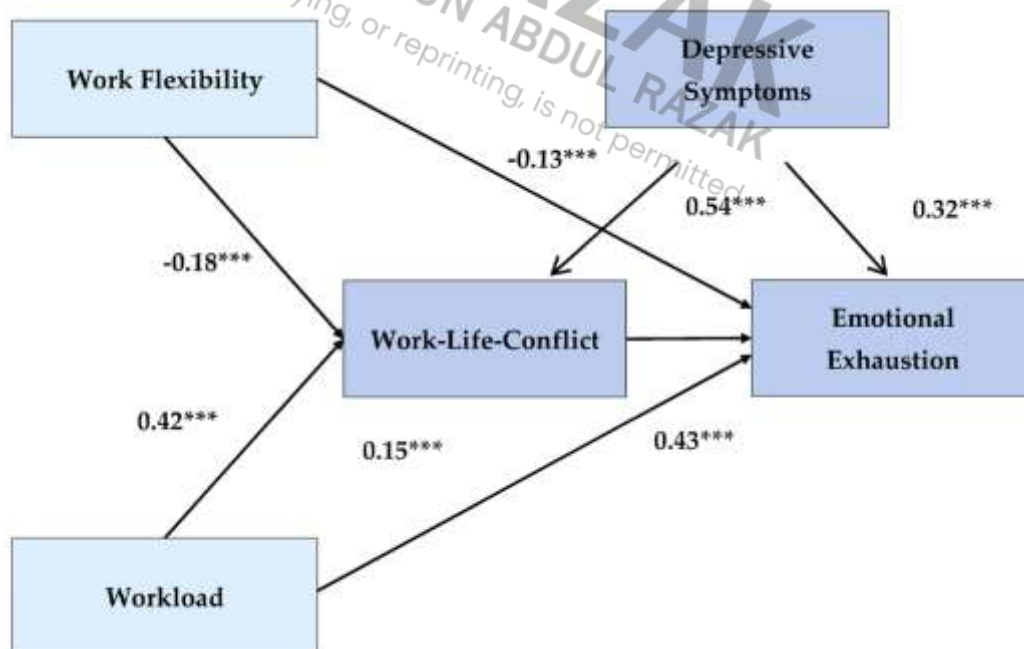


Figure 5: Flexibility and work life balance factors in employee happiness

(Source: Hsu et al., 2019)

The job burnout along with the social pressures in the office and their food makes the impact of the employee has to be degraded. Therefore, the provision of the work life balance with the flexibility arrangements through the effort- recovery model make a very achievement of psychological detachment from the work as well as provide better satisfaction in a protective role (Kumar et al., 2021). The workers often faced a lot of negative impact in terms of the controls over work being very low and which impacted on the occupational well-being also. The long working hours therefore affect the occupational stress in the home working environment and also it affects the work life well-being positively.

However, the use of the job satisfaction with the working hours as the two separate variables bring the positive control to act as the moderator of the relationship between the performance and the use of the time. On the other hand, it has been found that the effect of the word covered as on the proposed mediator being the occupational stress therefore brings the higher amount of influence on the work life balance in the job (Kattenbach et al., 2021). The occupational stress is a mediator in the relation between perceived control of working hours and the work life balance which is due to the higher amount of opportunities given to the employee. The long working hours in the homes or in the office therefore brings a poor lifestyle with the quality of life being degraded due to high stress. Most importantly the workers' performance in terms with the working hours therefore bring a higher amount of effect on the capacity to manage the working hours within the time limits. However, the provision of the problems that affect the workers are often suffering from the insufficiency of the social support and also the work life interference in the family problem issues. This brings the need for flexible work scheduling as well as the provision of the telecommuting to reduce the working hours and make the overtime to be productively used for the worker's psychological well-being.

Satisfaction with the work life balance therefore makes opportunities to be reduced in the banking industry mainly.

## 2.5. Impact of flexible working arrangements on employee productivity

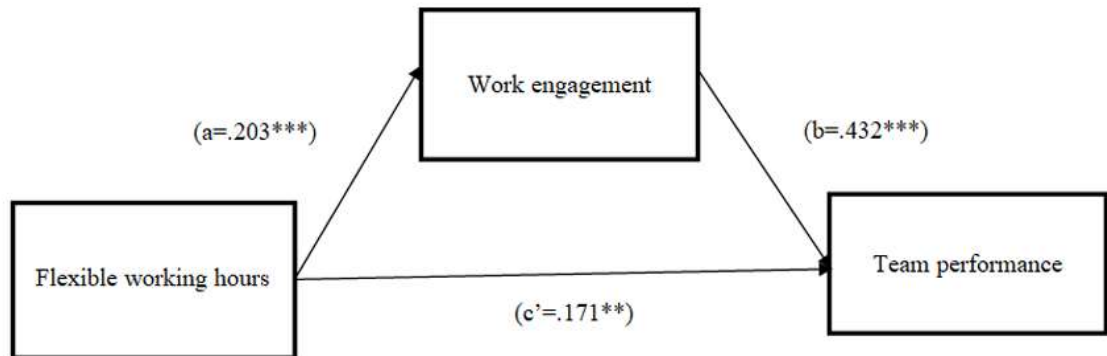


Figure 6: Team performance and flexible work life arrangements

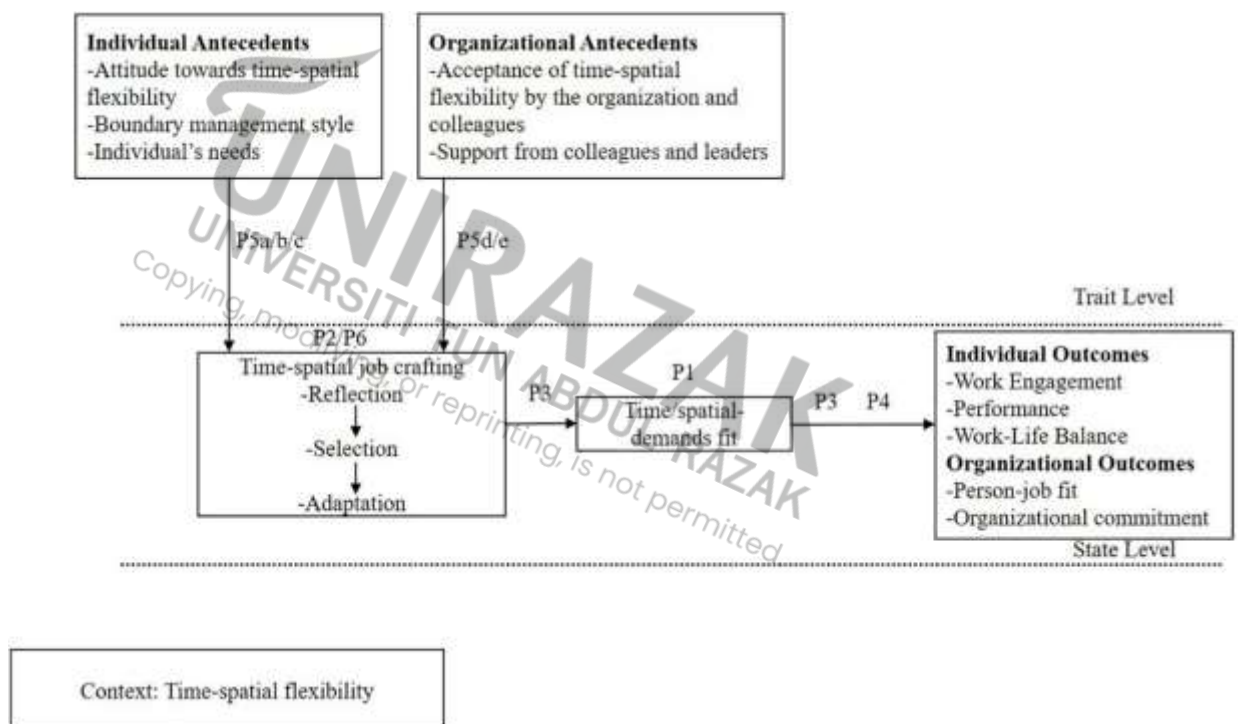
(Source: Waseem Shah et al., 2020)

In a teamwork environment therefore flexibility is very much necessary for the working hours. This makes the flex time to enhance the job satisfaction as well as reduce the stress level of the employees. Most importantly, the work life balance with the improvement of the company performance brings the work burden to be much more reduced and therefore this makes them feel much more motivated in the teleworking scenario. Empowerment of the employees as considered by the official workspaces through a certain program therefore has been replaced by the flexibility in providing partial working time shifts and also in drawing upon the psychological empowerment through the work options are undertaken (Nizar et al., 2021). It has been found that the flexible working hours are interconnected with your work engagement and the team performance which has a very dependent relationship. The psychological empowerment that is aimed by the workforce engagement through such flexible working hours makes the importance of the productivity and motivation to be interlinked. The flexible working strategies as with the productivity therefore makes the employee engagement level with the psychological empowerment having a much better perception of the overall job security and insecurity in the tele working environment.

This brings the empowered employees to be highly engaged and often intervene in the decisions taken in the seniors by taking much satisfaction from the job with the meaningful competence and autonomy in decisions. But the working is mint and team performance we

highly positively depend on between the flexible working hours to act as a partial mediator in HRM practices (Pataki-Bittó & Kapusy, 2021). This is based on the work engagement as undertaken through the partial mediation with the performance of employees and the HRM practices. It is therefore also the personal resources like being conscious of the employees and also the extra role behaviour which lead to the control of productive work role behaviour in the tele-working environment. The exchange theory that is to be used for the work engagement as a mediator the format the psychological empowerment to be often not undertaken by the employers to bring a higher amount of provision of the flexible work hours in the organization.

## 2.6. Patterns of flexible working arrangements as the new form of modern workplace



**Figure 7: Flexible working arrangement and trends with time-spatial model**

(Source: Wessels et al., 2019)

The individual antecedents being the attitude of the employees to what the time speckle flexibility makes a huge impact on the work performance. The productivity which is provided through the successful utilization of the spatial flexibility in the workplace makes the work life balance along with the employees to stay well and protective (Shirmohammadi et al., 2022). That time -spatial division there for bringing the highlight on the workplace demand fit

and therefore the adjustment of the working hours. It has been found from the organization and antecedents that the acceptance of the flexibility of the time and space theory revision by the organization framework provide much more support to the colleagues. The supportive HR policy in terms of helping the employees manage the different private demand as well as the work demand in a collaborative work environment framework. The importance of the different work when used by a home office or a client or the real office therefore make the use of the information and communication Technologies to be undertaken for work operations.

Thus, the flexibility in form of the effectiveness of the times make it misfit therefore makes the personal and task demands to be always overlapping (Shifrin & Michel, 2021). The central element as in the employment strategy is the flexibility to often neglect the roles of the moderators and the time which we act as a barrier in the flexible work designs. However the inflection and adaptation processes of the job crafting in the time -spatial framework help in the demand of the work and the demand needs of the personal life needs to be sorted. This kind of crafting of the job therefore is based on the self-regulatory behaviour of the employees which is based on the conscious decisions of the spatial dimensions. In order to consider the location of the work and therefore the working hours, the private demands are ensured to fit each other with the optimisation of the time and place. The concept of the time and space flexibility therefore is based on the flexitime and flexplace options which however often do not guarantee that employees may be productive (Subramaniam et al., 2021).

The opportunities and the rays which are to be filled by the employee therefore makes the creation of the balance of the work and home life to be not often in a balanced manner as per the organizational program. In the pandemic period therefore the requirement to handle the responsibilities both from the work and home in a better way makes the individual outcome of the work engagement, performance and work life balance to be moderate. However, the exhaustion with the diminished work performance therefore the employee will be at an often-degraded level which makes flexible work arrangements to be the necessity in the current scenario. Employees have to make decisions in terms of the latitude of the effectiveness of the communication in the teleworking which makes the negative effect on the performance due to the absence of office space create a much more influence on the productivity.



## 2.7. Empirical Research

In the EY 2021 Work Reimagined Employee Survey, it has been found that only 22% of the employees in Malaysia want to work in a full-time office model. The flexibility post covid-19 situation has been found to make the employees want more adjusted work time schedules in order to not quit their jobs and get better security. Although the positive impact which has been found from the flexible timing has made the onsite and the remote work hybrid model to create employee productivity in a creative manner. This brings the hybrid work arrangements with the employee flexibility that make nine out of the ten Malaysian workforces to demand for the flexible working arrangements. Currently the work-life balance is undertaken to be the best strategy to retain the work labour force in Malaysia. The high demand fluctuations with the better work-life balance, therefore, has made the covid-19 hybrid-work model to be designed by the employers in order to provide the well-being and safety to mitigate the risk of labour shortage. The transparency in sharing the records with the boosting of employee confidence makes the onsite staff to have shifted there to the onsite staff job duties.

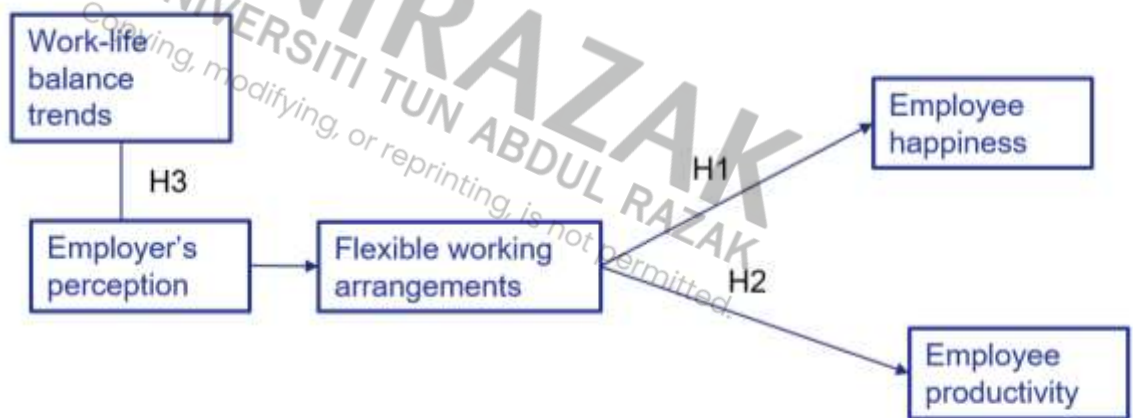
The upgradation of the hardware in home with the extra monitors has been found with 59% with installation in the Malaysian sector also with the reinforcement of the internet and phone expenses being rose to 51% (MIDA, 2020). This makes the elevation of the burden of the poor communication and therefore the installation of better technology software to bring the in-home office to the highly functional. The lower turnover rate in Malaysia as well as the cultural fit issue therefore make the satisfaction of the staff in the remote working environment to be used as a pull factor through head hunting with skill-based interviews. 62% of the companies in Malaysia are found to conduct virtual meetings with the external and internal environmental factors in obstructing the process. It has also been found that the HSBC Malaysia, Chief Executive has stated that with covid-19 impact is there for the technology undertaken for the remote things has made them competitive. On the other hand, 79% of the businesses in Malaysia have made flexible working arrangements possible with new standards in the terms of agility and therefore providing new thinking for the operations.

This kind of transformation therefore brings the increase of the flexible working environment with innovation and adoption for the early adopters as well as the millennials in the workforce of Malaysia. However 32% recognise only the importance of the morale and motivation as in the flexible working arrangements to give importance to the work issues of the employees. With more than 2,604 companies and 14 markets with 200 forms in Malaysia, HSBC 'Resilience: Building Back' survey has found that only the adaptation to the new working

environment is due to the improvement of the employees mental and health well-being. Malaysia however has undertaken the shorter weeks duration especially in the private sector for the women.

The provision of policies of the specific labour laws based on the flexible working schedule therefore make the government have higher concessions in terms of the women employees to give them their flexibility in the personal and work life balance. The amendments to the Employment Act to arrange for shorter work weeks for the women are compiled with the employers and the unions in Malaysia in the private sector for day-care facilities for working mothers (Lee, 2021). The deputy minister of labour in Malaysia, their force in order to reduce employee layoff, makes several provisions with the shorter week for the female workers in order to ensure your work from home practices.

## 2.8. Conceptual Framework



**Figure 8: Conceptual Framework**

(Source: self-created)



### ***Hypotheses development***

H1: Employer's perception on flexible working arrangements impact employee happiness

H2: Employer's perception on flexible working arrangements impact employee productivity

H3: Employer's perception is impacted by modern work-life balance trends

### **Dependent variable (DV) -Employer's perception**

The traditional and hydrological form of the pyramid structure that is undertaken by the majority of the companies therefore makes the changes in the workplace to be often not permitted. The team concept as with the Agile decision-making process creates a rapid response disturbance in the overall telecommunications. Employees who want to take the advantages as for the arrangement are often fond of a lack of commitment due to the diverse workforce mentality of not being present with the accommodations for the implementation of flexible time policy. Systems approach as performed by the organization management in the current pandemic situation brings the performance measurement process to be regardless of the geographic location and of the communication made to the employer by the employer. The turnover intentions of any of the employees therefore makes the engagement of the performance to be decreased in the company which brings the likelihood of homesickness or the absence from the work. The boundaries which are mainly temporary but in terms of psychological or social make a flexibility crisis in the minds of the employees. This brings the importance of the ward complying with life used to be a division for the individual employee in order to control the boundaries in the personal life and organizational output. The working time autonomy as with the high-performance strategy for overtime work creates many disadvantages in the employee's private life. In order to avoid such kind of time conflict, therefore the association of the working time with the demand in order to adjust the hours with the employees need as well as the employee as need the individual oriented time and the employer-oriented work time get framed.

#### **IV1- Employee happiness**

Lower levels of the occupation will be as therefore made the law enforcement into ordering the job stress and the psychological conditions to be undertaken by the employers (Mihalca et al., 2021). The much negligence as found in the companies towards the provision of the counselling as well as the technology and the banking industry to suffer from the on-call occupational stress makes a lot near working hours to have increased the fatality of the burn-out in the employees. Motivation of the employees is based on the control over their working time, and they are working milestones which should not be more than the working hours in order to have a control on their lifestyle and therefore put the place at a minimum level. But, the worker's performance in terms of the stress management and the flex time-arrangement as listed provides make the recovery to be of investment self-efficacy programs to bring the perceived control.

#### **IV 2- Employee productivity**

The work engagement mediates in the responses of the flexible working hours to measure the psychological empowerment and team performance capability. Therefore, this leads to a higher amount of positive impact especially on the working hours and the effect of the arrangements on the individual performance. However, the peer relationships that are undertaken to improve the team performance are also provided to enhance the team and therefore the scale dual arrangement is very much necessary. The flexible working arrangements therefore makes the employee commit not only to the world but also the personal satisfaction and the pure satisfaction in the team which enhances the productivity on an overall basis (Pinnington & Ayoko, 2021). But the importance of the physical health as well as the mental health is the flex time to have a positive impact on the team performance as well as in the individual performance making the organization overtime costs to be lowered.

#### **IV3- Work-life balance**

The work and private life segmentation preference has been found to be directly interconnected with the individual oriented work time flexibility and the organization-oriented work time flexibility. The work time flexibility with the non-standard time changes in the working pattern and also is back on the individual working schedules. Therefore, the segmentation as based on the integration of the dominance of each work time flexibility by the individual or the organization brain are favourable or unfavourable work life outcomes. It is

based on the psychological war family conflict if anything happened that is related with the preoccupation of the role of the employee inside the family. It has been often found that the work-family conflict gets reduced due to the flexibility that is often offered by the employers which makes it as a integrator for the segmentation of time schedules (Wahyudi Rahman et al., 2020). The contribution of the flexible work arrangements to the employees in creating the device division between the work and the home make the fitness between work and private life to be the well-being of the employees.

## **2.9. Literature Gap**

The current literature as well as the research their focuses on the profession of how the employee's perception mainly impacts on the productivity and the motivation of the employees working in Malaysia therefore with a higher inducing to the previous literature have stated light on the mainly theories as well as the concept that lead to the flexible time policies and the flexible place options to be creating and impact on the employee motivation and productivity. However, the perception of the employees has been much restricted which makes the only certain restrictive models and theories to be implied and therefore creating the conceptual Framework as based on the research. This has been undertaken to be dissolved into the study made with the creation of explorative study- based framework of the flexible working arrangements with the employees' perception which can be biased or unbiased towards the implementation in the Malaysian labour market.

## **2.10. Summary**

The chapter therefore undertakes the motivation performance and the employee happiness to be based on the overall flexible work arrangements undertaken. The models and concepts from the perspective of the employers in Malaysia are being found to be based on the hybrid workplace models and the telecommuting environment on which the work satisfaction and team performance are dependent.

## **CHAPTER 3:**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter deals with the research methodology portions in terms of the research design and the critical instrument consideration with the reliability and validity. It also focuses on the data collection and the data analysis path based on the research design and therefore takes the consideration of the ethical and accessibility issues.

#### **3.2. Research Design**

##### **3.2.1. Research philosophy**

The interpretivism research philosophy is undertaken in order to provide the philosophical position of idealism. This kind of research philosophy is based on the social constructivism meaning of the secondary data collected instrument. The interpreter wisdom is therefore based on the social act for appreciating the differences in the responses of the people. This kind of research philosophy is primarily based on the phenomenology of the interpreter-based approach where the researcher has to appreciate the diversity of the studies with the employment of multiple methods (Shah, 2021). In this Research Design therefore this kind of philosophy is required in order to promote the diversity of the perceptions of employment in Malaysia.

The requirement of the Malaysian employers to give diverse sections in terms of the flexible work arrangements is required to create a critique on the theme that will be arranged in the next chapter. The emphasis on the qualitative analysis is based on this philosophy is to create the shared meanings and therefore to bring a subjective view with Independence towards the consciousness of the participants. The philosophical tradition as with the symbolic interactionism therefore makes the natural stick approach of interpretivism philosophy to be carried out through the secondary data only.

### **3.2.2. Research method**

The quantitative research method is undertaken in order to create an analytical objective of provision of the convenience towards the analysis of non-numerical data. The qualitative method is undertaken in order to understand the believers and the responses of the participants which are undertaken as the trial by the researcher in the social science studies. The research as initially used in the psychological studies therefore recommends evaluating human behaviour always in the numerical way. Therefore, the qualitative research as undertaken by this study focuses on the increased attention across the research disciplines to gain a new dimension as interventional study.

The research method has a major contribution in the social science dimensions which required the social parameters to undertake in providing an empowered experience throughout the study. In this search therefore the topic of flexible work arrangements in the new normal in Malaysia therefore requires the research to reflect on human behaviour and conduct our research in terms of the intervention to the present condition. This kind of research design is based on the sharing of the experiences as an effect with textual analysis through the written records. Provision of qualitative study in order to gain a better understanding of certain perspectives in social science research therefore it has a great impact on the interpretation of the results.

### **3.2.3. Research type**

The correlational research design is conducted as a part of the provision of conclusive evidence for the better understanding of a research problem. This kind of research design is based on the understanding of the problem as from the data collection with the provision of the conclusive study to the problem. The future scope research as with the correlational design makes the economic implications of a certain crisis that generates the initial knowledge to be conducted as per the recent phenomenon in the environment.

The research design therefore is based on the future research method that would take the major decisions in order to conduct the study that will have the implications on the economy (Dukhaykh Ph.D., 2020). This kind of Research Design is most flexible and adaptable to the study and has undertaken this with the layout the groundwork for the future study. It is highly effective in terms of determination with the early stages of the research that make this study of the flexible water arrangement in Malaysia to be much less time consuming and therefore less cost has been undertaken too. In the correlational research design, the research variables are

undertaken are the employee happiness, employee productivity and the employee work-life balance. The dependent variable that is single and undertaken in this study is the employer's perception in Malaysia that is resorted to the flexible working arrangements. Such kind of research also takes into consideration the use of the hypothesis testing as with the variables considered.

#### **3.2.4. Research approach**

The inductive approach has been undertaken as the method of reasoning from the synthesis of various observations as from the grounded theories. This approach is highly suitable in terms of the prediction changes and the validation of the theories with the much of the data intensity with broad generalizations. The deductive reasoning as compared to the inductive reasoning are two words a hypothesis creation but however the research is focused mainly on the provision of the theorizing about certain patterns as from the empirical observations.

The inductive reasoning has been used as the provision literature of the specific observations with the combination into the conclusion brings a higher amount of the follow up with the previous literature (Stewart et al., 2015). The inductive approach uses their full look for the patterns as in the data being gathered for the analysis and in order to develop a general level of focus other than bringing in data as from the analysis. The experiences as well as the various diverse themes are undertaken with the complement to each other for the narratives to be analysed in terms of the phenomena that has been undertaken in this research. The inductive approach is therefore suitable in order to contextualize the relationship between the themes and therefore develop the conclusive form of interpretation in the observations.

#### **3.3. Research instrument**

In content analysis therefore the realistic conclusions can be drawn as from the articles to win from the online databases as research tools. The research tool there for study to organize and illustrate the meaning of the certain fragmented data are based on the manifest analysis through a structure of the systematic literature review. Research tools are generally the case articles and the newspaper articles which focus on the grey literature in this research study. It

is a purely secondary data collected study which includes only the secondary research elements based on the time and effort considered as the consideration for the data collection.

The research tool therefore undertakes the knowledge and ability of qualitative research to make the free understanding of the certain articles which will align with the theme and the research objectives of the flexible work arrangements. The articles are chosen in terms of the study phenomena and therefore the limitations in terms of the level of abstraction and the level of interpretation (Warsyidah & Hasin, 2021). The research tool is therefore based on the secondary data collection with the content analysis with respect to avoiding the time-consuming and the cost being the choice of method. The articles from the online data are undertaken as research tools here due to phenomenological base and the ethnography principles in terms of the trustworthy creation for the content analysis.

#### **3.4. Instrument reliability and validity**

The quantitative method is undertaken based on the assumption to study the exploration of numerous patterns as in this research. The correlation study in terms of the quantitative research has been performed where the variables are being undertaken for the sampling test with the level of significance at P value of 0.00. Such kind of a research technique therefore brings the systematic investigation as of the phenomena of the research with gathering the statistical measurement of data. This is a purely objective research where the correlation research with the conduction of survey brings the online questionnaire to be used in the form of the Likert scale. Data in order to be collected make the Social Science Research with the mathematical framework to be based on a structured sampling study. The tool to be used is the questionnaire which makes the in-depth and actionable data to be collected from the survey respondents with the specific sample size being based in Malaysia. Sampling boundary being Malaysia therefore make a sample size to be 250. Sample size therefore consists of the employees who work in Malaysia and therefore suffer from the problem of the flexible working patterns for having a transformation of their hybrid work spaces. Quantitative data therefore requires the representation of the tables chart as well as the graph which will help in proving the validity of the market research in terms of the generalization and taking appropriate result actions.

In order to collect the feedback therefore the attendees to the survey will be required to be based on their responses in terms of the interval scale. The Likert-scale analysis as performed



make the provision of the responses to be categorised with 1 to 5 point scale. The interval frame of scaling drink the use of the excuses analysis to conduct and over to the correlational variables. It makes the use of the ANOVA analysis to observe the aggregate variability as from the data state in terms of the random factors for the sampling the mean and the population mean. It is assumed that the distribution will have the same variance with the independent data as collected from convenience sampling. The convenience sampling method used as in the survey makes the sample size doing hundred to have a normal population distribution used for the ANOVA analysis. The Pearson's Correlation Coefficient is required with the ranking of the positive and negative relationship among the variables to in order to determine the interval scale measurement of association with the continuous variables. The magnitude of the variables with the high or low correlation is required to determine the coefficient value if be greater than zero or less than zero to bring the dependence to the statistical relationship.

The non-probability sampling method which has been undertaken in terms of the sampling mean makes use of the hypothesis testing as a part of the inferential statistics. At P value of 0.00 level of significance therefore make the probability to be based on the acceptance of the alternative hypothesis with less than 0.00 and having a higher than 50% chance for the results to have big statistical significance.

### **3.5. Data collection**

The data collection will be conducted in the form of the Google questionnaire that is will be sent to the respondents who are willing to participate. In the data collection process therefore, the question will be based on the separation of the variable based on the dependency and independency along with the demographic section. The first section will consist of the demographic section where are the age, gender, period of working, job position as well as the industry on which the Malaysian workers are present to be considered. The data collection process therefore will follow a very confidential process where the objective data is to be considered in terms of the research is to be filled first where the respondent will be liable for the necessary details to be given in terms of the questionnaire and seeking the permission. Provision of the data will be undertaken from a time slot of 11 a.m. to 4 pm. The data connection will be based on the objective process where the positivism philosophy in line with interpretivism will be conducted. The survey will be based on the online settings where the questionnaires will be either given to mail or in their social media profiles. The connection



of the respondent's especially in the Malaysian construction industry will be based on the selection of certain areas like Kuala Lumpur which has the majority of the construction project being undertaken. Sampling boundary although being Malaysia therefore requires certain other partners to be collaborated in this project for the permission to be undertaken in terms of the survey.

### **3.6. Data analysis**

From the data collected therefore the mean and median will be provided for calculating the sampling mean and the population mean which will be based on the higher amount of the data evaluation. The provision of data as based on the correlation coefficient and the use of the ANOVA will lead to the interpretation of the data results through the level of significance at the value of 0.00. This brings the overall research data is to be in linked with the objectives and also with the Research question and the hypothesis that make the full conceptual framework to be based on the research data. Survey data results will be analysed to SPSS software where are the variables are to be tracked and therefore the overall data will be measured. Such kind of data analysis was performed with the numerical interpretation of the collected server data in terms of the provision of the median variance and standard deviation that a need to be calculated on the other hand too. However, the research is limited to any such forms of the upper-hand calculations which will create a much amount of time constraint. Although, the research is quantitative at a certain amount of the qualitative research will be also undertaken for the systematic literature review of the articles.

The data has been analysed by using ANOVA and regression coefficient analysis through SPSS. There is a version therefore has undertaken the variance analysis with respect to one dependent variable and three independent variables. The three independent variables are considered in the data are employee happiness, employee productivity and work life balance along with the dependent variable being the employer's perception. Three variables are therefore being also interlinked with the demographic variables that considers the age, gender, service period and the industry and the role. The questionnaire based on which the SPSS analysis has been conducted through Likert scale where the agreement scale has been undertaken. The ANOVA has therefore, being undertaken with the correlation coefficient score first determined from the SPSS analysis where the three variable scores are important in order to plot the scatter graph and therefore measure the observed and the predicted values. In terms of and over there for the group division has been weight where the beta Coefficient and the value have been determined with between the groups and within the group. Sum of squares

have been also undertaken that week the adjusted regression value as well as the squared R-value to be also measured for the regression analysis. One of the most important indication of such kind of SPSS analysis is to make the distribution of data as per the normal distribution of the bivariate distribution that will be considered in this research with three independent variables. The conceptual Framework that has been drawn with the hypothesis range and the three hypotheses to be tested are to be determined in the level of significance with the P value of 0.00 in order to determine the higher association. It has been determined that with adjusted and the arranged values, the hypotheses testing will be provided in terms of much better results with the sampling error determination. The collinear relationship testing with the plots of the points from the observed value and the expected value with range from 0.0 to 1.0 makes the higher chances of the consideration of the group deviances.

The data analysis considers the Likert scale as from the questionnaire analysis with the division of the questions as from 250 respondents to be based on the total dependence score of the employer's perception. This also makes the provision of the higher need of the data to be in line with the demographic variable interconnection. However, in the SPSS analysis, it has been found that the provision of the data with the correlation coefficient and the use of the observed value with the predicted values are to be aligned with the major focus on the adjusted R-score.

### **3.7. Accessibility and Ethical issues**

The ethical consideration mainly lies in confidentiality and data integrity. Although the consent from the participants is not required, the disagreement and the contradicting issues as with certain methodological strategies are to be taken into consideration. The ethical challenge in terms of the different ethical concerns make the research face a dilemma in terms of the establishment of privacy or the representations of certain statistics. As the secondary data is involved therefore the duty of confidentiality is much less but the elaboration of certain outcomes as from those primary research articles are required with no such intrusion into the autonomy of the other researchers.

The informed consent on the other hand being an integral part of qualitative research makes the advancement of the collection of data in terms of the comprehensible language and the use of the printed data (Hesse et al., 2018). The initial data which gives access to be presented in a non-manipulative form in order to perform an ideal and ethical research data collection with those touch highlighting of sensitive issues. As per the research design on the

human life experiences with the participants primary data to make interpretation, it is necessary to give respect to certain communities and societies in Malaysia and therefore protect the identity of the researchers without promoting any such kind of non-encrypted data.

### **3.8. Summary**

The research methodology states that using an interpretivism philosophy this study undertakes the exploratory study design for a qualitative method based data collection with systematic literature review. The secondary data is collected and therefore performs haematic analysis in terms of the PRISMA framework with 39 articles.



## CHAPTER 4:

### DATA ANALYSIS AND FINDINGS

#### 4.1. Introduction

This chapter deals with the data analysis as from the MS Excel data sheet which considered the variables to be analysed in terms of the tally function. The division of the dependent and the independent along with moderator variables therefore considered such a division to be placed in terms of the interpretation of the data. All of the findings are presented as in the table format from the Excel data sheet and their data interpretation is considered. It takes into account the flexible working arrangements as divided into the term's demographic data along with the research variable to conclude whether the hypothesis can be tested or not.

#### 4.2. Data Findings and Results

##### Regression assumptions

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	balance, Happiness, Productivity <sup>b</sup>		Enter

a. Dependent Variable: Arrangement

b. All requested variables entered.

There are dependent variables as with the method being entered and this makes the entering of the variables being based on balance, happiness, and productivity of employees. There are 3 dependent variables which are arranged in terms of the method being used as regression analysis.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 <sup>a</sup>	.439	.432	2.70847

a. Predictors: (Constant), balance, Happiness, Productivity

b. Dependent Variable: Arrangement

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1367.124	3	455.708	62.121	.000 <sup>b</sup>
	Residual	1745.917	238	7.336		
	Total	3113.041	241			

a. Dependent Variable: Arrangement

b. Predictors: (Constant), balance, Happiness, Productivity

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	3.808	.961		3.961	.000	
	Happiness	.155	.054	.169	2.894	.004	.693
	Productivity	.175	.063	.166	2.799	.006	.667
	balance	.437	.057	.454	7.648	.000	.670

The predictor variable considered here has the regression coefficient being 0.663 which is the dependent variable arrangement. On the other hand, the adjusted R square is found to be 0.432 with the R Square value being 0.439 that makes the use of the predictor constant be based on the balance, happiness and productivity in terms of the higher standard error estimate based. This also makes the use of the R square values and the provision of the model summary to be in line with the arrangement of the r-square adjusted values being found at less than 0.5 which claim that the association level is moderate for the dependent variables with the independent variable being employer's perception. It also explains the provision of the regression with sum of squares to be based on the 1367.124 score with the degree of freedom (df) being 3. This claims the provision of residual value along with the 1745.917 to be in line with the mean square 455.708.

The regression is assumed to be linear in terms of IV and DV. The linear relationship is expected and assumed with terms to the diagonal shape of the variables in association as per the  $p=.000$  level claiming with a higher significance. We have seen from the correlation that the employee happiness and employee productivity as well as life balance with respect  $p=.000$  claims that null hypothesis is refuted and the high association has been framed.

### Coefficients<sup>a</sup>

Model		Collinearity Statistics
		VIF
1	(Constant)	
	Happiness	1.443
	Productivity	1.500
	balance	1.493

a. Dependent Variable: Arrangement

The magnitude of the correlation for the collinearity variables are as found with employee happiness is slight low due to less than 1.5. However, the employee productivity having a higher value of 1.500 indicates a higher correlation and life balance is followed by a slightly higher with 1.493 level. The multicollinearity does not exist as claimed by the second part with the tolerance level. This also makes the assumption although being met but the variance in terms of the collinear relationship to be less than 10. But the tolerance level should be less than 1 in order to indicate a higher amount of setting limit with respect to the variables. Each variable is found with the variance inflation factor to be static to 1.00 to 1.5 only which claims that the standard error as from the regression coefficient score can be 1.1. times larger.

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions		
					Happiness	Productivity	balance
1	1	3.924	1.000	.00	.00	.00	.00
	2	.030	11.343	.21	.95	.04	.04
	3	.025	12.593	.42	.03	.01	.86
	4	.021	13.617	.36	.02	.94	.09

a. Dependent Variable: Arrangement

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	7.6438	22.9872	16.2314	2.38175	242
Residual	-9.78086	8.52066	.00000	2.69156	242
Std. Predicted Value	-3.606	2.836	.000	1.000	242
Std. Residual	-3.611	3.146	.000	.994	242

a. Dependent Variable: Arrangement

The collinearity diagnostics brings the condition index in terms of the constant of 0.0 to 0.36 being less than 0.5. This also makes the variance as with happiness and productivity with balance to be based on the enigma value. The need for the condition index as with the 11, 12 and 13 index therefore makes the provision of the happiness in the dimensions from 1 to 4 be reduced with the Eigenvalue being reduced. On the other hand, the productivity value increased with the dimension being progressed. This makes the score to be higher 0.94 from 0.01. However, the work-life balance makes the use of the four dimensions to be in line with the multi-collinear relation in terms of the reduction of the value with the third dimension. This makes the impact of the eigenvalue to be depending on the condition index.

If therefore make the slope of the coefficient with 0.5 be based on the Standard error which is less than 1. This make the maximum possible value as with the observed value to be in line with the population mean and therefore this also considered the arrangement of the t value with 9 to have higher association in p value of 0.000. The necessity of the standardized residuals value which has been found based on the assumption of variances made the beta standard coefficient to be 03.808 as in the p-value of 0.00. The beta Coefficient value therefore been standardized make the result in regression unit to be in line with the mean response and the predictive value for this variable. The work life balance therefore has been assumed by the employers to be in terms of a positive moderate linked with the employee productivity and

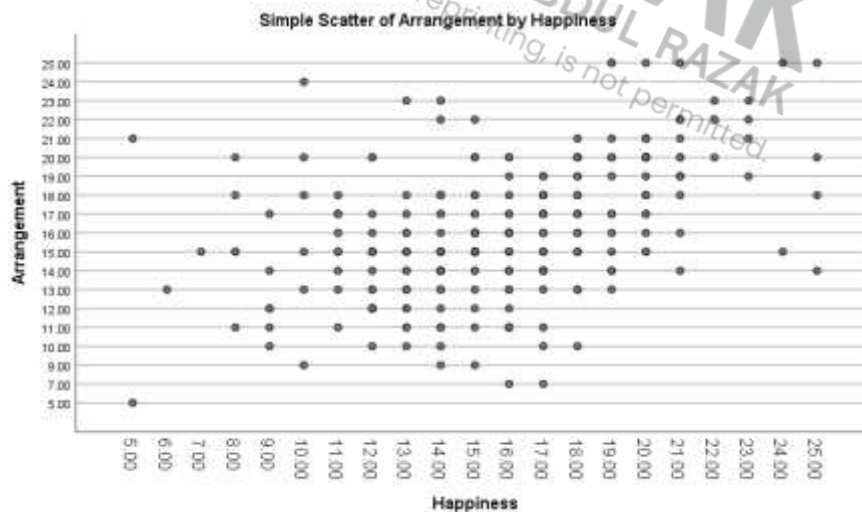


employee happiness as with the organizational goals. On the other hand, it has been found that the R-squared values with the arrangement being less than p value of 0.05 makes the predicted to be higher towards employer's perception.

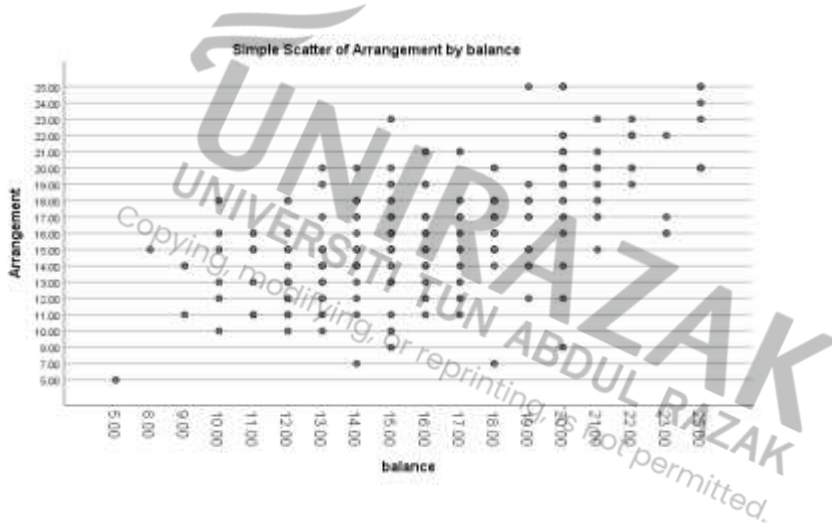
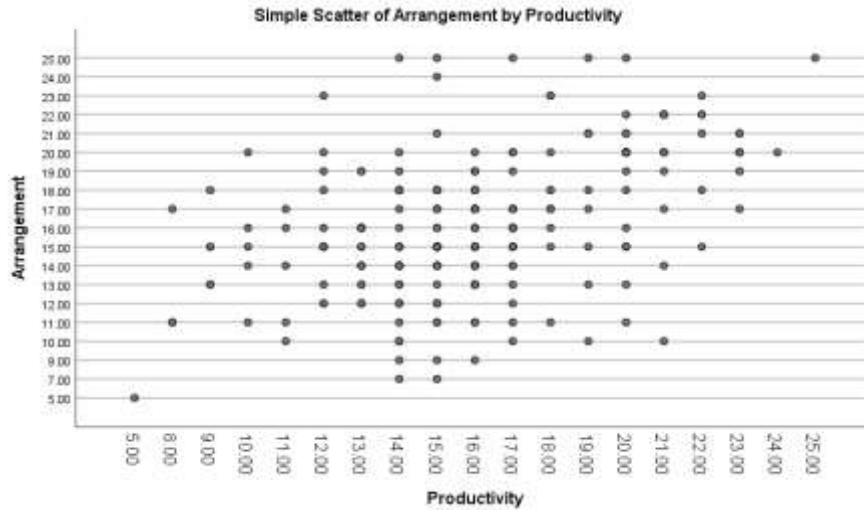
The variance of residuals is found to be minimum with (-9.78) and maximum up to 8.52066 in terms of the number of dots having a random distribution with the assumption met of having a linear relationship. The regression on standardized residual has been found to be based on the overall dependent variables with minimum (-3.611) and maximum of 3.146 being the total balance on employer's perception towards the flexible working arrangements. On the other hand, the regression standardized residual factor as with the scatterplot determined the prediction of each value in the scatter graph to have tolerance level 1. However, the variance inflation factor (VIF) although being close to 1 with 0.994 for standardized residual value is termed as good for the study, yet the provision of the estimation of some parameters therefore brings the less value than 10 to be a good score on the multicollinearity.

### 1. The relationship between IV and DV is linear.

# All scatter plots showed linear relationship. Met the assumption.







The residual value of 1745.917 with the degree of freedom being 238 has been found to be higher and therefore this makes the predicted arrangement to be much more increased rather than the other variables in this research. Degrees of freedom value as from 10 to 45 with the time differences in the value of such higher Association make the bivariate dispersion to be much higher. This creates the life balance being the dependent variable to have a higher arrangement predicted value rather than the other dependent variables which has a closer link with employees' perception.

## 2. There is no multicollinearity in the data.

# VIF less than 10 and Tolerance above 0.2. Assumption met.

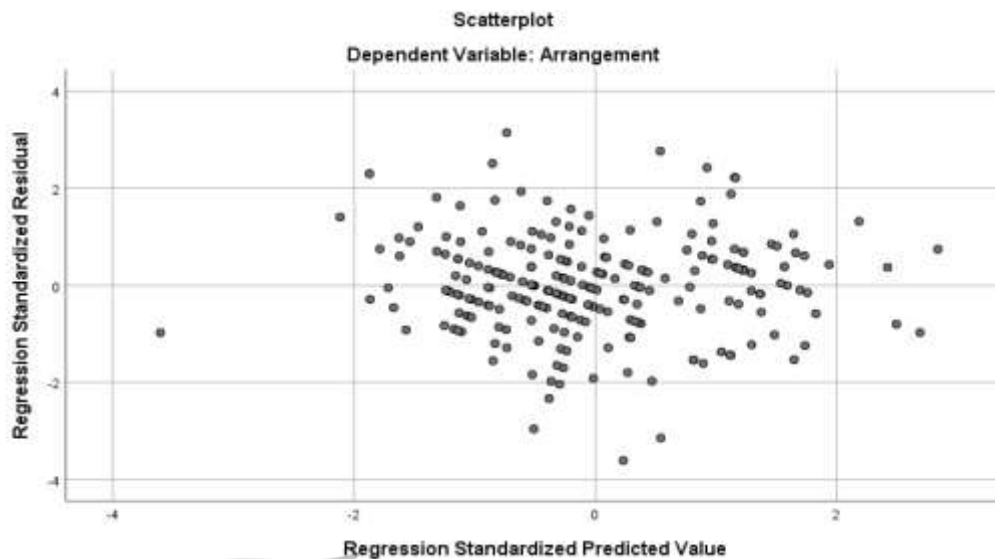
Variables	Collinearity Statistics	
	Tolerance	VIF
Happiness	.693	1.443
Productivity	.667	1.500
Work life balance	.670	1.493

The variance of residuals is found to be constant in terms of the amount of dots having a random distribution with the assumption met of having a linear relationship. The regression on standardized residual has been found to be based on the overall dependent variables being the total balance on employer's perception towards the flexible working arrangements. On the other hand, the regression standardized residual factor as with the scatterplot determined the prediction of each value in the scatter graph to have tolerance level 1. However, the variance inflation factor (VIF) although being close to 1 is termed as good for the study, yet the provision of the estimation of some parameters therefore brings the less value than 10 to be a good score on the multicollinearity. Happiness being the dependent variable is found to be having the lesser amount of VIF score which affect the linear relationship in terms of the other variables in the research. It also includes the issue of the productivity being much higher than the employee happiness in terms of the 1.500 score in the VIF along with the next to higher level with 1.493 with the use of the collinear statistics being in terms of the tolerance level. This makes the tolerance to be less than 1 and be in the range of 0.6 to 0.7 with the difference of 0.1.

The linear regression which has been framed as in the third relationship with the independent variable being the flexible work-life balance and the employer's perception make the research based on a moderate positive linear relationship. The VIF score value be more than 1 therefore indicates a higher provision of the sum of squares as with the groups and within the groups making the number of levels of the variance to be much higher in the sample mean.

### 3. The variance of residual is constant.

# variance of residual spread randomly. Met assumption.

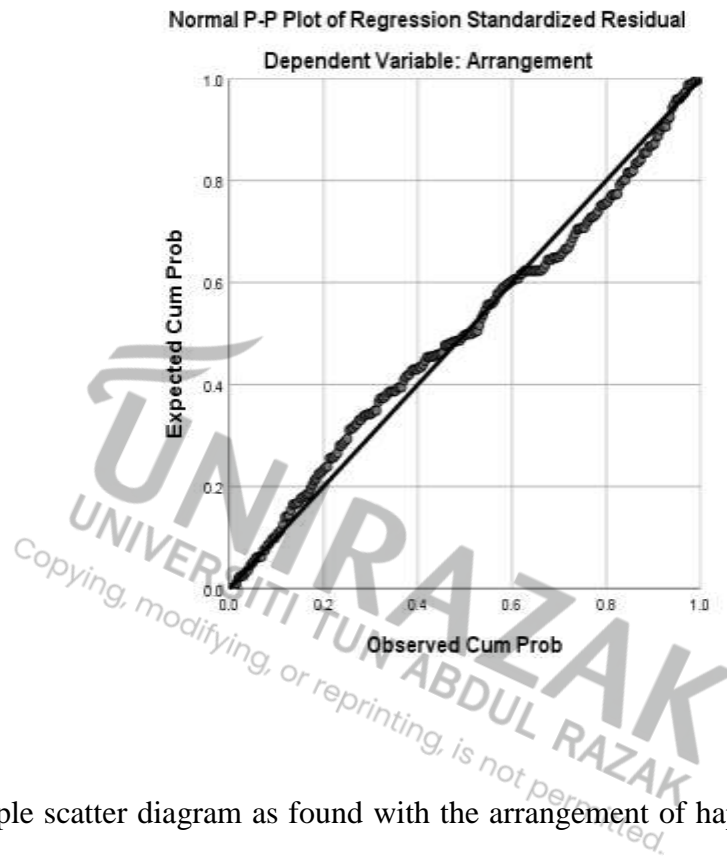


The relative magnitude as found with the sum of squares is increasing in terms of the variation of the dependent variable with the independent variable. SS in this study has been found value of the vision and the treatment has a higher Association in terms of the utilization of the relation. Employee happiness on the other hand has the tolerance level being less than others indicates that the variation is moderate between the samples as related to the variations of the mean. Dispersal of the data points as around the main therefore has been found to have a moderate ratio with the variance in terms of the population size of Malaysia. With the P value of 0.00 already having a higher association, therefore make the scatter plot to not affect the residual variance here in employee happiness. Where the distribution of the estimated coefficients has been found with a moderate rate in terms of rejecting the null hypothesis. Employee productivity therefore is found to have a higher standard deviation in terms of the variance from the population mean and this makes the standard error to be not acceptable as it is not in the range of 0.8 to 0.9.

#### 4. The values of residuals are normally distributed.

# The dots closer to the line. The values of the residuals are normally distributed.

Assumption met.



The simple scatter diagram as found with the arrangement of happiness in this linear relationship makes happiness to be ranging from the score of 5.00 to 25.00. The residual value in terms of normal distribution makes the use of the diagonal line to be presented with respect to the dependent variable being taken total happiness and the total productivity along with the work-life balance. The residual values generally are found to be in the range from 0.0 to 1.0 in each case with the expected cumulative probability. One of the main differences that lies in the observed and the expected cumulative probability is the dependent variables as taken here are based on the progression curve plotting with the scatter graph used along with the diagonal relationship formed. This makes the total balance as aimed for to be based on the regression factor being arranged from 0.0 to 1.0. The residual value as between the predicted and the observed value have been found to be ranging from 0.3 to 0.5 which claims that the issue of main difference basically lies in the total scatter graph.

## Multiple linear regression

(Anova table)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1367.124	3	455.708	62.121	.000 <sup>b</sup>
Residual	1745.917	238	7.336		
Total	3113.041	241			

#sig  $p < 0.05$ , means, the independent variables are predictors / stressors to dependent variable.

A simple linear regression was carried out to investigate the relationship between IV (employee's happiness) and DV. The scatter plot showed that there was a low positive linear relationship between the two, which was confirmed with a Pearson's correlation coefficient. Simple linear regression showed a significant relationship between IV and DV ( $p < .05$ ). The slope of coefficient for IV in terms of regression is 1367.124 so the DV increases for each increase of IV, therefore makes the F value to 62.121. The significance level of the variation with 0.00 can be explained by the model containing only DV. The scatter plot of standardized predicted values versus standardized residuals, showed that the data met the assumptions of homogeneity of variance and linearity and the residuals were approximately normally distributed.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.663 <sup>a</sup>	.439	.432	2.70847

The score value being less than 1 above therefore with the shared area of the groups with the ratio being higher indicating a critical link with the employer's perception. The adjusted R squared value therefore having the regression Coefficient been much more is also

other than the variable to improve there for the relational model with higher expected value. But the variable in this case of the work life balance therefore is considered to have a moderate effect size as the R squared value is more than 0.5 but less than 0.7 which is not at all considered to have a low effect on the research. But, as the adjusted R squared being 0.432 is less than 0.5 therefore this has made the standard error in this research which brings a highest pressure to the variable. On such note therefore it has been presumed that the life balance variable as being independent variable in this research has a positive what model relationship with employer's perception in terms of the moderate R squared value and the degree of freedom.

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.808	.961		3.961	.000
Happiness	.155	.054	.169	2.894	.004
Productivity	.175	.063	.166	2.799	.006
Work life balance	.437	.057	.454	7.648	.000

# The result of regression indicated that the happiness, productivity and work life balance explained 43.9 per cent of the variance and they are significantly predictor / stressors of arrangement,  $F(3, 238) = 62.121$ ,  $p < .05$ . Happiness contributed significantly ( $\beta = .169$ ,  $t(2.894)$ ,  $p < .05$ ). Productivity contributed significantly ( $\beta = .166$ ,  $t(2.799)$ ,  $p < .05$ ). Work life balance contributed significantly ( $\beta = .454$ ,  $t(7.648)$ ,  $p < .05$ ). In order, work life balance has bigger impact, followed by happiness and productivity.

On the other hand, it has been found that the significance level of P being less than 0.05 makes the arrangement of the predictor for the happiness to be in line with the mean square of 1367.124 which is similar as the regression value, but the residual value is less of 300. The predicted output as from the employee happiness presents although it is being associated with the flexible work life arrangements on the highest case yet the dependence in terms of the employer's perception still varies with fluctuation to the predicted and observed patterns. The

adjusted R squared value has been found with additional prediction to improve the regression among the dependent variable being the employer's perception and the independent variable in the employee happiness here. The adjusted R squared-value is 0.439. This brings the improvement in the variable pattern with respect to the model in terms of the consideration of the hypothesis testing for the employer's perception as a greater variability against employee happiness.

The standard error as found to be less than one with higher than 0.5 makes the true value of the coefficient to be zero and rejection of the null hypothesis in this dependent variable. The standard error for the happiness is much low in comparison to the work-life balance and the productivity of being the dependent variables. This make the result of regression to be based on the provision of the work-life balance with 0.57 and productivity with 0.63 having a positive collinear relationship but with beta coefficient being much less for the employee happiness. With constant standard error of 0.961, it has been found that the population mean is not much likely from the sample mean with the true value of the coefficient especially in the linear regression relationship having the accuracy of standard deviation being higher.

The T test value being 3.961 being constant makes use of the sample test being carried in terms of the ratio of difference to be moderate with the possible values of the employee happiness and the estimated value of parameter from the employer's perception. It has been found from the T-test statistic that the work-life balance has the higher statistic value with 7 score while the employee productivity and the employee happiness are in line with the 2.4 to 2.8 score.

With the significance level of 0.00 it has been found that the P value makes the higher association but however the employee productivity with employer's perception as the independent variable are found to have a moderate association due to the residual value. The degree of freedom as with the sample t-test considered here makes the valid observation to be based on the independent value of employee productivity being low. The df score is 3 for regression but 238 for residual value which makes a higher level of fluctuation. The f value as in the test code of ANOVA has been found to be not equal to zero and therefore the predictive capability with 22.9872 makes a higher chance of the statistical significance with the

distribution used in employee productivity. On the other hand, the mean square brings the issue of the f test significant value with the regression model having a linear relationship to have an impact on the predicted value. All the regression line is closed but the distances are varied which bring the employee productivity and the employees' perception to have a moderate link.

### **4.3. Summary**

It has been found that the flexible working arrangements are being agreed by the majority of the employees especially in the 21-26- and 31–36-year-old age groups, especially for the service industry in the period of 3 to 5 and 5 to 7 service periods. The male employees are much more in the Sample Survey which makes the flexible working arrangements to be little biased and therefore this brings the female employees to work in the entry level road to face the problems and the team conflict much more. Although the hybrid models are accepted by the employer in the disagreement in terms of the loyalty and the team condition therefore brings the issue of the remote working animation mandatory for the HR policy to flexible timings.

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## CHAPTER 5:

### CONCLUSION AND RECOMMENDATIONS

#### 5.1. Introduction

In this chapter, the final conclusion has been drawn based on the analysed data that was collected in the survey as the primary data collection process. This chapter deals with the outcomes in the context of the research objectives to establish the findings as supportive evidence of the fulfilment of the research aim.

#### 5.2. Conclusion

With the help of the online survey that was taken as the primary data collection method for this research the actual perceptions, feelings, and productivity regarding the flexible work arrangements have been evaluated. It draws the conclusion in such a way that the majority has voted the flexible work arrangements beneficial. Based on the four segments of the questionnaire the conclusion has been made. In the context of Employee happiness among the 250 responses, the majority have agreed or strongly agreed that work-life balance can improve well-being, flexibility in work can reduce stress, can provide more freedom, and can add to the fun elements in the work schedule. However, the majority has also agreed on the fact that in flexible work arrangements they have to work more compared to the traditional way. Similarly, in the context of the modern trends that can support the hybrid culture, the majority has agreed on the benefits of telecommunications, flexible leaves of female employees in maternal conditions, and benefits of an alternate week that can provide a better grasp on work-life balance.

The correlation is found to be among the three dependent variables are less than 1 but the employee productivity has been found to be the highest correlation with the dependent variable. There has been a linear relationship as with the diagonal shape from the left to right that makes the assumption that each of the variables are assumed to be linear in terms of the p-value of 0.00 Level having a higher significance. It also claims that the employee productivity having a higher value of 1.5 and the work life balance having a slightly higher value of 1.493 make the tolerance level 1, state to have no such multicollinear relationship. The variance of the residual has been assumed to be constant and where the regression standardized value in

each of the cases have found that the DV increases but also the independent variable increases and therefore the scatter plot has shown the data with the assumption of homogeneity of variance. Therefore, it has been found that the relationship between the employee happiness and the dependent variable have all the shared a positive relationship but still it is low as based on the correlation Coefficient bring low of 1.54. The hypothesis of the second and third although A positively tested but the null hypothesis therefore has been found to be completely rejected due to out of three hypothesis two hypotheses are doing positive.

### **5.3. Linking with objectives**

In order to draw the conclusion, the findings of the research have been correlated and evaluated in contrast to the research objectives to show the appropriateness of the study. These are discussed below.

Objective 1: To analyse the employer's perception of flexible working arrangements

Through this research, it has been evident that along with the productivity clause, the employers also get concerns regarding the organizational culture and performance in the case of hybrid working mode. It has been observed that 49% of the participants have agreed or strongly agreed with the fact that team conflicts increase in the hybrid work culture from an employer's perspective. The reason the distance barrier has been identified was supported by 47% of the participants. Around 43% of participants have agreed on the fact that from the point of view of the employers, in hybrid work culture seriousness of the employees regarding the job decreases thus there is a high chance of lowering the organizational performance. However, the majority of the participants also agreed that productivity increases in hybrid work culture.

Objective 2: To examine the impact of flexible working arrangements on employee work happiness

Regarding the happiness quotient of the employees, it can be said that the majority have agreed on the fact that a flexible working environment will be beneficial to balancing work with life which eventually added up to the happiness. 38% of participants have shown relevancy to the emotional well-being with the work flexibility that includes reducing the stress

by excluding the deadline pressure and having work freedom to put into use all their talents and skills to earn work satisfaction. It is quite prevalent that the impact of flexible work arrangements is positive on employees' happiness.

Objective 3: To examine the impact of flexible working arrangements on employee productivity

It is obvious though that the employer's and employees' perceptions will be different as employers prioritize the employee's benefit in an organizational productivity context. On the other hand, the employees investigated the flexibility in a context of a better and more comforting work environment. It indicates that the definition of productivity is different from section to section. 53% of the participants voted for higher productivity through an employee perspective, which in turn established the fact that 47% of the participants think productivity decreases or remains the same in hybrid work culture. The minimal difference between the responses establishes the fact that individual productivity increases due to having work and time freedom however organizational productivity decreases as there is a lack of teamwork and cooperation. It suggests that from an employer's point of view an effective organizational framework has to be established and put into work that can increase the cohesiveness among the employees through a virtual network.

Objective 4: To explore patterns of flexible working arrangements as the new form of the modern workplace

46% of the participants agreed that the hybrid work culture is the new normal and around 28% disagreed with the fact and 26% remained silent. That puts the matter in a contradictory position that also establishes the fact that half the population is not ready to adopt the hybrid culture as normal and they prefer the traditional way of working. It is quite possible because it has been proven that work life and culture supports the employee's social and emotional well-being with friendly relationships and work disciplines that are lost in the case of hybrid cultures.

## 5.4 Testing of hypotheses

The first hypothesis partially tested with the relationship as with the independent variable of employer's perception due to the linear regression having a low positive linear relationship. The first hypothesis therefore terms that the employer's perception towards the flexible working arrangements do not have a complete positive impact but there is negative impact to in terms of beef employees intrinsic and extrinsic motivation.

The second hypothesis as with the independent variable being employer's perception and the dependent variable being a employee productivity has been found to have moderate positive linear relationship. This can be termed as this is based on the employee productivity as from the remote working conditions has been found to have an increase in respect to the slope Coefficient having the correlation Coefficient much higher of 1.5. The second hypothesis is therefore fully tested and reject the null hypothesis where it has been found that the employer's perception as with flexible working arrangements have a direct impact on the positive employee productivity output.

The third hypothesis on the other hand has been found that it shares some moderate positive linear relationship. This makes the third hypothesis although with the Pearson's correlation Coefficient to be 1.493 less than the second hypothesis yet it makes the model to have a higher standard as predicted value. This makes the third hypothesis to be not much being in comparison to the second hypothesis and therefore this has been tested on a higher note with respect to the rejection of the null hypothesis.

### 5.4. Research limitation

The limitation of the research lies within the lack of data and scope to conceptualize the employees' perceptions regarding the total shift or working arrangements into a remote form or they prefer the hybrid one. This is also important because a workspace environment also plays an important role in the happiness and productivity of the employees. The friendly and supportive relationships that an employee makes on a workstation is a determinant of their social and emotional wellbeing. Thus, shifting to a hybrid working system can inflict a negative impact on mutual understanding and cooperativeness. Which in this research has limited scope to analyse.

### **5.5. Future scope**

This research opens multiple doors for future research as this is a vast area and has several aspects to cover. Researchers can look into the matter of social wellbeing of the employees related to the workspace bonding and relationships and its impact on their perspective supportive of a flexible work environment. It has been well established that teamwork and a cooperative work field have always been beneficial for increasing productivity, however in this time period to balance the "work" and "life", having flexibility in the office schedule is also necessary. Analysing the impact of a covid pandemic on the employee's perceptions of flexible work arrangements is also a potential matter to research. This can help in evaluating the factors that were present and need to be solved by implementing hybrid work arrangements even before the pandemic occurs. Apart from these, there are also several aspects like the technological advancement that help the sectors to imply the hybrid manners or supportive organizational infrastructures that can help in managing the conflicts and increase Cohesiveness among the employees in virtual team working are some other scopes for future research where this research can serve as a base of establishing the facts.

### **5.6. Recommendations**

This recommendation focuses on the potential solutions to the issues that have been identified through the survey. To effectively imply the hybrid working arrangements there are certain difficulties that the company along with the employees will face due to the sudden change in the traditional way of performing the operations. Based on some major problems the recommendations are formed.

Selection of appropriate hybrid policies and incorporating differentiation into these policies to support the employee's requirements is the first step to implying the hybrid work arrangements. This is essential because the sudden shift from a traditional to hybrid nature can be problematic for the employees as in most cases employees have arranged their activities based on their work schedule. Thus, having a "non-compulsory" model is essential (Weideman & Hofmeyr, 2020). The three basic models of hybrid work arrangements are the Remote focused, Office focused Employee option or the Ford Model. All these three models should be given to the employees to choose from according to their requirements.

The second one is focused on making the hybrid environment "Gender Equal". This is significant because equality should consider the circumstances of each person and the way to

provide support differently that benefits them. The companies have to pay additional attention and effort to the work arrangements of the female employees as generally, they have a more hectic " Work and home" schedule compared to the male employees. The Ford Model or the "employee option" is the most appropriate solution for this problem as it will allow the female employees to work from an office on their regular days and continue to balance their other activities (Beutell & O'Hare, 2018). On the other hand in situations like maternity or any kind of emergency they also will be allowed to choose remote working.

The third recommendation is based on management among the employees and helping them continue with teamwork even in a remote situation. For this, the strategies defined by the Thomas-Kilmann Conflict Mode Instrument should be beneficial (Hastings, Kavookjian & Ekong, 2019). Even in a virtual team the five elements, Collaborating, Competing, avoiding, accommodating, and compromising work as similar as the fieldwork. In order to imply these methods, the human resource management of the companies should establish a continuous channel for effective communication and a policy framework for the employees that will include the "Do's and Don'ts" of remote working. These can help the management to monitor the activities and responses of the employees through virtual teamwork thus managing the misunderstanding and conflicts can be easier.

### **5.7. Summary**

This research has successfully identified and analysed the Malaysian employees' perspectives on flexible working arrangements to improve their happiness and productivity. The results are evident that benefits regarding the flexible timings are widely varied among employees as their lifestyles and life requirements are different. Although it has been evident that flexible arrangements can certainly improve employees' productivity by providing them the freedom to work.

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**NAME OF AUTHOR LIM WAI CHAN**

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The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

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