

Flexible Work Arrangements and Job Performance with Mediation of Perceived Organizational Support among Employees Aftermath the COVID-19 Pandemic

Nasina Mat Desa*, Muhammad Hasmi Abu Hassan Asaari.

Management Section, School of Distance Education Universiti Sains Malaysia

*Corresponding Author

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.906000448>

Received: 09 June 2025; Accepted: 17 June 2025; Published: 23 July 2025

ABSTRACT

Organizations and employees, regardless of public or private, are facing tremendous effects from the COVID-19 pandemic. In handling the businesses, the organization's top management had no option but to consider their employees to conform to the new norm of flexible work arrangements. Thus, the work-from-home (WFH) has been the best option for organizations to ensure their businesses go status quo by allowing their employees through the ideas of flexible work arrangements. In the new context of WFH, organizations had to find ways to monitor their employees' job performance. The organizations need to show their support to their employees as they are on the WFH. Thus, this research foresees that there is a need to explore the relationship between flexible work arrangements, job performance, and perceived organizational support among employees in public and private organizations aftermath the COVID-19 pandemic. The objectives are to assess the new way of working in the concept of flexible work arrangements that relate to job performance and to explore the mediation of perceived organizational support between flexible working arrangements and job performance among employees in the public and private organizations aftermath of the COVID-19 pandemic. This research embarks on getting data from employees who are working in public and private organizations that are affected by the pandemic. A simple random sampling method will be used. The research respondents are individual employees. Fieldwork to be done in distributing questionnaires in major cities. The findings provide new knowledge in identifying the work flexible arrangement, job performance, and perceived organizational support among employees in public and private organizations aftermath of the COVID-19 pandemic. A significant new knowledge for blending the organizations and employees coherent in facing the new norm of work-life.

Keywords: Flexible work arrangements, job performance, perceived organizational support, public and private employees, COVID-19

INTRODUCTION

The idea of working from home (WFH) has transpired due to the pandemic of COVID-19 in the years 2020 to 2021. Most stay and work from home by the government as an effort for the nation to curb the spread of the pandemic. Furthermore, they had been affected the most by the raging COVID-19 pandemic on their businesses and ways of doing business. Nonetheless, employees worldwide work remotely, with working at home becoming the new normal (Davidescu, Apostu, Paul, & Casuneanu, 2020).

The world, as we knew it came to an abrupt halt in early 2020, and governments, informed by science, had to enforce policymakers is how to continue protecting the lives and health of people without doing irreversible damage to the economy and employees, regardless of public or private, are facing tremendous effects from the COVID-19 pandemic. In handling the businesses, the option but to consider their employees to the new norm on the flexible work arrangements for them. As such the Ministry allows them to consider and allow their employees to the new norm of working from home (WFH). Moreover, companies achieve continuity of service, maintain productivity, and preserve jobs while safeguarding the safety and health of workers. They

have occupations that are suitable for WFH and live in countries with the infrastructure to enable WFH (ILO, 2020). while the government has allowed 100 percent of the private sector workforce to return to offices, it appears that working even in post-COVID-19 pandemic Malaysia. Thus, the WFH has been the best option for organizations to ensure their businesses through the ideas of flexible work arrangements. In the new context of WFH, organizations had to find ways to monitor their as compared to their employees' presence at the office as they can be monitored directly by their superiors. Unfortunately, employees on their job performance, especially the organizations' top management. On the other hand, the organization's needs are on the WFH. The organizations' support can be seen through the perceived organizational support on employees. In summary, private for them to identify the issues pertinent to their employees' WFH, specifically on the flexible work arrangement, job in mitigating the effects of the COVID-19 pandemic on their businesses. Thus, this research foresees that there is a need to assess work arrangements that relate to job performance with the mediation of perceived organizational support among employees COVID-19 pandemic.

The objectives of this research are to understand the relationship between flexible work arrangements and job performance with the mediation of perceived organizational support among employees in public and private organizations and to assess the correlations between flexible work arrangements and job performance with the mediation of perceived organizational support among employees in public and private organizations.

LITERATURE REVIEWS

Flexible Work Arrangements

In recent years, there has been a significant indication of positive outcomes for the employee and the organization. Moreover, working arrangements. Various scholars (Rau & Hyland, 2002; Jeffrey Hill, Grzywacz, Allen, Blanchard, Matz-Costa, Shulkin, & Pitt-Catsoupes, 2008) defined workplace flexibility as the ability of total time they would spend or engage in work-related tasks. Jeffry Hill et al. (2008) stated that flexible work practices have become part of the human resource strategy to attract, motivate, and retain key talent. Meanwhile, Flexible work arrangement days (Rau & Hyland 2002). It usually understands organizational initiatives that enhance employees' flexibility on the time also various policies exerting influence on the number of hours worked (Mungania, Waiganjo, & Kihoro, 2016).

On the other hand, the government also encouraged organizations to offer flexible working conditions, such as flexi-hours, and flexible working options to their employees. Interestingly, flexible working options have been offered by some organizations (Hogarth, Hasluck, Pierre, Winterbotham, & Vivian, 2001). In a similar context, Lim and Teo (2000) stated that flexible work arrangements such as telework, flexible used to help employees in balancing their family and work life. The mere existence of flexible working policies, in particular, for employees who worked for middle to large-size organizations. Thomas and Ganster (1995) stated that lower levels of existence of flexibility support and policies like work schedule flexibility and supportive supervisors. While there was a substantial flexible working arrangement and work-family conflict, more evidence has been presented to prove the relationship between the individual and the organization, such as stress and work-family conflict (Dunham, Pierce, & Castañeda, 1987; Batt & Valcour, 2003; Madsen, 2006).

The availability of flexible working options was more in demand because there were more dual-earner couples, women, and geriatric care responsibilities, in the workplace (Galinsky, Bond, & Friedman, 1993). Under flexible working conditions, how they can work to mitigate the effects of work stress over their work (Halpern, 2005). Moreover, flexibility in working policies, work and family matters, was strongly related to higher levels of organizational commitment (Richman, 2006). Various working arrangements were differentially related to outcomes of affective commitment as well as work-to-family conflict (Thompson, Beauvais, & Lyness, 1999)) concluded that flexible work practices and policies are an indicator of greater employee commitment with lower intentions associated with employee retention strategies, yet its effectiveness is not consistent (Tsen, Gu, Tan, & Goh, 2022).

Job Performance

Job performance is influenced by individual characteristics (experience and ability), and outcomes (e.g.,

feedback and job security), individual determinants for job performance are declarative knowledge, procedural knowledge and skills, and motivation. Motowidlo, Borman, and Schmit (1997) defined job performance as the degree to which an individual helps the organization reach its goal. Moreover, performance is when employees use technical skills and knowledge to produce goods or services through the organization's accomplishing specialized tasks that support these core functions. On the other hand, Werner (2000) defined that contextual related to their main task function but is important because they shape the organizational, social, and psychological context and processes. When employees voluntarily help co-workers who are getting behind and act in ways that maintain good working assignments on time, they are engaging in contextual performance. Moreover, Dane and Brummel (2014) reported that the service restaurant industry showed support for a positive relationship between workplace mindfulness and job performance in engagement dimensions, namely vigor, dedication, and absorption. Moreover, Fu and Deshpande (2014) stated that organizational job performance among employees working in a Chinese insurance company. Meanwhile in South Korea, Shin, Hur, and Hwa (2022) stated that employees revealed that the indirect effect of customer incivility on job performance through emotional exhaustion became Krijgheld, Tummers, and Scheepers (2022) discovered that healthcare organizations face major challenges to influence employee.

Perceived Organizational Support

Eisenberger, Huntington, Hutchison, and Sowa (1986) defined perceived organizational support in the context of employees' organization valuing their contribution and caring about their well-being. This was a measure of an employee's perception of demonstrates towards them. Eisenberger et al. (1986) found that employees form global beliefs regarding the extent to which care about their well-being. Meanwhile, Wayne et al. (1997) found that employee behavior was influenced by their perceptions of the perceived organizational support focused on the exchange relationship between the individual employee and the organization. How individuals make attributions and influence whether an employee develops a bond with the organization. Eisenberger (2014) stated that the role of perceived organizational support as a mediator of the relationship between employees' adaptability and employees' satisfaction and performance.

Relationship between Flexible Work Arrangement, Job Performance, and Mediation of Perceived Organizational Support

Several studies indicated that flexible work arrangements had reciprocation between employees and organizations; subsequently, had a feeling of obligation generated toward their organization (Golden, 2001 & 2009; Kelliher & Anderson, 2010). Menezes and Kelliler (2016) arrangements established by organizations appear to enhance employees' job performance. Furthermore, significant results been provided by Valverde, Tregaskis, and Brewster (2000); Lepak, Takeuchi, and Snell (2003); Bran and Udrea (2016); and Buheji and Ahmed (2020). Empirical evidence supports the view that perceived organizational support creates the feeling of obligation to support the supported by the organization will result in better performance (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Wayne, Shore, & Liden, 1997; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Rhoades & Eisenberger, 2002).

Furthermore, employees' level of perceived organizational support reflects his or her innermost feelings about the organization's care and organizational support feel that in circumstances where they need work or life support, the organization is willing to lend a cared for, and recognized, and in turn, display increased cooperation, identification, diligent performance, appreciation, and reciprocity, employees with perceived organizational support not only help coworkers but also increase their job satisfaction resignations and absenteeism, thus stimulating employee job performance (Rhoades & Eisenberger, 2002; Aselage & Eisenberger, works of Byrne and Hochwarter (2008), and Miao and Kim (2010); reported a modest relationship between perceived organisational conducted by Arshadi and Hayavi (2013) on drilling employees in Iran obtained results that perceived organizational support The results of the study were also supported by Miao and Kim (2010) and Afzali, Motahari, and Hatami-Shirkouhi (2014), which shows positive effect on performance.

Research Framework

The research framework assessment is depicted in Figure 1 where flexible work arrangements are assessed on

job performance with the mediation of perceived organisational:

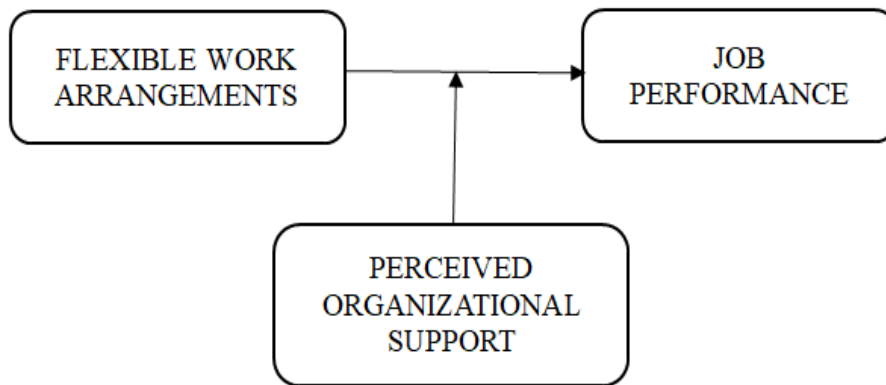


Figure 1: Research Framework

Hypothesis

The research framework assessment on flexible work arrangement and job performance with the mediation of perceived organizational support, thus research hypotheses are listed below:

H₁: There is a positive relationship between flexible work arrangements and job performance among employees in public and private organizations aftermath of the COVID-19 pandemic.

H₂: There is a positive relationship between flexible work arrangements and perceived organizational support among employees in public and private organizations aftermath of the COVID-19 pandemic.

H₃: There is a positive relationship between perceived organizational support and job performance among employees in public and private organizations aftermath of the COVID-19 pandemic.

H₄: There is a positive mediation of perceived organizational support between flexible work arrangements and job performance among employees in public and private organizations aftermath of the COVID-19 pandemic.

METHODOLOGY

This research develops on getting data from employees who are working in the public and private organizations throughout Subsequently, the research sample from the population will be on simple random sampling method in getting the sample among individual employees in the public and private organizations. Employees are from all occupations in public and private organizations. Self-administered questionnaires were distributed to respondents. In generalization, a total of 1,000 employees in the public and private organizations research requires fieldwork in distributing questionnaires to employees working in the public and private organizations in several major cities in the nation, namely Georgetown, Alor Setar, Ipoh, Kuala Lumpur, Shah Alam, Bandar Melaka, Johor Bahru, Kota Bharu, and Kuantan. These would provide generalizations on the research outputs.

The research is developed based on flexible work arrangements using Albion (2004) with 13-item questions with 5 points (strongly agree). Followed by job performance using Blaich, Rodwell, and Noblet (2008) with 21-item questions with 5 points (strongly agree). Subsequently, perceived organizational support using Eisenberger, Hungtington, Hutchison, and Sowa (1986) from 1 (strongly disagree) to 5 (strongly agree). Finally, several questions on respondents' demographic information would ethnicity, age, and working sector.

Data Analysis

Demographics Analysis

Table 1 depicts the demographics analysis. The majority of the respondents were female (n=88, 60.3%) as

compared to male respondents (n=58, 39.7%). Ethnicity, Malay dominated the respondents (n=109, 76.2%) as compared to other major ethnics in the country, namely Indian (n=32, 1.4%) and Chinese. (n=2, 1.4%). Respondents stated their marital status as married (n=110, 75.9%), followed by single (n=29, 20%) and divorcees (n=6, 4.1%). Most respondents were in the age bracket of 31 to 40 years old (n=84, 57.5). This was followed by 21 to 30 years old (n=31, 21.2%), 41 to 50 years old (n=30, 20.5%), and above 50 (n=1, 0.7%).

Most respondents were employed in the public sector (n=103, 71%) as compared to respondents who were in the private sector (n=40, 27.6%). The majority of the respondents had a working experience of below 10 years (n=63, 43.2%). This was followed by respondents with working experience between 10 to 15 years (n=41, 28.1%), 16 to 32 years (n=32, 21.9%), 21 to 25 years (n=8, 5.5%), and above 25 years (n=2, 1.4%).

Table 1: Demographics Analysis

Variables	n	%
Gender		
Female	88	60.3
Male	58	39.7
Ethnicity		
Malay	109	76.2
Chinese	2	1.4
Indian	32	22.4
Marital Status		
Single	29	20.0
Married	110	75.9
Others	6	4.1
Age (years old)		
21-30	31	21.2
31-40	84	57.5
41-50	30	20.5
Above 50	1	0.7
Employment Sector		
Public Sector	103	71.0
Private Sector	40	27.6
Others	2	1.4
Work Experience (years)		
Below 10	63	43.2
10-15	41	28.1
16-20	32	21.9
21-25	8	5.5
Above 25	2	1.4

Reliability Analysis

Table 2 depicts the reliability analysis of flexible work arrangements, job satisfaction, and perceived organizational support. Job satisfaction and perceived organizational support are reflected as reliable based on Cronbach's alpha value, 0.97 (n=16) and 0.97 (n=10), respectively. On the other hand, the Cronbach's alpha value for flexible work arrangements was 0.55 (n=2). Although the value of Cronbach's alpha is lower than 0.7, which is considered unreliable, this study continues to use the 2-item variable for further analysis.

Table 2: Reliability Analysis

Variables	Item	CA
Flexible Work Arrangements	2	0.548
Job Satisfaction	16	0.967
Perceived Organizational Support	10	0.973

Correlations Analysis

Table 3 depicts the correlation analysis between flexible work arrangements, job performance, and perceived organizational support. Flexible work arrangements had a medium relationship with perceived organizational support ($r=0.33$, 0.01). Likewise, perceived organizational support had a medium relationship with job performance ($r=0.34$, 0.01). Unfortunately, flexible work arrangements did not have a relationship with job performance ($r=0.15$, not sig.).

Table 3: Correlations Analysis

Variables	2	3
1. Flexible Work Arrangements	0.151	0.338**
2. Job Performance	1	0.329**
3. Perceived Organizational Support		1

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

Regression Analysis

Table 4 depicts the regression analysis on flexible work arrangements and job performance in understanding the impact on the employees in the public and private sectors. Subsequently, the regression result determined the acceptance or rejection of the study's hypothesis. The simple regression analysis proved that there was an effect between flexible work arrangements and job performance based on the value ($\beta= 0.151$, $p>0.05$). While R^2 of 0.023 shows that job performance could explain only 2.3% of the study. There was still a remaining 97.7% on other variables or factors that were unknown and could be studied that contributed to the job performance. The regression analysis resulted in the impact between flexible work arrangements and job performance was not supported. Thus, hypothesis H_1 that flexible work arrangements had no direct positive effect on job performance among employees in the public and private sectors.

Table 4: Regression Analysis for H_1

Variables	Job Performance	
	β	Sig.
Flexible Work Arrangements	0.151	0.082
R^2	0.023	
Adj. R^2	0.082	

F-Change	3.070
Sig. F-Change	0.082

Table 5 depicts the regression analysis on flexible work arrangements and perceived organizational support in understanding the impact on the employees in the public and private sectors. Subsequently, the regression result determined the acceptance or rejection of the study's hypothesis. The simple regression analysis proved that there was an effect between flexible work arrangements and perceived organizational support based on the value ($\beta = 0.338$, $p < 0.000$). While R^2 of 0.114 shows that job performance could explain only 11.4% of the study. There was still a remaining 88.6% on other variables or factors that were unknown and could be studied that contributed to the perceived organizational support. The regression analysis resulted in the impact between flexible work arrangements and perceived organizational support was supported. Thus, hypothesis H_1 that flexible work arrangements had direct positive effect on perceived organizational support among employees in the public and private sectors.

Table 5: Regression Analysis for H_2

Variables	Perceived Organizational Support	
	β	Sig.
Flexible Work Arrangements	0.338	0.000
R^2	0.114	
Adj. R^2	0.107	
F-Change	16.863	
Sig. F-Change	0.000	

Table 6 depicts the regression analysis on perceived organizational support and job performance in understanding the impact on the employees in the public and private sectors. Subsequently, the regression result determined the acceptance or rejection of the study's hypothesis. The simple regression analysis proved that there was an effect between perceived organizational support and job performance based on the value ($\beta = 0.329$, $p < 0.000$). While R^2 of 0.108 shows that job performance could explain only 10.8% of the study. There was still a remaining 89.2% on other variables or factors that were unknown and could be studied that contributed to the job performance. The regression analysis resulted in the impact between perceived organizational support and job performance was supported. Thus, hypothesis H_1 that perceived organizational support had direct positive effect on job performance among employees in the public and private sectors.

Table 6: Regression Analysis for H_3

Variables	Job Performance	
	β	Sig.
Perceived Organizational Support	0.329	0.000
R^2	0.108	
Adj. R^2	0.102	
F-Change	17.006	
Sig. F-Change	0.000	

Moreover, Table 7 depicts the mediation analysis of perceived organizational support toward flexible work arrangements and job performance in understanding the impact on the employees in the public and private sectors. Subsequently, the mediation result determined the acceptance or rejection of the study's mediation hypothesis. The regression analysis proved that there was a mediation effect of perceived organization between

flexible work arrangements and job performance based on the value ($\beta = 0.141$, $p = \text{not sig.}$), whereby the interaction of perceived organizational support ($\beta = 0.045$, $p < 0.001$) indicated a significant mediation value between flexible work arrangements and job performance. While R^2 of 0.110 shows that job performance could explain only 11% of the study. There was still a remaining 89% on other variables or factors that were unknown and could be studied that contributed to the job performance. The mediation analysis of perceived organizational support resulted in the impact between flexible work arrangements and job performance. Thus, hypothesis H_2 that perceived organizational support mediated the flexible work arrangements and job performance among employees in the public and private sectors.

Table 7: Mediation Analysis for H_4

Variables	Job Performance			
	Without Mediation		With Mediation	
	β	Sig.	β	Sig.
Flexible Work Arrangements	0.141	0.082	0.045	0.607
Perceived Organizational Support			0.314	0.001
R^2	0.023		0.110	
Adj. R^2	0.015		0.096	
F-Change	3.070		12.744	
Sig. F-Change	0.082		0.001	

In summary, Table 8 depicts the hypothesis outcomes.

Table 8: Hypotheses Results

Hypothesis	Results
H_1 : There is a positive relationship between flexible work arrangements and job performance among employees in public and private organizations aftermath of the COVID-19 pandemic.	Not supported
H_2 : There is a positive relationship between flexible work arrangements and perceived organizational support among employees in public and private organizations aftermath of the COVID-19 pandemic.	Supported
H_3 : There is a positive relationship between perceived organizational support and job performance among employees in public and private organizations aftermath of the COVID-19 pandemic.	Supported
H_4 : There is a positive mediation of perceived organizational support between flexible work arrangements and job performance among employees in public and private organizations aftermath of the COVID-19 pandemic.	Mediated

DISCUSSION AND CONCLUSION

The relationship between flexible work arrangements and job performance occurred with no relationship. This can be considered that employees do not regard flexible work arrangements impacted their job performance. Thus, the organizations' management may or may not provide flexible work arrangement scheme to their employees. On the positive remark, the organization's management may offer an alternative to their employees who are interested in being on the flexible work arrangement scheme. Regression between flexible work arrangements and job performance is not supported based on the simple regression analysis. This shows that there is no impact between those two variables. Moreover, this can be concluded that any changes in flexible work arrangements will have no impact on the employees' job performance. Thus, this concludes that other

important variables may affect the relationship between flexible work arrangements and job performance among employees. Moreover, the study concurs with Rahman, Kistyanto, and Surjanti (2020) findings that flexible work arrangements do not significantly influence employee performance. Conversely, the study's results are contradictory with other studies, namely Giovanis (2018) discovered a significant and positive relationship between the flexible employment arrangements and the workplace performance, and Zerhouni (2022) discovered that flexible work arrangements have an overall higher wellbeing, job satisfaction and work performance.

On the other hand, there is a relationship between flexible work arrangements toward perceived organizational support and perceived organizational support toward job performance. Firstly, flexible work arrangement is considered to have a relationship toward perceived organizational support among employees. This can be said that employees psychologically believe that their perceived organizational support increases according to their flexible work arrangement. Thus, as mentioned above, if the management provides a flexible work arrangement to their employees, then this would improve the perceived organizational support they receive from the organization. Regression between flexible work arrangements and perceived organisational support is supported based on the simple regression analysis. This shows that there is an impact between those two variables. Moreover, this can be concluded that any changes in flexible work arrangements will have an impact on the employees' perceived organizational support. Thus, this concludes that other important variables may affect the relationship between flexible work arrangements and perceived organizational support among employees. The study's result is inline with Yamin and Pusparini (2022) study discussed that flexible work arrangements and perceived organizational support have a positive and significant effect on employee engagement and employee job performance. On the other hand, Pramaditya and Pusparini (2022) results indicated that perceived organizational support has a significantly positive effect on the flexible working arrangement.

Finally, perceived organizational support has a relationship with job performance. This can be said that employees' job performance is affected by perceived organizational support. Thus, top management should embark on their efforts to make their employees feel that their organization seriously takes care of their work and well-being. Regression between perceived organisational support and job performance is supported based on the simple regression analysis. This shows that there is an impact between those two variables. Moreover, this can be concluded that any changes in perceived organisational support will have an impact on the employees' job performance. Thus, this concludes that other important variables may affect the relationship between perceived organizational and job performance support among employees. Interestingly, Darolia, Kumari, and Darolia (2010) study discovered that POS showed highest correlation with job performance. Conversely, Ridwan, Mulyani, and Ali (2020) in a different context discovered that perceived organizational support, had a positive and significant effect on employee performance.

On the other hand, mediation regression of perceived organizational support between flexible work arrangements and job performance is supported. This shows that there is an impact between those two variables. Moreover, this can be concluded that any changes in perceived organizational support will have an impact on the employees' job performance. Thus, in the context of organizations' top management, they need to ensure that their employees feel the perceived organizational support. The employee's job performance will increase as they feel that their organizations do care about themselves at work. To do this, the relevant departments and administrative personnel are needed to conduct various positive impact programs on their employees. This result is in accord with Miao and Kim (2010) regression analysis showed positive correlations of POS and job satisfaction with work performance.

The research outcomes are hoped to understand the aftermath of COVID-19 issues on the employees' flexible work arrangement perceived organizational support is also hoped to be assessed from the context of their employees. The outcomes of this research ministry in the country toward the employees' work well-being, such as the Labor Office, Human Resources Ministry, and employees. Moreover, the research is in tandem with the nation's talent development agenda in producing potential postgraduate research in coincide with the nation's Employment Act (Amendment, 2022) on the formal recognition of the FWA. Last but the nations in terms of the information on social innovation about the social community well-being and social unity Madani" regardless they are Malay, Chinese, Indian, Sarawakian, Sabahan, and others.

The findings of this research can provide an assessment of the new way of working in showing the work flexible arrangement, job performance, and perceived organizational support among employees in public and private organizations in facing future national and global issues, namely pandemics and disasters. Furthermore, the basic identification of the relevant variables about the employees and organizations would be a turning point in crafting new knowledge for blending the organizations and employees coherent in facing the new norm of work-life among Malaysians in the “Malaysia Madani.”

This research output assesses an impact on the society, economy, and nation, especially on "Malaysia Madani." Firstly, the society gives input on the identification of the variables of work flexible arrangements, job performance, and perceived organizational support. Secondly, the economy especially toward the organization, the organizations' top management can receive help from the research outputs in their understanding of the employees' concerns and beliefs on the organization's support, namely perceived organizational support. It is expected that the level of employees' perceived organizational support would lead to the level of their job performance that in turn will be translated into the business profits cum economic well-being of the nation. Finally, the nation, especially the labor agency and ministry, the research output would be an impetus for them in drafting a good national policy that relates to the employees' quality of work-life on the work flexible arrangements policy.

ACKNOWLEDGMENT

Acknowledgment to the Universiti Sains Malaysia on the Bridging Grant and for the funding of this research. Ref no. R501-LR-RND003-0000000742-0000.

REFERENCES

1. Afzali, A., Motahari, A. A., & Hatami-Shirkouhi, L. (2014). Investigating The Influence of Perceived Organizational Support, Psychological Empowerment and Organizational Learning on Job Performance: An Empirical Investigation. *Tehnički Vjesnik*, 21(3), 623-629. UDC/UDK 65.012.013.122.015.25:336.71(55)
2. Arshadi, N. & Hayavi, G. (2013). The Effect of Perceived Organizational Support on Affective Commitment and Job Performance: Mediating role of OBSE. *Procedia - Social and Behavioral Sciences*, 84, 739 – 743
3. Batt, R. & Valcour, P. M. (2003), Human Resources Practices as Predictors of Work-Family Outcomes and Employee Turnover. *Industrial Relations: A Journal of Economy and Society*, 42: 189-220. <https://doi.org/10.1111/1468-232X.00287>
4. Beltrán-Martín, I., Roca-Puig, V., Escrig-Tena, A., & Bou-Llusar, J. C. (2008). Human resource flexibility as a mediating variable between high-performance work systems and performance. *Journal of Management*, 34(5), 1009–1044. <https://doi.org/10.1177/0149206308318616>
5. Bran, C. & Udrea, C. I. (2016). The Influence of Motivation and Flexibility on Job Performance. *The European Proceedings of Social & Behavioral Sciences*. 135-143. <http://dx.doi.org/10.15405/epsbs.2016.09.17>
6. Buheji, M. & Ahmed, D. (2020). Planning for ‘The New Normal’: Foresight and Management of the Possibilities of Socio-economic Spillover due to COVID-19 Pandemic. *Business Management and Strategy*, 11(1), 160–179. doi:10.5296/bms.v11i1.17044
7. Byrne, Z. S., & Hochwarter, W. A. (2008). Perceived organizational support and performance: Relationships across levels of organizational cynicism. *Journal of Managerial Psychology*, 23(1), 54–72. <https://doi.org/10.1108/02683940810849666>
8. Chiang, C-F. & Hsieh, T-S. (2012). The impacts of perceived organizational support and psychological empowerment on job citizenship behaviour. *International Journal of Hospitality Management*, 31, 180–190. <https://doi.org/10.1016/j.ijhm.2011.04.011>
9. Dane, E., & Brummel, B. J. (2013). Examining workplace mindfulness and its relations to job performance and turnover intention. *Human Relations*, 67(1), 105-128. <https://doi.org/10.1177/0018726713487753>
10. Darolia, C. R., Kumari, P. & Darolia, S. (2010). Perceived Organizational Support, Work Motivation, and Organizational Commitment as determinants of Job Performance. *Journal of the Indian Academy*

- of Applied Psychology, 36(1), 69-78.
11. Davidescu, A. A., Apostu, S-A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees – implications for sustainable human resource management. *Sustainability*, 12, 1-53. doi:10.3390/su12156086
12. Dunham, R. B., Pierce, J. L., & Castañeda, M. B. (1987). Alternative work schedules: Two field quasi-experiments. *Personnel Psychology*, 40(2), 215–242. <https://doi.org/10.1111/j.1744-6570.1987.tb00602.x>
13. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.
14. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
15. Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51–59. <https://doi.org/10.1037/0021-9010.75.1.51>
16. Fu, W., & Deshpande, S. P. (2014). The impact of caring climate, job satisfaction, and organizational commitment on job performance any. *Journal of Business Ethics*, 124(2), 339-349. Available at: <http://dx.doi.org/10.1007/s10551-013-1876-y>.
17. Galinsky, E., Bond, J. T., & Friedman, D. E. (1993). *The Changing Workforce: Highlights of the National Study*. DIANE Publishing.
18. Giovanis, E. (2018). The relationship between flexible employment arrangements and workplace performance in Great Britain. *International Journal of Manpower*, 39(1), 51-70. DOI 10.1108/IJM-04-2016-0083
19. Golden, L. (2001). Flexible work schedules: Which workers get them? *American Behavioral Scientist*, 44(7), 1157–1178. <https://doi.org/10.1177/00027640121956700>
20. Golden, L. (2009). Flexible daily work schedules in U.S. Jobs: Formal introductions needed? *Industrial Relations: A Journal of Economy & Society*, 48(1), 27–54. <https://doi.org/10.1111/j.1468-232X.2008.00544.x>
21. Halpern, D. F. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 21(3), 157–168. <https://doi.org/10.1002/smi.1049>
22. Jeffrey Hill, E., Grzywacz, J. G., Allen, S., Blanchard, V. L., Matz-Costa, C., Shulkin, S., & Pitt-Catsoupes, M. (2008). Defining and conceptualizing workplace flexibility. *Community, Work & Family*, 11(2), 149–163. <https://doi.org/10.1080/13668800802024678>
23. Hogarth, T., Hasluck, C., Pierre, G., Winterbotham, M., & Vivian, D. (2001). *Work-life balance 2000: Results from the Baseline Study*. Labour Market Trends; London, 109(7), 371.
24. ILO (2020). *An employers' guide on working from home in response to the outbreak of COVID-19*. Available on: <https://www.ilo.org/publications/employers'-guide-working-home-response-outbreak-covid-19>
25. Kelliher, C., & Anderson, D. (2010). Doing more with less? Flexible working practices and the intensification of work. *Human Relations*, 63(1), 83–106. <https://doi.org/10.1177/0018726709349199>
26. Krijgheld, M., Tummers, L. G. & Scheepers, F. E. (2022). Job performance in healthcare: a systematic review. *BMC Health Serv Res*, 22, 149. <https://doi.org/10.1186/s12913-021-07357-5>
27. Lepak, D. P., Takeuchi, R., & Snell, S. A. (2003). Employment Flexibility and Firm Performance: Examining the Interaction Effects of Employment Mode, Environmental Dynamism, and Technological Intensity. *Journal of Management*, 29(5), 681-703. https://doi.org/10.1016/S0149-2063_03_00031-X
28. Lim, V. K. G., & Teo, T. S. H. (2000). To work or not to work at home: An empirical investigation of factors affecting attitudes towards teleworking. *Journal of Managerial Psychology*, 15(5-6), 560–582. <https://doi.org/10.1108/02683940010373392>
29. Madsen, S. R. (2006). Work and family conflict: Can home-based teleworking make a difference? *International Journal of Organization Theory & Behavior*, 9(3), 307-350. <https://doi.org/10.1108/IJOTB-09-03-2006-B002>
30. Menezes, L. M. D. & Kelliler, C. (2016). Flexible Working, Individual Performance, and Employee Attitudes: Comparing Formal and Informal Arrangements. *Human Resource Management*, 56(6), 1051-1070. DOI:10.1002/hrm.21822

31. Miao, R. & Kim, H. (2010) Perceived Organizational Support, Job Satisfaction and Employee Performance: An Chinese Empirical Study. *Journal of Service Science and Management*, 3, 257-264. doi: 10.4236/jssm.2010.32032.
32. Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance*, 10(2), 71–83. https://doi.org/10.1207/s15327043hup1002_1
33. Mungania, A. K., Waiganjo, K. E., & John M. Kihoro, J. M. (2016). Influence of Flexible Work Arrangement on Organizational Performance in the Banking Industry in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 6(7), 159-172.
34. Pramaditya, Y. & Pusparini, E.S. (2021). The Effect of Perceived Organizational Support on Flexible Working Arrangement and Task Performance: The Mediating Role of Organizational Commitment. *Advances in Economics, Business and Management Research*, 220, 449-455.
35. Rahman, M.F.W., Kistyanto, A. & Surjanti, J. (2020). Flexible Work Arrangements in COVID-19 Pandemic Era, Influence Employee Performance: The Mediating Role of Innovative Work Behavior. *International Journal of Management, Innovation & Entrepreneurial Research*, 6(2), 10-22. <https://doi.org/10.18510/ijmier.2020.622>
36. Rau, B. L., & Hyland, M. M. (2002). Role conflict and flexible work arrangements: The effects on applicant attraction. *Personnel Psychology*, 55(1), 111–136. <https://doi.org/10.1111/j.1744-6570.2002.tb00105.x>
37. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
38. Richman, A. (2006). Everyone Wants an Engaged Workforce how can you create it? *Workspan*; Scottsdale, 49(1), 36-39.
39. Ridwan, M., Mulyani, S.R., & Ali, H. (2020). A Multifaceted Review Journal in the Field of Pharmacy Improving Employee Performance through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior. *Systematic Reviews in Pharmacy*, 11(12), 839-849.
40. Shin, Y., Hur, W-M., & Hwang, H. (2022). Impacts of customer incivility and abusive supervision on employee performance: a comparative study of the pre- and post-COVID-19 periods. *Service Business*, 16(2), 309-330. <https://doi.org/10.1007/s11628-021-00456-7>
41. Thomas, L. T., & Ganster, D. C. (1995). Impact of family supportive work variables on work–family conflict and strain: a control perspective. *Journal of Applied Psychology*, 80, 6-15. <http://dx.doi.org/10.1037/0021-9010.80.1.6>
42. Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work–family culture on benefit utilization, organizational attachment, and work–family conflict. *Journal of Vocational Behavior*, 54(3), 392–415. <https://doi.org/10.1006/jvbe.1998.1681>
43. Tsen, M. K., Gu, M., Tan, C. M. & Goh, S. K. (2022), Does flexible work arrangements decrease or increase turnover intention? A comparison between the social exchange theory and border theory. *International Journal of Sociology and Social Policy*, 42(11-12), 962-983. <https://doi.org/10.1108/IJSSP-08-2021-0196>
44. Valverde, M., Tregaskis, O., and Brewster, C. (2000). Labor flexibility and firm performance. *International Advances in Economic Research*, 6(4), 649-661.
45. Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82–111. <https://doi.org/10.2307/257021>
46. Werner, J.M. (2000) Implications of OCB and Contextual Performance for Human Resource Management. *Human Resource Management Review*, 10, 3-24. [http://dx.doi.org/10.1016/S1053-4822\(99\)00036-4](http://dx.doi.org/10.1016/S1053-4822(99)00036-4)
47. Yamin, R.A. & E.S. Pusparini E.S. (2021). The Effect of Flexible Work Arrangement and Perceived Organizational Support on Employee Job Performance: The Mediating Role of Employee Engagement. *Advances in Economics, Business and Management Research*, 220, 436-441.
48. Zerhouni, L. (2022). The Effect of Flexible Work Arrangements on Employees' Well-being, Job Satisfaction, and Work Performance in Morocco: A Case Study. *MAS Journal of Applied Sciences*, 7(2), 380–388. DOI: <http://dx.doi.org/10.52520/masjaps.v7i2id190>