

# Systematic Review of Flexible Work Arrangements Impact on Employee Performance

Siti Rohayu Ismail<sup>1</sup>, Florianna Lendai Michael<sup>2\*</sup>

<sup>1,2</sup>Faculty of Cognitive Sciences and Human Development, University Malaysia Sarawak, Kota Samarahan, Malaysia

<sup>2</sup>Institute of Sustainable and Renewable Energy, University Malaysia Sarawak, Kota Samarahan, Malaysia

Email: usitirohayu197@gmail.com<sup>1</sup>, mmflendai@unimas.my<sup>2</sup>

\*Corresponding Author Email: mmflendai@unimas.my

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i11/19371> DOI:10.6007/IJARBSS/v13-i11/19371

*Published Date: 12 November, 2023*

## Abstract

This systematic literature review (SLR) examined the impact of flexible work arrangements on employee performance in Malaysia. The purpose was to evaluate existing evidence and provide a comprehensive and evidence-based understanding of the impact of flexible work arrangements on employee performance in Malaysia. The data was obtained using a variety of search techniques, including a thorough search of the three most important journal databases, Scopus, Web of Science, and Google Scholar. After obtaining the data, it was analyzed using the Systematic Searching Strategies (SSS) Process to obtain precise and accurate material. The obtained materials were screened in three steps: identification, screening, and eligibility. 36 materials were successfully identified and summarized. The analysis focused on (1) publication trends, (2) year of publication, (3) country of study, and (4) type of flexible work arrangement used in the past five years. The SLR revealed no specific studies on the impact of flexible work arrangements on employee performance in Malaysia. However, a review of international studies showed that the impact of flexible work arrangements on employee performance varies depending on the context and can have both positive and negative outcomes. When implementing flexible work arrangements, organizations should carefully consider the needs of employees, as well as monitor their impact on employee performance over time.

**Keywords:** Systematic literature review; Flexible Work Arrangements, Employee Performance, HRD, Malaysia

## Introduction

Employee performance is a group of persons who play a vital part in assuring the organization's ongoing performance of responsibilities, work effectiveness, quality, and

efficiency of activities, while also contributing to national productivity. According to Goddey et al., (2022), flexible work arrangements are also known as flexible time, which refers to working hours with no constraints and a work environment. Chen and Fulmer (2018) also pointed out that employees can decide when and where they work by having flexible work options, allowing them to balance their work and personal obligations. Work design and processes such as flexible time, telecommunications or teleworking, work sharing, and various temporary work contract arrangements can make flexible work arrangements relevant.

In the 1960s, Christel Kammerer proposed the concept of flexible working arrangements to solve problems related to family obligations and working hours (Arthur et al., 2019). It was found that employee performance can be improved by flexi time as it can boost productivity by balancing work and family responsibilities (Alqasa & Alsulami, 2022). According to Cannon and Elford (2017) globalization studies in FWAs focus on global trends that lead to a higher demand for flexible work arrangements, such as socio-demographic changes, technological advances and global business operations.

When looking for a job, 92 per cent of Millennials priorities flexibility, while 80 per cent of women and 52 per cent of men want flexibility in their future careers (Amirul & Shaari, 2021). Hussain (2022) observed that many organizations have started to accept Malaysia's new work system as it starts to become endemic today. Moreover, among the other issues are ensuring that FWA's policy is for all employees and that the system is fair (Star Media Group, 2022).

Shaari and Amirul (2020), stated that Malaysia is still in the early stages of implementing and improving flexible work arrangements, hence the number of local studies on FWAs is low and limited. In Malaysia, most research on flexible work arrangements focuses on human resources, industrial organization, psychology, and management, but there is little research on flexible work arrangements rules and policies. Subramaniam et al., (2015) also found that very few Malaysian organizations have introduced flexible working arrangements (FWAs), although many multinationals are quite happy to emphasize this workplace reform. Teleworking, flexitime, permanent part-time, working from home, and career breaks are the most frequent types of flexible work arrangements in Malaysia.

According to (Nordin et al., 2016) there seem to be difficulties in establishing flexible working arrangements (FWAs) in Malaysia. This is because flexible work arrangements implemented by Malaysian employers are found to be lower when compared to other developed countries around the world. This could be due to employers' lack of research and consideration of the effectiveness of flexible work arrangements (Ramakrishnan & Arokiasamy, 2019). According to Subramaniam et al., (2015), nearly half of Malaysian employees, particularly women, struggle to strike a balance between work and family life. Employees who struggle with work-life balance appear to be more stressed than those who manage their responsibilities in a balanced manner.

Previous local research Shaari and Amirul (2020) has found that implementing flexible working arrangements (FWAs) regulations in the workplace may be the solution to keep graduates and skilled employees from quitting the labour field owing to housework and family obligations. It is a major issue that competent workers cannot be maintained in the labour market due to restrictive working conditions and a non-family-friendly workplace policy. Syahirah et al., (2015) argued that the policy should include teleworking, flexitime, team time work, decreased work hours and part-time work, as proposed by the government in its initiative (Shaari & Amirul, 2020). However, the growing demand for flexible work

arrangements has pushed the employment system and work processes to evolve from the more traditional and stringent full-time employment plan to a more flexible system that collaborates with the individuals it regulates (Rose, 2017).

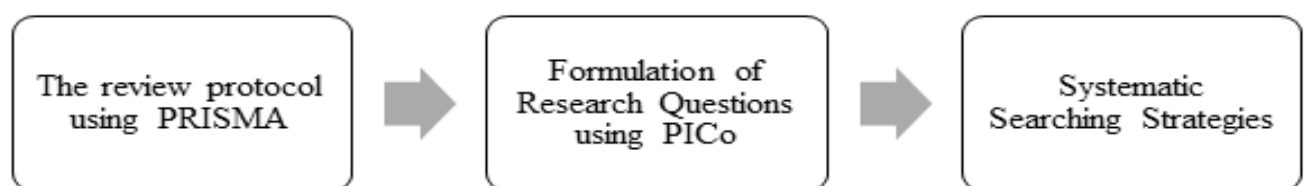
A special emphasis was placed on Malaysian employee performance because the growth of innovative performance in Malaysia is quite modest when compared to other countries (Ramdan et al., 2022). However, it was observed by Goddey et al., (2022) that flexible work arrangements are the best choice to boost employee performance in the current social situation. This is because when an employee can perform to the highest level of satisfaction, which happens when employees are content and happy with their work. Employee performance will improve if employees are content with their jobs (Mahmood et al., 2019).

To construct an appropriate systematic review, the current article was guided by the primary research question; how are Malaysian employees dealing with the effects of flexible work arrangements? Hence, the study focused on flexible work arrangement adaptation techniques. This study also attempts to analyze the existing literature on Malaysian employee's performance adaptation practices toward flexible work arrangements. The paper is divided into four sections.

The first section describes the purpose systematic review being conducted, while the second section discuss on the methodology and the PRISMA Statement (Preferred Reporting Items Systematic Reviews and Meta-Analysis) technique that was utilized. The third section systematically reviews and summarizes the scientific literature to identify, select and evaluate relevant research on Malaysian employees' performance adaptation practices toward flexible work arrangements. The final section lists the most important areas for further study.

### Methodology

The study employed the PRISMA approach, which comprises resources from peer-reviewed database specifically Scopus and Google Scholar. The process includes the systematic review, eligibility and exclusion criteria, review process phases (identification, screening, and eligibility), and data abstraction and analysis.



**Figure 1.** *Systematic Searching Strategies*

Note. Source developed by researcher.

### The Review Protocol - PRISMA

This systematic literature review was created using PRISMA, (preferred Reporting Items for Systematic Review and Meta-analysis). PRISMA is one of the widely used standard publications in the fields of public health and medicine. PRISMA features 27 items that can be used to create a systematic literature review (Pageet al., 2021). PRISMA is a good resource to use because it aids in formulating precise research questions and allows for a systematic search. (Pageet al., 2021) cited that PRISMA has been utilized as a baseline for related criteria, with five sub-categories: search technique, inclusion/exclusion criteria, eligibility, data

abstraction, and analysis. For this study the PRISMA statements allow for a rigorous search of terms related to Malaysian employees' performance response to flexible work arrangements and coded information in future science social reviews. The methodology can be used for monitoring Malaysian employees' performance practices in adapting to flexible work arrangements.

### **Formulation of research questions**

Tawfik et al., (2019) explained the research topic for this study was developed using PICO. PICO is a tool that helps authors construct an appropriate research topic for the review. PICO is built around three key concepts: population or problem, interest, and context. These ideas served as the foundation for the authors' inclusion of three key elements in the review:

- Employee Performance (Population)
- Flexible Work Arrangement adaptation strategy (Interest)
- Malaysia (Context)

These three elements helped the authors formulate their main research question: What are the flexible work arrangements and adaptation strategies practiced by the employee performance in Malaysia?

### **Systematic Searching Strategies**

The systematic searching methods procedure consists of three major steps: identification, screening, and eligibility (refer to Figure 2).

#### **Identification**

Identification is the process of identifying and diversifying keywords that can be used in the search for articles and references for systematic literature reviews. According to Okoli, (2015), keywords are important for the search process and can increase the quality of the articles and references found for use in a systematic literature review. Based on the research questions mentioned earlier, three main keywords have been selected, namely flexible work arrangement, employee performance and Malaysia. This search was conducted using an online thesaurus that relates to prior study terms and the Scopus database, as well as seeking expert opinions as suggested by (Carrion et al., 2018). The outcome and results of this identification process are referenced in Table 1.

According to a study conducted by Gusenbauer, (2019), the process of searching for articles and references was carried out in four major databases, namely Scopus, Web of Science, Science Direct, and Google Scholar and it is depending on the keywords chosen. Nevertheless, the ability to access data from the deep web is one of several advantages that led to the selection of all these databases. Databases like Scopus, Web of Science, and Science Direct are strong in terms of thorough searches, and results from more sophisticated searches will be more reliable and functional when compared to those from other databases (Nix et al., 2018). Martin et al., (2018) highlighted the benefits of Scopus and Web of Science in terms of quality control and a systematic indexing system.

### **Table 1**

The Search String

Database	Search String
<b>Scopus</b>	TITLE-ABS-KEY (("flexible work arrangement" OR "flexible working arrangement" OR "flexi work*" OR "flexi time" AND (Adapt OR adopt OR response OR transformation) AND ("employee performance" OR "worker performance"))
<b>Web of Science (WOS)</b>	TS = (("flexible work arrangement" OR "flexible working arrangement" OR "flexi work" OR "flexi time" OR "alternative work arrangement AND "employee performance" OR "worker performance"))
<b>Google Scholar</b>	"Allintitle: flexible work arrangement" OR "flexible working arrangement" OR "flexi work" OR "flexi time" OR "alternative work arrangement AND "employee performance" OR "worker performance"

### Screening

This study screened a total of 250 articles that were successfully retrieved throughout the identification procedure and will be screened. According to Page et al. (2021), screening is a process in which inclusion or exclusion criteria are established and utilized to choose articles that are appropriate for the upcoming systematic literature review. Furthermore, the first criteria utilized in this systematic literature review are based on papers published in the most recent five years, from 2018 to 2022. Carrion et al., (2018) also noted that the selection in this period is based on numerous justifications consistent with the research maturity idea, where many related publications have been effectively gathered during this period. Search in the primary database revealed that the number of publications relating to the use of flexible work arrangements in employee performance in Malaysia increased significantly in 2018. To control the quality, this systematic literature review only picks publications in the form of journal articles, and only articles published in English are picked to minimize misunderstanding in reading and understanding.

On top of that, a systematic literature review can only include articles with relevant empirical data while articles in the form of reviews are not allowed. This is because the primary goal of this systematic literature review is to discover and identify the findings of earlier studies rather than to review previous studies. Another inclusion criterion is the focus of the findings of the selected articles, which must contain findings that focus on flexible work arrangements, and if there are articles that are not clearly indicated, the article will be removed. This is crucial so that all the articles chosen can provide findings that are pertinent to the upcoming systematic literature review (Refer to Table 2). After the screening procedure

was completed, a total of 181 articles were eliminated because they did not fulfil the predetermined criteria, leaving 67 articles suitable for the next process. Table 2 shows the criteria used for inclusion and exclusion.

**Table 2**

The criteria used for inclusion and exclusion

Criteria	Inclusion	Exclusion
Publication Year	Recent Five Years (2018-2022)	Before 2018
Publication Type	Article	Non- Article
Language Type	English	Non- English

### Eligibility

The third step in the research process involves checking the remaining articles from the screening phase for eligibility. This method begins with reading the article's title and abstract, and if it's still unclear whether the chosen article is relevant to the study, the article's content is reviewed. This procedure eliminates review articles, duplicate database entries, and article goals that do not focus on the utilisation of flexible work arrangements. As a result of this procedure, 36 printed documents were chosen, reviewed, and used as content for this feature.

### Results

The results presented a complete review of flexible work arrangements and employee performance, as well as the primary findings of those studies.

### List of publishers or journal

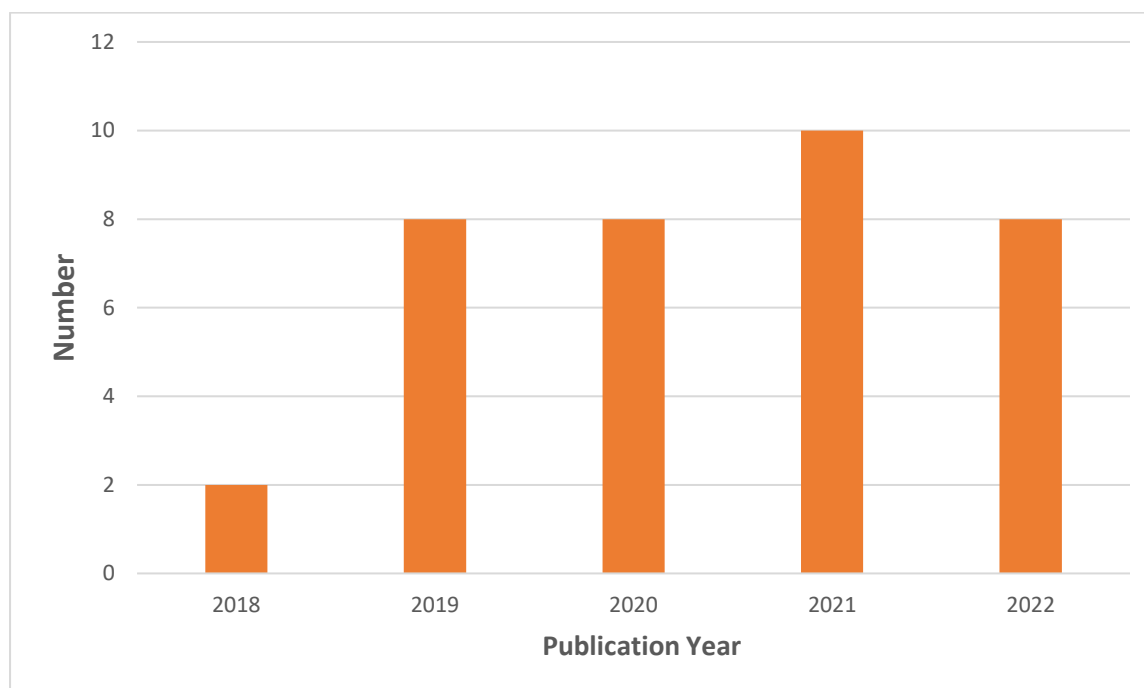
A total of 36 reference materials were acquired from various types of publishers and articles all over the world. Article selection is also critical in ensuring that the material is of excellent quality. This is because, in the modern era, several articles have appeared that contradicts the article's basic goal. Additionally, validity and credibility can both be questioned. To ensure that the references gathered are reliable, it is crucial to choose information from articles that accurately reflect the study's goal. All the publishers and articles that were chosen are concerned with flexible work arrangements and employee performance. Following that, all materials used in the highlighting process are from publishers and articles acknowledged as valid in the list of high-impact journal papers.

### Publishing Year

The highlight of the previous study only included items that were published from 2018 to 2022, as was mentioned in the methodology section. Shaffril et al., (2021) suggested that just the recent five years should be included when summarizing previous research. This is because research done in the last five years was scrutinized to make sure it was still relevant, practical, and up to speed with the times. Figure 2 illustrates that the 2 items chosen were published in 2018, accounting for 5.56 per cent of the overall material. Subsequently, the second largest published was in 2021 with 10 publications or 27.8 per cent, followed by 2019, 2020, and 2022 with 8 publications or 22.2 per cent. The study trends on flexible work and employee performance exhibit inconsistent graphs. The year showed an increase in the first year and happened in the second and third years, while the fourth year showed a little growth but a decrease in the fifth year. The flexible work trend should continue to increase and



should gain traction in the year of Agenda 2030. When it comes to the finish line, the 2030 Agenda must meet all the goals mentioned, including saying that flexible work arrangements ways and other work methods that evolved during the pandemic allow for further improvements in working methods post-pandemic. While Bahman and Enzi (2020) highlighted that most respondents enjoy working flexibly, a hybrid of flexible work arrangements from the office is desired in the future.



**Figure 3.** The Number of Materials/Documents Published Between 2018 And 2022

Note. Source developed by researcher.

### The country in which the research was carried out

Next, the prior study is done by looking at the country where the study was conducted. A total of 36 chosen prior studies were carried out in numerous countries worldwide. Based on table 3, studies on flexible work arrangements have been conducted in Malaysia, Nigeria, and India. From 2018 through 2022, five studies were done for the three countries. These studies examine the effect of flexible work arrangements on Malaysian employees' performance. Additionally, this kind of research is frequently carried out in foreign and western countries including Switzerland, the Netherlands, Belgium, the United Kingdom, Korea, Australia, Nigeria, Germany, Europe, Africa, and New Zealand, each with one study. In terms of employee and organizational involvement, research patterns in other nations reveal something beneficial for establishing flexible work arrangements. It is known that the economic and social worlds have changed dramatically before and after Covid. Indeed, Covid has captured the attention of the globe and everyone since it regulates the movement of the global community from one location to another, particularly for workers.

From 2018 to 2022, Malaysia, an Asian country, implemented flexible work arrangements in as many as 5 studies that also consider how to keep talent and boost employee engagement. The Covid 19 epidemic changed the way people worked. As Malaysia moves to the endemic stage on April 1, 2022, several organizations are implementing new working systems. Organizations that can learn from the work-from-home experience during the pandemic will gain in terms of business productivity and sustainability. Companies are

always reinventing new ways to recruit, retain, and engage personnel. Flexible work arrangements that are successfully implemented can boost both employee quality of life and productivity in Malaysia (Malaysian Employers Federation, 2022).

This trend is also evident in Nigeria and India, where each country has only five studies. Awareness of the relevance of flexible work arrangements in increasing employee performance is still inadequate, particularly in Asian and developing countries. Additionally, Shaari and Amirul (2020) pointed out that Malaysia is currently in the process of improving and implementing flexible work arrangements, and that there isn't much local research focused on this topic in Malaysia. Not only that, Abid dan Barech (2017) noted that there is likely to be a dearth of information regarding flexible work arrangements in organizations among employers and employees. Furthermore, Shaari and Amirul (2020) stated that while flexible work arrangements are not new in developed countries, the situation of the pandemic crisis has accelerated the implementation of flexible work arrangements because the implementation of movement control (MCO) in Malaysia has forced almost all organizations to offer flexible work arrangements. According to Cannon and Elford (2017) emphasized that for the organization to remain operational, flexible work arrangements must be abruptly implemented. Most organizations are unprepared for the chaos of the pandemic, especially in terms of the implementation strategy for flexible work arrangements. In industrialized nations that have been using flexible work arrangements for years, effective solutions are still being developed so that the advantages of flexible work arrangements are not just for employees but also for employers.

### Table 3

Shows The Countries That Participated in Previous Studies

Country	Authors	Items
Switzerland	<ul style="list-style-type: none"> <li>• Ionescu, C.A., Fulop, M.T., Topor, D.I., Duica, M.C., Stanescu, S.G., Florea, N.V., Zamfir, M., Coman, M.D. (2022)</li> <li>• Berber, N., Gasic, D., Katic, I., Borocki, J. (2022)</li> <li>• Tanpipat, W., Lim, H.W., Deng, X. (2021)</li> <li>• Villajos, E., Tordera, N., Peiró, J.M. (2019)</li> </ul>	4
Netherlands	<ul style="list-style-type: none"> <li>• Metselaar, S.A., den Dulk, L., Vermeeren, B. (2022)</li> </ul>	1
Belgium	<ul style="list-style-type: none"> <li>• Ajzen, M., Taskin, L. (2021)</li> </ul>	1
United Kingdom	<ul style="list-style-type: none"> <li>• Simosi, M., Rousseau, D.M., Weingart, L.R. (2021)</li> <li>• Lyonette, Clare; Baldauf, Beate (2019)</li> <li>• Burton, Ed; Edwards, David John; Roberts, Chris; Chileshe, Nicholas; Lai, Joseph HK (2021)</li> <li>• Beckel, Julia LO; Fisher, Gwenith G; (2022)</li> </ul>	4
Korea	<ul style="list-style-type: none"> <li>• Choi, Y. (2020)</li> </ul>	1



Malaysia	<ul style="list-style-type: none"> <li>• Omar, M.K., Aluwi, A.H., Hussein, N., Mohd, I.H., Rusdi, S.D. (2020) 5</li> <li>• Mira, M.S., Choon, Y.V., Thim, C.K. (2019)</li> <li>• Oladinrin, Olugbenga; Jayantha, Wadu; Moses, Tochukwu (2021)</li> <li>• Amirul, Sharifah Rahama; Shaari, Sharija Che (2021)</li> <li>• Foo, Isaac YN; Adam, Sabrinah (2021)</li> </ul>
Nigeria	<ul style="list-style-type: none"> <li>• Salolomo, B., Agbaeze, E.K. (2019) 5</li> <li>• Orishede, Felix; Ndudi, Ejimofor Francis; (2020)</li> <li>• Austin-Egole, Ifeyinwa Stella; Iheriohanma, EBJ; Nwokorie, Chinedu (2020)</li> <li>• Kelliher, Clare; De Menezes, Lilian M (2019)</li> <li>• Austin-Egole, Ifeyinwa Stella<sup>1</sup>, Iheriohanma, E. B. J., &amp; Iheanacho, J.I. (2022)</li> </ul>
Germany	<ul style="list-style-type: none"> <li>• Onken-Menke, G., Nüesch, S., Kroll, C. (2018) 1</li> </ul>
European	<ul style="list-style-type: none"> <li>• Tamunomiebi, Miebaka Dagogo; Oyibo (2020) 2</li> <li>• Barinua, Victor; Fubara, Idayingi Ibinye (2022)</li> </ul>
Arabian	<ul style="list-style-type: none"> <li>• Ateeq, Karamath (2022) 1</li> </ul>
India	<ul style="list-style-type: none"> <li>• Singh, Tulika; Mishra, Vivek (2019) 5</li> <li>• Yadav, Anusuya; Pandita, Deepika; Singh, Seema (2022)</li> <li>• Kumar, Sourabh; Sarkar, Sankersan; Chahar, Bhawna (2021)</li> <li>• Panigrahi, Santosh Kumar (2020)</li> <li>• Vasumathi, A (2018)</li> </ul>
Africa	<ul style="list-style-type: none"> <li>• Odengo, Ruth; Kiiru, David (2019) 1</li> </ul>
New Zealand	<ul style="list-style-type: none"> <li>• Thomas, Fiona; Klosser, J; Mitchell, Pippa; Davies, Gail (2021) 1</li> </ul>

**Comparative studies  
FWA on Work-life Balance**

Comparative studies conducted to identify patterns and similarities and differences in flexible work arrangements between examples in foreign countries. According to Shiri et al., (2022), a study in Switzerland found that flexible work arrangements are associated with a better work-life balance for employees, which leads to a longer work career.

Next, flexible work allows employees to balance family and work obligations. According to the study's findings (Chung & Lippe, 2020), women may have less control over their daily work hours than men, whereas flexible work arrangements may have a greater impact on work-family conflict among women than men. While work flexibility also showed a low value associated with a greater increase in emotional exhaustion in men than in women, the study Shiri et al., (2022) also found that there was no difference between the sexes of men and women in the association between work time control and depressive symptoms.

Additionally, workers with family obligations might gain more from flexible scheduling than workers without such obligations. Company policies toward flexibility may favor employees who can justify taking advantage of flexible work; thus, lower perceived stress in employees with flexible work compared to those with inflexibility may be due to fulfilling family responsibilities.

### **FWA on Work-life Conflict**

Other studies (Saxena (2018) have found that flexible work arrangements can increase work-life conflict and have no positive effect on health. This is due to the flexible working arrangements promote good health, improves sleeping, allows for more exercise, and aids in stress reduction. Furthermore, employees who have access to effective flexible work arrangements are more likely to have higher job satisfaction, stronger intentions and employee engagement to stay with the organizations. One of the factors that influences how many employees decide to remain in an organization is flexibility in their working arrangements.

### **FWA Implementation Mechanism**

According to Kulak and Tuzuner (2020), flexible work arrangements are also known as weekend work, part-time work, shift work, fixed-term contracts, work from home, compressed work weeks, telecommunications, overtime work, and fixed-term contracts in Germany. The overall picture of flexible work arrangements in Germany, on the other hand, reflects both employer- and employee-friendly perspectives. In other words, part-time work is the most common and employee-friendly arrangement. The fixed-term contract, which is an employer-friendly model, is the second most popular pattern in Germany. However, the third option, flextime is once more beneficial to an employee-friendly option. In general, organizations in Germany follow a more employee-friendly pattern.

Research has been conducted by Wahab and Tatoglu, (2020) have been done to determine the variables that can affect and boost productivity through improved employee performance in Malaysian organizations. Flexible work arrangements have been identified as one of the most widely used strategies in the workplace, which has been shown to have an impact on employee performance. According to this study Ramakrishnan and Arokiasamy (2019), flexible work arrangements might not be appropriate for certain job types, such as those involving customer service. For instance, the banking sector still uses manual processes that require customers to visit a branch to conduct banking transactions. As a result, the organization complies with the regulator's standards for banking hours. Employees of governmental organizations who interact with the public are also subject to this limit. Employees may feel treated unfairly if they believe flexible work arrangements are only for

other employees and not for themselves. As a result, workers are dissatisfied and motivated to improve the situation by reducing inequality (Ramakrishnan & Arokiasamy, 2019).

Gupta and Bhardwaj (2020) noted that advances in technology and changes in work patterns have altered the work styles in any organizations in term of the impact of flexible work arrangements on the economic, social, and environmental sustainability of employees. According to Schwarzmuller et al., (2018), technology-enabled flexible work arrangements overcome traditional barriers to voice, such as centralized decision-making and rigid responsibilities, encouraging employees to develop a more proactive and confident approach and leaders to give employees more discretion and to foster trusting relationships.

Interestingly, the implementation of flexible work arrangements has proven to have more benefits than drawbacks. On top of that, organizations can use this opportunity to boost job satisfaction, loyalty, social responsibility, productivity, and reduce stress and absenteeism. However, when managing those who use flexible work arrangements, complications relating to those arrangements may develop. It is up to management to take a unique approach to people management and deal with issues that could pose problems for both employers and employees (Sulaymonov, 2020).

#### **FWA Way Forward**

The flexible work arrangement (FWA) initiative was started by TalentCorp (2018) to promote greater acceptance among Malaysian organizations. In this post-pandemic era, flexible work arrangements (FWA) are no longer novel, but rather a requirement for employers. A better work-life balance is something that prospective employees are increasingly seeking in their careers (TalentCorp, 2018). Furthermore, to attract the best talent, organizations should consider implementing flexible work arrangements. Following that, on January 1, 2023, the Employment Act 1955 (Amendment) 2022 is expected to go into effect, clearly stating that the employee's need for new provisions for flexible work arrangements plays an essential role in ensuring that every organization is sustainable but does not marginalize elements of flexible work arrangements in a work environment that is friendly to autonomy. Employee performance elements must be considered in terms of mental health, productivity, and employee well-being, and made one of the primary goals in any organization's flexible work arrangements (G. Subramaniam et al., 2022). Every organization that does it must not sacrifice the element of flexible work arrangements found in an organization to increase employee productivity and promote work-life balance, as well as reduce employers' operating costs and accept new norms, particularly during the dynamic transition to the endemic phase.

According to Abid and Khan Barech (2017), a flexible work arrangement that fails and cannot be regarded as sustainable because it cannot produce high-quality results is one that is implemented without considering the employee's performance in terms of mental and physical health issues. Therefore, all employees need to ensure that each employee's performance that will be done has been considered and made flexible work arrangements as one of the goals of employee performance. The importance of flexible work arrangements in ensuring that organizations operate efficiently and effectively.

A flexible work arrangement is a system of work that is becoming increasingly popular and very flexible for an organization and its employees. The implementation of flexible work arrangements in the work culture must be used as a long-term planning guide in the work culture of the society in Malaysia so that flexible work time arrangements can be implemented more widely and provide more satisfaction to employee performance, as well as a driver of national productivity (Rosli, 2021). This is because the performance of a good

employee is not someone who can work for a long period of time, but rather someone who looks at the results provided. A great employee performance, on the other hand, is a productive employee who can produce quality output despite only working for a short period of time.

### **Conclusion**

The findings of this systematic review of the literature enable discussion of the key issues of employee adaptation to the effects of changes in flexible work arrangements, including diversity of life skills, diversity of employees, social relationship integrity, and several other issues.

Furthermore, suggestions for improving the existing flexible work arrangements policy are needed to assist the authorities in implementing flexible work arrangements in the Malaysian work culture. As a result, the existence of this flexible work arrangement policy will benefit employees who require support from all parties to continue working and contribute to the country's productivity. This study is expected to provide clear information about their current capabilities and, as a result, can be used as a basis for policy makers to improve existing policies so that they are in line with employees' needs, wishes, and interests.

Theoretically, this systematic literature review (SLR) adds to the current literature by finding a large research need. It emphasizes the lack of particular studies in Malaysia on the influence of flexible work arrangements on employee performance. This disparity highlights the necessity of taking into account the particular Malaysian context and cultural aspects when researching the effects of flexible work arrangements.

The practical contribution implications of establishing flexible work arrangements in Malaysia can vary depending on factors such as cultural, economic, and organizational differences. This insight can help Malaysian firms make informed decisions about using flexible working arrangements and adjusting them to fit the individual demands of their employees. The impacts of flexible work arrangements on employee performance must be carefully considered by firms in Malaysia. Depending on several conditions, these effects can be both beneficial and negative. Organizations can utilize this information to modify their policies and procedures to maximize the advantages and minimize any potential disadvantages.

Methodological contributions are made by the systematic searching strategies (SSS) procedure and the identification, screening, and eligibility procedures. It offers a structure that other researchers using similar systematic literature reviews can use. Future research in this field will be more rigorous and reproducible because of this methodological contribution.

Malaysian policymakers can utilize the information from the comments to inform policy decisions concerning flexible employment arrangements. When defining norms and standards for flexible work options, it encourages them to examine the cultural and economic environment. This can aid in the creation of an environment favorable to the implementation of such arrangements.

Human resource professionals can use your findings to create and implement flexible work arrangements that meet the needs and expectations of Malaysian workers. When proposing such programs, it underlines the importance of employee well-being and performance.

### **References**

- Ab Wahab, M., & Tatoglu, E. (2020). Chasing productivity demands, worker well-being, and firm performance: The moderating effects of HR support and flexible work arrangements. *Personnel Review*, 49(9), 1823–1843. <https://doi.org/10.1108/PR-01-2019-0026>
- Abid, S., & Barech, D. K. (2017). The Impact of Flexible Working Hours on The Employees Performance. *Economics, Commerce and Management*, 5(7), 450–466. <http://ijecm.co.uk/>
- Abid, S., & Khan Barech, D. (2017). The impact of flexible working hours on the employee performance. *International Journal of Economics, Commerce and Management United Kingdom*, 7. <http://ijecm.co.uk/>
- Aydınli Kulak, F., & Tuzuner, V. L. (2020). A comparative analysis of flexible working patterns in Germany and Turkey. *International Journal of Research in Business and Social Science (2147-4478)*, 9(4), 01–14. <https://doi.org/10.20525/ijrbs.v9i4.714>
- Cannon, F., & Elford, N. (2017). *The Agility Mindset: How reframing flexible working delivers competitive advantage*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-45519-8>
- Che Shaari, S., & Amirul, S. R. (2020). Regulating flexible working arrangements (FWAS) in Malaysian private sector: Are we there yet? *International Journal of Business, Economics, and Law*, 21(4), 13–22.
- Chen, Y., & Fulmer, I. S. (2018). Fine-tuning what we know about employees' experience with flexible work arrangements and their job attitudes. *Human Resource Management*, 57(1), 381–395. <https://doi.org/10.1002/hrm.21849>
- Chung, H., & Lippe, T. v. d. (2020). Flexible working, work–life balance, and gender equality: Introduction. *Social Indicators Research*, 151(2), 365–381. <https://doi.org/10.1007/s11205-018-2025-x>
- Arthur, D., Arrington, T., & Hall, D. (2019). *Flexible Work Arrangements for Alabama's Workforce*.
- Goddey, C., Anthony, O., Goddey Chukwudi, C., Ukegbu, O. P., & Anthony, N. O. (2022). Flexible work arrangement and employees' performance during covid-19 era in selected micro-finance banks in Enugu state. *Economic, Finance and Management*, 7(4), 10–20. <https://www.researchgate.net/publication/360658832>
- Gupta, N., & Bhardwaj, A. (2020). Flexible work arrangement and sustainability of employees during lockdown in delhi. *Journal of Global Information and Business Strategy*, 12(1), 38–44. <https://doi.org/10.5958/2582-6115.2020.00004.1>
- Gusenbauer, M. (2019). Google Scholar to overshadow them all? Comparing the sizes of 12 academic search engines and bibliographic databases. *Scientometrics*, 118(1), 177–214. <https://doi.org/10.1007/s11192-018-2958-5>
- Alqasa, K. M. A., & Alsulami, N. Y. (2022). The impact of flexible work arrangements (FWA) on employees performance in the Saudi education sector. *International Journal of Operations and Quantitative Management*, 28(1), 174–192. <https://doi.org/10.46970/2022.28.1.10>
- Mahmood, N. A., Damia Nasir, F., Raihan, N., Hamid, A., & Munap, R. (2019). The relationship of job satisfaction, flexible work arrangements and employee performance: A case study of employees in several private universities in Klang Valley, Malaysia. *Asian Journal of Social Science Research*, 2(2).
- Malaysian Employers Federation. (2022). *Flexible work arrangements (FWAs) should not be dictated to business but let industries determine based on requirements of businesses*.
- Martín-Martín, A., Orduna-Malea, E., Thelwall, M., & Delgado López-Cózar, E. (2018). Google Scholar, Web of Science, and Scopus: A systematic comparison of citations in 252 subject categories. *Journal of Informetrics*, 12(4), 1160–1177. <https://doi.org/10.1016/j.joi.2018.09.002>



- Mohamed Shaffril, H. A., Samsuddin, S. F., & Abu Samah, A. (2021). The ABC of systematic literature review: the basic methodological guidance for beginners. *Quality and Quantity*, 55(4), 1319–1346. <https://doi.org/10.1007/s11135-020-01059-6>
- Nix, T., Smith, J., & Song, J. (2018). Measuring Impact. In *Medical and Scientific Publishing: Author, Editor, and Reviewer Perspectives* (pp. 215–233). Elsevier Inc. <https://doi.org/10.1016/B978-0-12-809969-8.00022-X>
- Nordin, N. N., Fateha, M., Baidzowi, M., & Razak, R. A. (2016). Understanding the work at home concept, its benefits and challenges towards employees. *Social Science*, 2016(July), 109–118.
- Rosli, N. N. B. (2021). Normalisasi pengaturan waktu kerja fleksibel di Malaysia. *Terengganu Strategic & Integrity Institute (TSIS)*, 1–12.
- Okoli, C. (2015). A Guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, 37, 43. <http://aisel.aisnet.org/cais/vol37/iss1/43>
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *Systematic Reviews*, 10(1). <https://doi.org/10.1186/s13643-021-01626-4>
- Rahama Amirul, S., & Che Shaari, S. (2021). An overview: twenty years of flexible working arrangements. In *Advances in Business Research International Journal*, 7(2), 27. <https://doi.org/10.24191/abrij.v7i2.14770>
- Ramakrishnan, S., & Arokiasamy, L. (2019). Flexible working arrangements in Malaysia: A Study of employee's performance on white collar employees. *Global Business and Management Research*, 11(1), 551–559.
- Ramdan, M. R., Aziz, N. A. A., Abdullah, N. L., Samsudin, N., Singh, G. S. V., Zakaria, T., Fuzi, N. M., & Ong, S. Y. Y. (2022). SMEs performance in Malaysia: The role of contextual ambidexterity in innovation culture and performance. *Sustainability (Switzerland)*, 14(3). <https://doi.org/10.3390/su14031679>
- Randa Diab- Bahman, & Abrar AL- Enzi. (2020). The impact of COVID-19 pandemic on conventional work settings. *International Journal of Sociology and Social Policy*, 40(9–10), 909–927. <https://doi.org/10.1108/IJSSP-07-2020-0262>
- Rose, E. (2017). Workplace temporalities: A time-based critique of the flexible working provisions. *Industrial Law Journal*, 46(2), 245–267. <https://doi.org/10.1093/indlaw/dww039>
- Saxena, R. (2018). Achieving work life balance through flexible work schedule: A Conceptual Study. *Asian Journal of Management*, 9(1).
- Schwarzmueller, T., Brosi, P., Duman, D., & Welpel, I. M. (2018). How does the digital transformation affect organizations? Key themes of change in work design and leadership. *Management Revue*, 29(2), 114–138. <https://doi.org/10.5771/0935-9915-2018-2-114>
- Shiri, R., Turunen, J., Kausto, J., Leino-Arjas, P., Varje, P., Väänänen, A., & Ervasti, J. (2022). The effect of employee-oriented flexible work on mental health: A systematic review. In *Healthcare (Switzerland)* (Vol. 10, Issue 5). MDPI. <https://doi.org/10.3390/healthcare10050883>
- Star Media Group. (2022). Let businesses decide on flexible working arrangements, says MEF \_ The Star. *Star Media Group*. <https://www.thestar.com.my/news/nation/2022/06/25/let-businesses-decide-on-flexible-working-arrangements-says-mef>
- Subramaniam, A. G., Overton, B. J., & Maniam, C. B. (2015). Flexible working arrangements, work life balance and women in Malaysia. *International Journal of Social Science and Humanity*, 5(1), 34–38. <https://doi.org/10.7763/ijssh.2015.v5.417>



- Subramaniam, G., Rozlan, N. Z. A., Putit, L., & Maniam, B. (2022). Flexible working arrangements and millennials during COVID-19: Work better leads to feel better? *Environment-Behaviour Proceedings Journal*, 7(21), 423–431. <https://doi.org/10.21834/ebpj.v7i21.3729>
- Sulaymonov, A. (2020). Flexible working practices: Urgency or future?. *Modern Economy*, 11(07), 1342–1350. <https://doi.org/10.4236/me.2020.117095>
- TalentCorp. (2018). *Making flexible work, work: towards better and more inclusive work-life practices*.
- Tawfik, G. M., Dila, K. A. S., Mohamed, M. Y. F., Tam, D. N. H., Kien, N. D., Ahmed, A. M., & Huy, N. T. (2019). A step-by-step guide for conducting a systematic review and meta-analysis with simulation data. *Tropical Medicine and Health*, 47(1). <https://doi.org/10.1186/s41182-019-0165-6>
- Torres-Carrion, P. V., Gonzalez-Gonzalez, C. S., Aciar, S., & Rodriguez-Morales, G. (2018). Methodology for systematic literature review applied to engineering and education. *IEEE Global Engineering Education Conference, Educon, 2018-April*, 1364–1373. <https://doi.org/10.1109/Educon.2018.8363388>