

The Impact of Dual-Experience Flexible Work Arrangements on Employee Performance: The Moderating Role of E-Work Self-Efficacy

Bagus Adi Luthfi, Pantius Drahen Soeling, Chandra Wijaya

Universitas Indonesia, Indonesia

Email: bagus.luthfi92@ui.ac.id, soeling@yahoo.com, wijaya@ui.ac.id

*Correspondence: bagus.luthfi92@ui.ac.id

ABSTRACT: The impact of flexible work arrangements (FWA) on employee performance remains inconclusive due to the tendency of prior research to analyze the phenomenon from a single perspective, either that of the employee or the organization. This study aims to address this gap by examining the influence of two forms of FWA—flexibility as a contribution and flexibility as an inducement—on employee performance, while also investigating the moderating role of e-work self-efficacy. Guided by social exchange theory and the Job Demands-Resources (JD-R) model, an online survey was conducted using a cross-sectional design, collecting 545 valid responses from employees in the ICT-based industry. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that flexibility as a contribution negatively impacts employee performance, whereas flexibility as an inducement has a positive effect. The moderation analysis further shows that e-work self-efficacy significantly moderates the relationship between flexibility as a contribution and both task and contextual performance but not adaptive performance. Similarly, e-work self-efficacy significantly moderates the relationship between flexibility as an inducement and task performance but not contextual or adaptive performance. This study concludes that the effects of FWA on employee performance are nuanced and depend on the form of flexibility offered and the level of employees' e-work self-efficacy. These findings provide actionable insights for organizations to optimize FWA policies to enhance employee performance.

Keywords: flexible work arrangement, employee performance, e-work self-efficacy

INTRODUCTION

The COVID-19 pandemic has had a significant impact on organizations, changing their work culture to be more flexible (Mehta, 2021). More surprisingly, many companies around the world have maintained FWA (FWA) for two years since the pandemic (Torres & Orhan, 2023) by using digital communication modes to maintain this change in the post-pandemic era (Williams, 2021). It must be admitted that technological developments force companies to be able to continue to maintain the best performance of their employees in order to remain competitive (Farha & Setiadi, 2022), especially in companies engaged in the technology-based industrial sector, they must change their work management structure in order to continue to focus on customer satisfaction and service (Gupta & Agrawal, 2021).

Therefore, companies need to adopt innovative work models such as FWA that allow employees to organize how they complete their work, their schedules, and their work locations

flexibly so that they can contribute through better performance (Firdaus & Anindita, 2024). This is also supported by the current trend where the development of information and communication technology (ICT) such as the internet, IoT, big data, AI, Web 3.0, 5G, and Wi-Fi6, to cloud computing has also encouraged many companies to make changes in managing their business to the way they work. In this case, opportunities for innovation in completing tasks to work methods, including the development of a new flexible work culture such as FWA (Alkhayyal & Bajaba, 2023).

Furthermore, research on the effect of FWA on performance is very important to be carried out amidst the adoption of ICT technology in the work environment (Mahmood, Nasir, Hamid, & Rudzi Munap, 2019) and the continuation of the FWA trend after the mass transformation of the implementation of WFH after Covid. So far, research on FWA has been carried out in two ideological streams based on their interests and benefits, namely flexibility for organizations and flexibility for employees (Bal & Jansen, 2016). Viewing FWA practices as an organizational discretion to manage its employees (organizational perspective) or as a privilege given to employees to manage their work (employee perspective) is no longer relevant. Current FWA practices have the potential for compromise between parties (organization and employees) due to the emergence of conflicts of interest from both. In this case, employees are likely to want to continue working flexibly or vice versa to be more productive, but the organization actually wants something else. Current FWA practices need to be seen as an agreement between parties (negotiation) for the common good under the direction of organizational management (Heery, 2016).

We decided to choose a pluralist framework that can accommodate the fact that the current FWA phenomenon is complex and is the result of negotiation/compromise between the organization and employees for the common interest without emphasizing the interests of one party (Budd, 2019). Furthermore, the pluralist framework can also explain the problem of inconclusive conclusions about the impact of FWA on employees and organizations. More specifically, the pluralist view places FWA as something that cannot be fully assumed to have a direct positive impact on individuals and organizations, which has so far been ignored by researchers. In addition, the pluralist framework also has the advantage of viewing FWA practices from the perspective of employees and organizations simultaneously rather than separately from each other (Cañibano, 2019). Based on this, the researcher sees that the FWA phenomenon can be presented in the framework of perceived flexibility, which carries the main idea that FWA consists of two complementary domains, namely, flexibility as a contribution that represents the organization's perspective and flexibility as an inducement which represents the employee's perspective. Both flexibility formulations are fundamentally different from the formulations of Hill et al. (2008) and Bal and Jansen (2016), which separate the two existing perspectives as independent domains. This flexibility formulation considers the two perspectives as a complex phenomenon that is exchanged with each other to build a holistic perspective of FWA (FWA). We argue that the analysis of the FWA phenomenon must be viewed from two domains at the same time so that it can provide new insights into the mechanisms of work relationships contained in FWA.

Flexibility as contribution can be interpreted as the perception of the organization's expectations of the contribution needed from employees regarding time and location of work arrangements. This is driven by the organization's need to be able to adapt in order to remain competitive in the market. Meanwhile, flexibility as inducement can be interpreted as the employee's perception of the rewards given by the organization in the form of freedom to choose or regulate where, when, and how long they have to do work, with the aim of meeting

their personal needs. This study, specifically, focuses on examining how the two flexibility domains above influence employee performance. Furthermore, one of the resources considered important in FWA is e-work self-efficacy, which is considered to have a significant influence on individual behavior and performance both directly and indirectly through its impact on motivation, persistence, resilience, and a person's ability to overcome existing challenges. E-work self-efficacy is an important part of the digital resilience competency needed to support a productive and sustainable work environment (Tramontano, Grant, & Clarke, 2021). E-work self-efficacy can be a personal resource in helping employees manage the stress experienced during FWA because of the individual's belief in using existing technology effectively so as to support employee performance achievement (Wang, Xiong, Murad, Chaudhary, & Waqar, 2023). Thus, E-work self-efficacy has the potential to have a significant influence in influencing the strength of the relationship between FWA and employee performance. Therefore, this study also aims to examine how e-work self-efficacy moderates the influence of the relationship between the two forms of flexibility in FWA on employee performance.

The urgency of this research lies in the evolving nature of work environments driven by digital transformation, which has intensified the adoption of flexible work arrangements (FWA). These changes bring significant implications for employee performance, particularly in technology-driven industries. With organizations striving to maintain competitive advantages, understanding how different forms of FWA impact performance is critical for creating effective work policies. Addressing the potential trade-offs between flexibility as a contribution and flexibility as an inducement is essential for fostering sustainable productivity in the modern workplace.

Despite extensive research on FWA, the impact of its dual forms—flexibility as a contribution and flexibility as an inducement—on employee performance remains underexplored. Most studies focus on a single perspective, either organizational or employee-centric, without examining their combined effects. Furthermore, the moderating role of e-work self-efficacy in influencing the relationship between these forms of flexibility and various dimensions of performance (task, contextual, and adaptive) has not been sufficiently analyzed, leaving a gap in understanding how individual competencies can mitigate or enhance FWA outcomes.

The novelty of this study lies in its integration of dual-experience flexibility with the moderating role of e-work self-efficacy, offering a comprehensive analysis of their combined effects on employee performance. By employing the pluralist framework, this research uniquely positions FWA as a negotiation between organizational expectations and employee benefits, moving beyond the traditional binary perspectives. This approach provides new insights into optimizing FWA policies to align organizational goals with employee well-being and performance.

This study aims to analyze the effects of flexibility as a contribution and flexibility as an inducement on employee performance while examining the moderating role of e-work self-efficacy. The findings aim to provide actionable recommendations for organizations to design balanced FWA policies that address both employee and organizational needs. Benefits include improved employee productivity, reduced work-life conflict, and enhanced organizational adaptability. Ultimately, this research contributes to creating more inclusive and effective workplace practices in the context of digital transformation.

RESEARCH METHODOLOGY

This study uses a quantitative research design to determine the relationship between the variables used. This is done to test the direct effect of flexibility as a contribution and flexibility as an inducement in FWA practices on employee performance (task, contextual, and adaptive) when moderated by e-work self-efficacy. Testing with a moderation model is conducted to determine whether e-work self-efficacy has a role in strengthening or weakening the reverse relationship between the two forms of flexibility on employee performance (Cohen, Cohen, West, & Aiken, 2013).

This study uses a non-probability purposive sampling approach. The sample taken in this study were employees who are currently working in the technology-based industrial sector (fintech, e-commerce, IT, edutech, online media, telco, travel & hotel platform) with a minimum of one year of work experience who are undergoing FWA. Employees with one year of work experience are considered to have a value match between individuals and organizations and have the intention to stay (Chatman, 1991). Data collection from respondents was carried out through online media. The questionnaire was distributed via a form survey link shared through social media platforms. This study uses PLS-SEM to test structural associations, which is the main objective of this study (Hair, Ringle, & Sarstedt, 2011). According to Hai et al. (2016), the sample size should be "five times the number of indicators." Therefore, the samples that have been collected exceed the minimum sample size requirements for the seventeen measurement indicators. The minimum sample size requirement for this study is ($n = 85$) and ($n = 545$) samples used for data analysis purposes. Thus, the sample size used is adequate for PLS-SEM analysis.

RESULT AND DISCUSSION

Data Analysis

We tested the validity, reliability, and research hypotheses using Smart Partial Least Squares software (SmartPLS version 4.0). SmartPLS has the capacity to predict the main constructs and is able to test all relationships between constructs simultaneously (Hair, Risher, Sarstedt, & Ringle, 2019), which is appropriate for the proposed moderation model. The significance of the path analysis, t-scores, p-values, and corresponding 95% bias-corrected and accelerated (BCa) bootstrap confidence intervals was calculated using a bootstrapping procedure (with a subsample of 5000 using no sign changes) and a 5% significance level. Model testing involves two phases of data analysis. First, the validity and reliability of the measurement model constructs are tested. Second, testing the hypotheses.

Construct's reliability and validity

The validity of the measurement instrument is assessed by convergent validity and discriminant validity. Each construct item shows an outer loading value above the recommended value (>0.7). The AVE value on the latent construct is above 0.6 (the recommended value is 0.5), which indicates that the measurement instrument is valid. The reliability of the instrument measurement instrument is examined through internal consistency. For scale reliability, most latent constructs show adequate composite reliability values and Cronbach's alpha (α) above 0.80 (the recommended value is 0.70), which indicates that the measurement instrument used is reliable. Table 2 presents the validity and reliability of the scale.

Table 2. Validity and reliability.

Constructs	Indicator	Factor loadings	Cronbach's alpha	Composite reliability (rho_a)	AVE
<i>E-Work Self-Efficacy</i>	E-WSE1	0,785	0,887	0,89	0,638
	E-WSE2	0,802			
	E-WSE3	0,799			
	E-WSE4	0,773			
	E-WSE5	0,843			
	E-WSE6	0,789			
	E-WSE1	0,785			
	E-WSE2	0,802			
<i>Flexibility as a Contribution</i>	FC1	0,785	0,868	0,878	0,603
	FC2	0,761			
	FC3	0,808			
	FC4	0,818			
	FC5	0,711			
	FC6	0,77			
<i>Flexibility as an Inducement</i>	FI1	0,789	0,861	0,863	0,642
	FI2	0,805			
	FI3	0,812			
	FI4	0,827			
	FI5	0,774			

Hypotheses Testing

Table 3 shows the results of the path analysis. H1 proposed that flexibility as a contribution is negatively related to task performance ($\beta = 0.229$, $p = 0.00$) is supported. H2 proposed that flexibility as a contribution is negatively related to contextual performance ($\beta = 0.302$, $p = 0.00$) is supported. H3 proposed that flexibility as a contribution is negatively related to adaptive performance ($\beta = 0.117$, $p = 0.00$) is supported. Moreover, H4 proposed that flexibility as an inducement is positively related to task performance ($\beta = 0.415$, $p = 0.00$) is supported. H5 proposed that flexibility as an inducement is positively related to contextual performance ($\beta = 0.466$, $p = 0.00$) is supported. H6 proposed that flexibility as an inducement is positively related to adaptive performance ($\beta = 0.503$, $p = 0.00$) is supported.

Furthermore, Table 5 shows the results of the moderation analysis. H7 proposed that e-work self-efficacy moderates the negative relationship between flexibility as a contribution and task performance ($\beta = 0.114$, $p = 0.01$) is supported. H8 proposed that e-work self-efficacy moderates the negative relationship between flexibility as a contribution and contextual performance ($\beta = 0.136$, $p = 0.00$) is supported. H9 proposed that e-work self-efficacy moderates the negative relationship between flexibility as a contribution and adaptive performance ($\beta = 0.019$, $p = 0.32$), which is not supported. H10 proposed that e-work self-efficacy moderates the positive relationship between flexibility as an inducement and task performance ($\beta = 0.107$, $p = 0.02$) is supported. H11 proposed that e-work self-efficacy moderates the positive relationship between flexibility as an inducement and contextual performance ($\beta = 0.049$, $p = 0.16$), which is not supported. Finally, H12 proposed that e-work self-efficacy moderates the positive relationship between flexibility as an inducement and adaptive performance ($\beta = 0.016$, $p = 0.36$), which is not supported.

We used Kenny's f^2 formula to assess the moderator's f^2 effect size. The f values of 0.005, 0.01, and 0.025 are measured as "small, medium, and large effects" (Kenny & Judd, 2019). The f^2 values of the e-work self-efficacy moderation path on flexibility as a contribution to task and contextual performance are 0.031 and 0.057 (high), respectively. Meanwhile, the moderation path of e-work self-efficacy on flexibility as an inducement to task performance shows an effect size value of 0.034 (high). Next, we evaluate the explanatory power based on the explained variance (R^2) of endogenous variables such as task performance, contextual performance, and adaptive performance. The R^2 values for task performance, contextual performance, and adaptive performance are 0.336, 0.484, and 0.406, representing the model's ability to explain these outcomes is moderate.

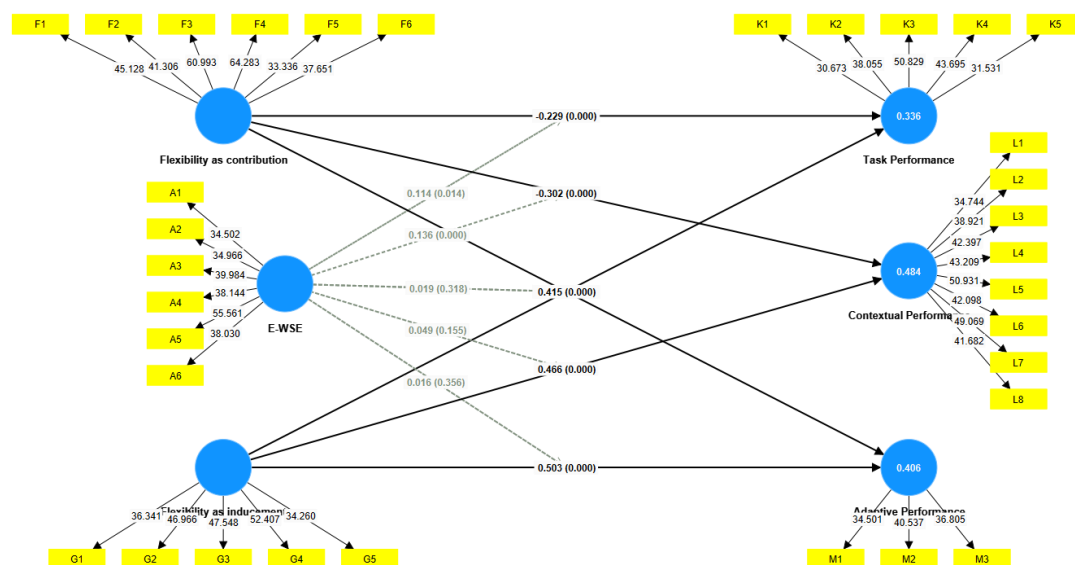


Fig. 1. path model result.

Table 3 Path analysis

Hypotheses	Path testing	β	t-statistics	p-values	Accepted
H1	Flexibility as a Contribution -> Task Performance	-0.229	5.17	0.00	Yes
H2	Flexibility as a Contribution -> Contextual Performance	-0.302	7.64	0.00	Yes
H3	Flexibility as a Contribution -> Adaptive Performance	-0.117	3.00	0.00	Yes
H4	Flexibility as an Inducement -> Task Performance	0.415	5.22	0.00	Yes
H5	Flexibility as an Inducement -> Contextual Performance	0.466	6.30	0.00	Yes
H6	Flexibility as an Inducement -> Adaptive Performance	0.503	7.13	0.00	Yes
H7	E-WSE x Flexibility as a Contribution -> Task Performance	0.114	2.19	0.01	Yes

Table 4 Moderation analysis

Hypotheses	Path testing	β	t-statistics	p-values	Moderation
H7	E-WSE x Flexibility as a Contribution -> Task Performance	0.114	2.19	0.01	Yes
H8	E-WSE x Flexibility as a Contribution -> Contextual Performance	0.136	3.38	0.00	Yes
H9	E-WSE x Flexibility as a Contribution -> Adaptive Performance	0.019	0.47	0.32	No
H10	E-WSE x Flexibility as an Inducement -> Task Performance	0.107	2.15	0.02	Yes
H11	E-WSE x Flexibility as an Inducement -> Contextual Performance	0.049	1.02	0.16	No
H12	E-WSE x Flexibility as an Inducement -> Adaptive Performance	0.016	0.37	0.36	No

Discussion

Based on the results of the analysis, we found that the negative influence of flexibility as a contribution has a negative effect on employee performance (H1, H2, and H3). This can be interpreted that the higher the level of flexibility as a contribution felt by employees during FWA, the lower the overall level of employee performance. Departing from the reciprocal relationship put forward in the theory of social exchange (Rousseau, 1995), flexibility as a contribution requires employees to always be ready at any time to receive assignments from the organization or do more work and even have to experience longer working hours compared to traditional patterns as a form of reciprocity for the work flexibility provided. Flexibility as a contribution is prone to causing employees to face the risk of unclear time limits and high workloads during FWA as a form of work intensification (Peters, Den Dulk, & Van Der Lippe, 2009)). The exploitation of their time, mind, and energy to do work outside of normal working hours has the potential to cause stress due to high workloads, which ultimately have a negative impact on the completion of tasks and employee productivity (Hoorweg, Peters, & Van der Heijden, 2016; Lam & Lau, 2012). They also experience the risk of professional and social isolation because they do not have enough time to interact socially with their coworkers, which results in decreased self-confidence in completing tasks (Golden, Veiga, & Dino, 2008). Thus, the results of this study are in line with the findings where flexibility as a contribution felt by employees triggers employee responses in the form of decreased employee performance.

Our findings also support H4, H5, and H6 related to the positive influence of flexibility as an inducement on the three dimensions of employee performance. This indicates that the higher the level of flexibility as inducement felt by employees during FWA, the higher the level of employee performance in all dimensions. This finding is also in line with several previous studies, where flexibility as inducement has contributed to reducing work-to-family conflict, which makes them feel high job satisfaction and ultimately contributes to increasing task performance (Pham, Tuan, Thuy, Hoang, & Hoang, 2023). One of the main features of flexibility as an inducement, namely the flexibility of control over work, is found in the research of Godart et al. (2017), which also shows a positive impact on product and process innovation as part of adaptive performance. Meanwhile, the effect of flexibility as an inducement on contextual

performance can be seen from the pattern of reciprocal relationships. If flexibility as inducement provides job satisfaction to employees as a form of fulfilling the expectation of flexibility in managing their work, then employees will be willing to do work outside their formal duties and contribute to a positive organizational climate as a form of reciprocity (Chen & Fulmer, 2018; Sungu, Weng, & Kitule, 2019).

Furthermore, we found a moderating effect of e-work self-efficacy on the relationship between flexibility as contribution and task performance and contextual performance (H7 and H8) and on the relationship between flexibility as inducement and task performance (H10). Thus, the higher the e-work self-efficacy, the weaker the effect of flexibility as a contribution to task and contextual performance, and the stronger the effect of flexibility as an inducement on task performance. E-work self-efficacy can support the moderating path effect on both forms of flexibility on task performance and contextual performance because confidence and optimism in completing tasks, the ability to complete tasks effectively can act as a buffer in overcoming FWA challenges (Mihalca, Ratiu, Mengelkamp, Brendea, & Metz, 2024).

On the other hand, the results of the hypothesis test regarding the moderating effect of e-work self-efficacy on flexibility as contribution to adaptive performance, as well as on flexibility as inducement to contextual and adaptive performance indicate that the interaction effect between these variables cannot be confirmed. It is possible that high e-work self-efficacy does not encourage employees to show high contextual performance in the context of flexibility as an inducement, as well as high adaptive performance in both flexibilities as contribution and flexibility as an inducement. Judge et al. (2020), for example, found that individual self-efficacy showed different effects depending on the complexity of the task given. Their research results show that self-efficacy can affect performance only in low task complexity conditions, but not in medium or high complexity conditions. Based on these findings, it is possible that e-work self-efficacy does not affect contextual and adaptive performance, which can be caused by task complexity factors in technology-based industries that tend to be high because they have to deal with rapidly changing markets (Vogel & Lasch, 2018).

Implications

Theoretical Implications

The findings in previous literature regarding the diverse results regarding the relationship between FWA and employee performance are generally caused by the lack of distinction between the two flexibility phenomena studied in this study. They are more often seen as a single phenomenon. The results of this study can clarify the confusion that arises from the diverse findings regarding the relationship between work flexibility and performance, where flexibility as contribution has a negative impact on employee performance. In contrast, flexibility as inducement has a positive impact on employee performance. This finding also strengthens the social exchange theory (Blau & Michaeli, 2018) regarding the reciprocal relationship of the work relationship between employees and organizations in both contexts of flexibility. More specifically, both forms of flexibility have an impact on the relational dimension, where employees will reciprocate based on an evaluation of the organization's commitment to providing support to them.

The findings also confirm the main idea of JD-R regarding the role of job resources as a buffer against the negative impacts resulting from job demands. In the context of this study, flexibility as an inducement can minimize the negative impacts of flexibility as a contribution experienced by employees. As illustrated in the picture, in extreme conditions (blue line) where flexibility as the contribution is very dominant, employee performance will be very low.

However, when flexibility as an inducement is increased, employee performance scores increase quite significantly (red), which indicates the positive impact of flexibility as an inducement as a buffer for flexibility as a contribution (Fig. 2).

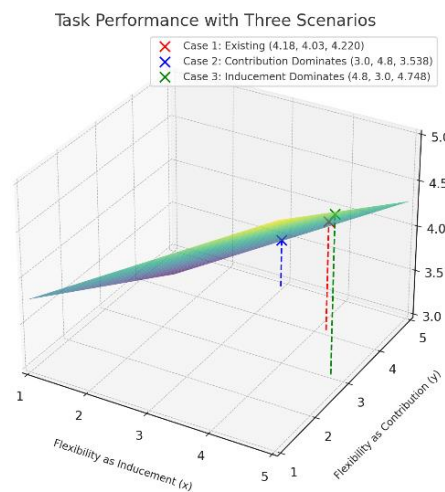


Fig 2. joint effect of FWA

The visualization of the interaction between flexibility as contribution and flexibility as inducement above can enrich the insight of the flexibility framework developed by Cañibano (2016), that not only employee well-being but employee performance is also determined by the results of the combination of flexibility felt by employees. The diagonal arrow in Figure 3 illustrates the interaction between the two forms of flexibility. From this perspective, employee performance can decrease if the flexibility as a contribution felt by employees is higher than flexibility as an inducement. Therefore, although both are considered independent variables, they are related to influencing employee performance.

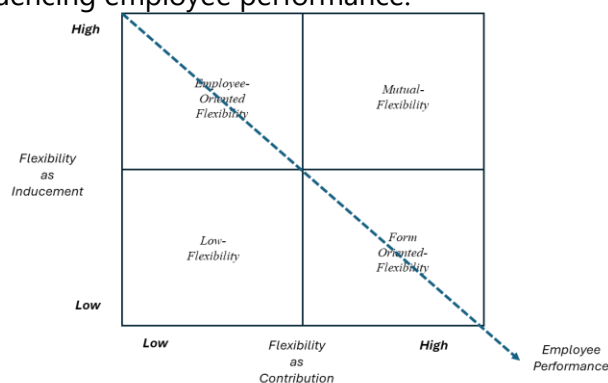


fig.3. perceived flexibility framework

Furthermore, e-work self-efficacy is proven to have an important role as a buffer effect in the moderation pathway of flexibility as a contribution to task and contextual performance. This supports the JD-R theory in the context of FWA, where e-work self-efficacy is an important determinant as one of the personal resources that can act as a buffer that reduces the negative impact felt by individuals facing high work demands. E-work self-efficacy also shows an important role as a reinforcing factor for the positive impact of flexibility as an inducement on task performance. This finding supports the argument of self-determinant theory, where the belief in employee competence to manage tasks and time well can have a positive impact on increasing motivation, thereby increasing individual performance.

Managerial Implications

This study offers two important practical suggestions and insights for HR managers. First, our findings show that flexibility as a contribution has a negative effect on employee performance, while flexibility as an inducement has a positive effect on employee performance. Therefore, organizations must be aware of the potential trade-offs between the two forms of flexibility in implementing FWA. Based on the results of this study, we recommend that organizations create policies that can ensure a balance between the two forms of flexibility by providing equal access to FWA, providing supporting technology to communicate and collaborate effectively in a virtual context, and providing guidelines on working time limits outside normal working hours. Second, organizations should pay attention to participants' confidence and ability to effectively carry out FWA through training on time or task management to foster their confidence in managing time and tasks effectively when carrying out FWA. Organizations also need to provide greater trust to employees in completing their tasks when carrying out tasks outside the office with a low level of supervision.

Limitation and Future Research Agenda

This study has several limitations, which need to be reviewed for further research. First, this study uses a cross-sectional design with considerations of simplicity and cost-effectiveness. One of the limitations of the cross-sectional design is its ability to prove causality between variables (Bowen & Wiersema, 1999) due to temporal ambiguity (Savitz & Wellenius, 2023). In general, in a cross-sectional design, only the relationship between the dependent and independent variables can be explained. However, in the case of testing the interaction of the relationship between variables with the moderator variable, it often produces a smaller effect De Hoogh et al. (2007). Therefore, a longitudinal design is needed to see a more accurate causal relationship mechanism.

Second, the use of a network of researchers in finding respondents resulted in the response rate for the questionnaires collected not being able to be calculated. This is because respondents also forwarded questionnaires to a number of respondents unknown to the researcher. Thus, there is a potential for the sample taken not to represent the population because it is likely that the sample can deviate from the general population (Ritchie, Lewis, Nicholls, & Ormston, 2003). Third, respondents who fill out (in this case, employees) are very likely to provide socially expected answers because the questionnaires they fill out come from researchers outside their company, so they can answer based on what they think others want to fill out (King & Bruner, 2000).

In order to draw generalizations about causality from the data, researchers suggest applying a longitudinal design to future research. Furthermore, the sampling technique of random sampling is more recommended than purposive sampling to obtain a more representative sample of the population. Thus, the sample in the next study should show a proportional distribution of the organizations involved as much as possible. Furthermore, because several moderation findings do not have strong evidence of moderating for the relationship between the two forms of flexibility and employee performance, future research should explore other mediating and moderating variables, such as organizational culture. Organizational culture is considered one of the important aspects of organizational success (Allen, 2001). Existing research, for example, shows that organizational culture is positively correlated with Miao and Zhang's (2024) performance because relying solely on FWA will not be enough to improve employee performance.

CONCLUSION

FWA will remain an alternative new work culture that any organization cannot avoid. Although there are many studies on the impact of FWA on performance, the findings are quite diverse and fragmented; the use of both forms of FWA flexibility in research still requires much research. The findings of this study contribute to providing clarity and overcoming the existing confusion regarding the diverse findings on the relationship between work flexibility and employee performance. This study proves how the negative impact on employee performance is generated by flexibility as a contribution, while the negative impact is generated by flexibility as an inducement. On the other hand, the intensification of technology in the world of work requires organizations to consider e-work self-efficacy as one of the important personal resources in supporting the effectiveness of employee performance during the implementation of FWA. This study highlights the significant role of e-work self-efficacy in moderating the relationship between the two forms of work arrangement flexibility and employee performance as part of the initial steps to understand the concept of the relationship. Therefore, this study encourages more related research to enrich the important area of literature on e-work self-efficacy in FWA practices.

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