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Assessing the impact of flexible work arrangements on employee job satisfaction in Malaysia

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ABSTRACT

This study highlighted the implications of a flexible work structure in improving job satisfaction in the country of Malaysia. Demographic analysis, validity, normality, reliability, and multiple regressions were performed to understand the connection between the research variables such as the flexibility of work arrangements, increment and appraisal, organizational environment, work pressures, and job satisfaction. Four hypothetical statements were formed based on the independent and dependent variables of the study. H1 and H2 were not supported; on the other hand, H3 and H4 were supported, as the significant value was more than 0.05. A total of 103 participants or 68.7% of respondents were female, while 31.3% were male. Cronbach's Alpha value was taken into consideration in terms of conducting the reliability test, and it was analysed that the variables were reliable. Biased attitudes and news were found while generating the findings, created due to the poor performance of the responses. The research found that Malaysian participants did not believe in the factors that job satisfaction is increased due to appraisals, and the flexibility of work arrangements is not that important as the variables are not supported. The research generated the finding that a positive work culture and work environment enhance the efficiency of the workers by increasing job satisfaction among them. The employees considered that work pressure needed to be possessed by the employees to get job satisfaction.

Keywords: Job satisfaction, work arrangements, increment and appraisal, organizational environment, work pressures

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INTRODUCTION

The Malaysian industry has facilitated their employees with flexible work hours to alleviate their work pressure. As per the viewpoint of the author Aik (2022), This also enables the workers to achieve proper satisfaction in the workplace as well as maintain employee retention for the company.

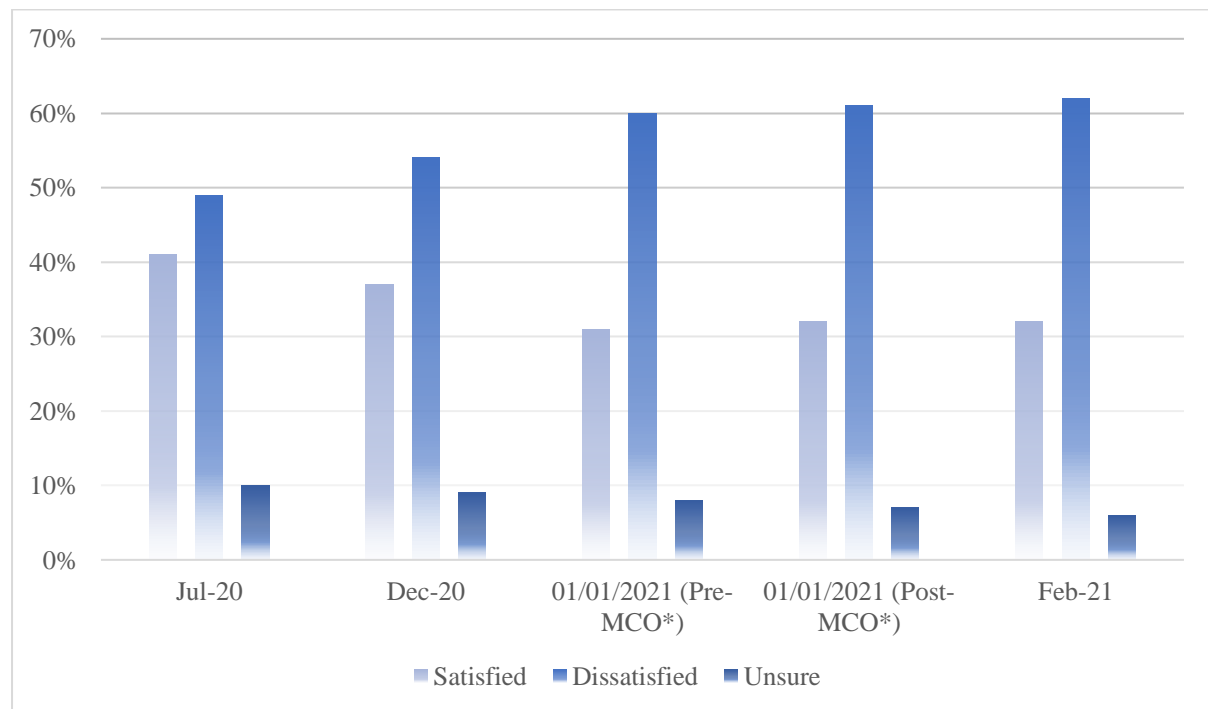


FIGURE 1. Increment in Employee Satisfaction in Malaysian Industries

The above graph clearly demonstrates the satisfaction rate among Malaysian employees while working in different organizations. As per the viewpoint of the author Aik (2022), around 41% of Malaysian workers were reported to be satisfied in the year 2020. In the year 2021, that number was about 32% despite the economic downturn experienced by the global economy.

Malaysian organizations face several issues related to employee performance as employee satisfaction is not provided properly. The flexibility of job arrangements is necessary for the satisfaction of the employees. On the other hand, organizations due to poor productivity do not be able to collect fair revenue from the market.

PS1: There is a lack of flexibility in work arrangements that causes job satisfaction of the employees

The Malaysian sectors in some cases fail to have flexibility in the work arrangements and due to this reason, the performance and job satisfaction of the employees are not performed as expected. Dousin et al. (2019) opined that the changes in the rotational shift can bring the best out of the employee but a lack of flexibility in the work arrangement fail to bring the best out of the employees.

PS2: Poor increment and appraisal affect the job satisfaction of Malaysian employees.

Increment and appraisal systems motivate and influence the employees and the Malaysian sectors in some cases fail to achieve the performance and satisfaction of the workers. Kanapathipillai & Azam (2020) argued that the authorities in Malaysian organizations try to adopt an improved increment and appraisal system which capsules easily brings job satisfaction to the employees.

PS3: Lack of improvement in the organizational environment negatively affects the job satisfaction of the employees in Malaysia.

The environment and work culture impact the performance of the employees and the job satisfaction of the employees is also dependent on their performance.



FIGURE 2. Effect of Toxic Working Environment on Job Satisfaction

(Source: Rasool et al. 2021)

As per the opinion of Ibrahim et al. (2019), the development of the work culture and organizational environment is needed for better improvement of organizational performance.

PS4: Poor practices of work pressures affect job satisfaction in Malaysian sectors.

Work lead is another cause of job satisfaction of the employees in the Malaysian sectors and due a heavy work pressure job satisfaction is affected. According to the viewpoint of Miah & Hafit (2019), the organization in order to get the best out of the employees put a lot of work pressure on them which could not be handled by them in some cases.

The research is organized to determine the impact of different flexibilities in the work-place to enrich the workplace experience for individual employees. This can elevate the work satisfaction of workers and lessen their workplace pressure. The research can also assist Malaysian organizational leaders in comprehending various ways to satisfy their employees in hopes of enhancing their performance.

The limitations of the research include certain aspects of the study omitted by the re-searchers. As per the viewpoint of the author Alias et al. (2019), the research has only been conducted among a certain demographic of employees in Malaysia and did not include the employees that work for minimum wage and don't have facilities that other employees working for prestigious corporations generally acquire.

LITERATURE REVIEWS

Job Satisfaction

Job satisfaction is one of the most crucial aspects of any functional business corporation in order to preserve their high-performing employees as well as recruit top talents from the market that are generally willing to serve the company. As per the opinions of the author Dousin et al. (2019), the study identifies job satisfaction as the dependent variable based on which the researcher is going to perform various tests. As per the observation made by the author Basheer et al. (2019), job satisfaction also assists the organizational hierarchy to lower their voluntary turnover rates among experienced employees that are genuinely loyal to their organization.

In addition to that, this aspect of the workplace also deters employees to inquire about any better job opportunities as well as devote their best efforts towards the betterment of their current enterprise. As per the viewpoint of the author Aik (2022), this also enables employees to share any confidential details about their organization with their respective adversaries which could provide a significant advantage to heighten their market presence. As per the opinions of the author Subramaniam et al. (2020), a company that adheres to upholding their employee's job satisfaction can save a considerable amount of revenue by reducing effective HR expenditure that usually could have gone forward to hiring new employees.

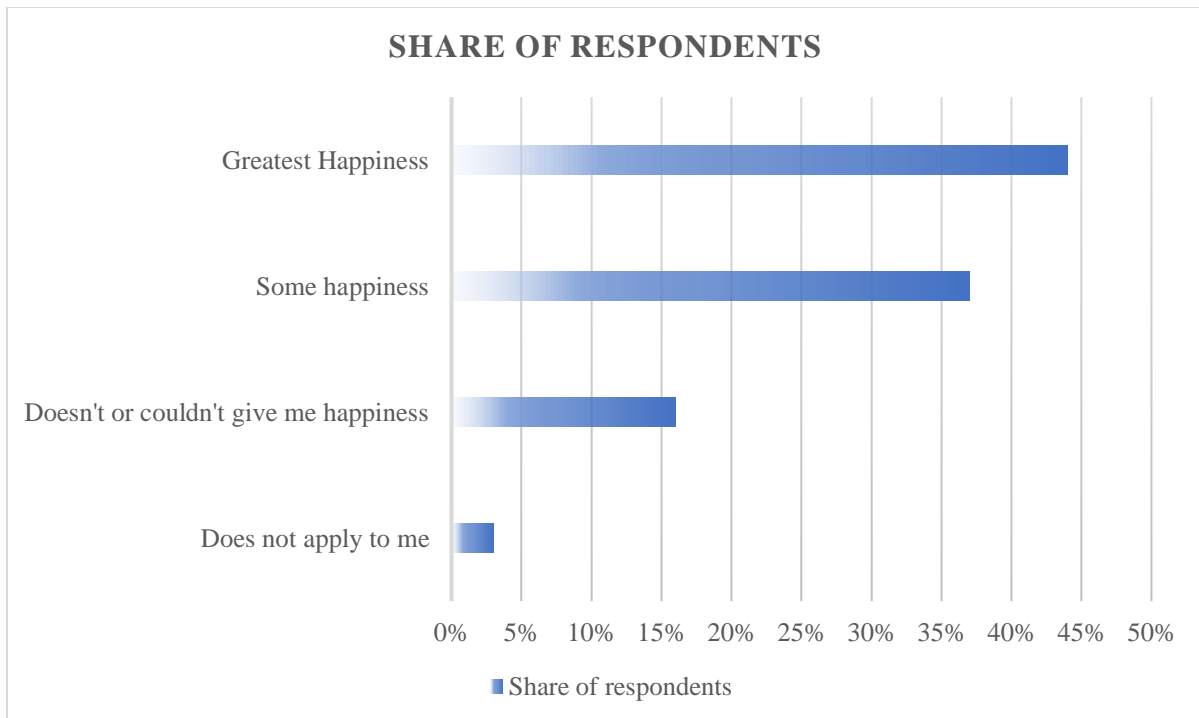


FIGURE 3. Significance of Job Satisfaction in Increasing the Happiness in The Lives of Malaysian Workers
(Source: Statista Research Department, 2022a)

The above graphical representation better underscores the implications of preserving appropriate job satisfaction for the employees that translates to them leading a happier lifestyle in the Malaysian context. As per the observations made by the author Alias et al. (2021), around 44% of Malaysian employees collaborated to the fact that they are very happy in their life after receiving proper workplace satiation from their employees in form of different incentives. In addition to that, almost 37% of the workers admitted that they received some type of happiness in their personal lives that directly stems from the job fulfilment they received from their respected institution. As per the viewpoint of the author Joyce & Ahmad (2019), about 16% of Malaysian workers also constitute that they haven't gained any amount of satisfaction in their private lives because of the success that they faced in their workplace environment. Furthermore, nearly 3% of the Malaysians also said that this measure does not apply to them.

The Flexibility of Work Arrangements

Flexibility in work arrangements is recognized as the first independent variable of the study. One of the most vital aspects of having a more flexible work environment means that a business organization can reduce their quarterly expenditure on unnecessary processes that can be otherwise utilized in more relevant departments. As per the opinions of the author Subramaniam et al. (2020), this method also aids larger corporations in reducing their overall cost of running a business during financial downturns that have proven to be massive financial revenue losses. In addition to that, the establishment can also increase the productivity of their workers by meeting their demands regarding flexible work hours when the employees are comfortable delivering their peak performance. As per the observations made by the author Aura and Desiana (2023), the work culture of a business enterprise can also be upgraded substantially with their proper utilization of flexibility in the workplace in hopes of upholding the collaborative atmosphere among different workers. As per the viewpoint of the author Alias et al. (2019), the company can also secure their longstanding workforce, at the same time yield proficient new employees by advertising the achievements of their older employees during their tenure.

A flexible work environment or schedule is one that does not have the restrictions that are frequently present in typical work schedule jobs. These agreements take into account the personal life and enable you to contribute to achieving a better work-life balance. Due to employers realizing the advantages of such agreements, they are becoming more widespread. Flexibility frequently enhances an organization's capacity to recruit, keep, and inspire highly skilled and seasoned workers. Additionally, it can support greater inclusiveness and diversity at work. By providing these options, an organization may be able to cut absenteeism, increase productivity, reduces overhead expenses, and maintains operations in case of catastrophes.

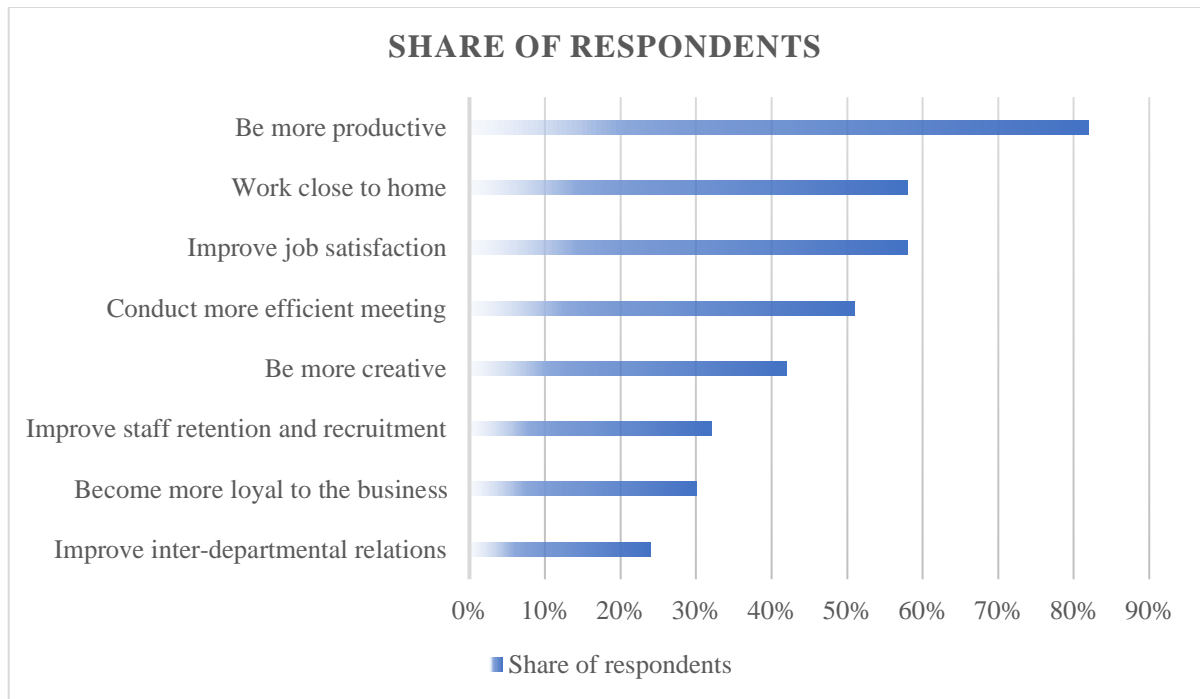


FIGURE 4. The Impact of Flexibility in The Workplace for Various Employees

(Source: Statista Research Department, 2022a)

The overhead graphical illustration better highlights the different benefits of flexibility that are naturally exhibited by workers from a global standpoint. As per the opinions of the author Selvanathan et al. (2020), around 82% of the enterprise executives have mentioned that in cooperating a fair amount of flexibility in their organizational infrastructure has greatly increased their employee productivity as well as helped them to strengthen their market presence. In addition to that, roughly 58% of the organizational administrators also noted the fact that their employees have appreciated the company's efforts to letting them work relatively close to their homes as well as in some cases even within the confines of their residents. As per the observations made by the author Putri et al. (2021), approximately 51% of the business officials also noted that they were able to make fruitful work meetings with their organizational employees and are successfully managing their flexible work schedules according to their requirements. As per the opinions of the author Subramaniam et al. (2020), around 42% of the corporate official also accentuated that the flexible nature of their respective workplace also brought out the creative aspect of employees as well as encouraged them to make effective decisions for the ultimate welfare of their organization.

Increment and Appraisal

The increment as well as appraisal is an essential part of the workplace culture as well as it has been selected by the researchers as the second independent variable of the study. Additionally, the company that maintains a regular increment policy for their overall employee base tend to possess a large number of satisfied employees that are completely loyal towards the betterment of the business institution. As per the observations made by the author Putri et al. (2021), various organizational increments systems, generally turn out to boost the financial condition of their employees in hopes that individual employees can accomplish their various financial obligations in their personal lives. As per the viewpoint of the author Aik (2022), reputed business establishments also follow an appraisal system for their employees in order to better progress their career growth even after an employee leaves the establishment in search of better prospects. As per the opinions of the author Subramaniam et al. (2020), the appraisal system also displays the concern of their subsequent hierarchy towards their employee base that can increase their workforce engagement as well as exalt the quality of their work and service that they provide their clients.

A salary augmentation letter from the organization to the employee details the rise in pay. An increase letter is typically sent following the conclusion of the performance review cycle, or when an employee's performance is strong, or in accordance with organizational policy. Appraisal letter and increment letter are both used. Every year, following the end of the fiscal year or in accordance with organizational policy, it is customary for employees to anticipate a pay increase from their employer. Employers will also conduct performance reviews and be prepared with all the necessary information regarding how much money they will need to set aside for salary increases and how much raises should be offered to certain employees. Employers must exercise extreme caution while handling the wage enhancement procedure because pay is the best motivating factor for workers.

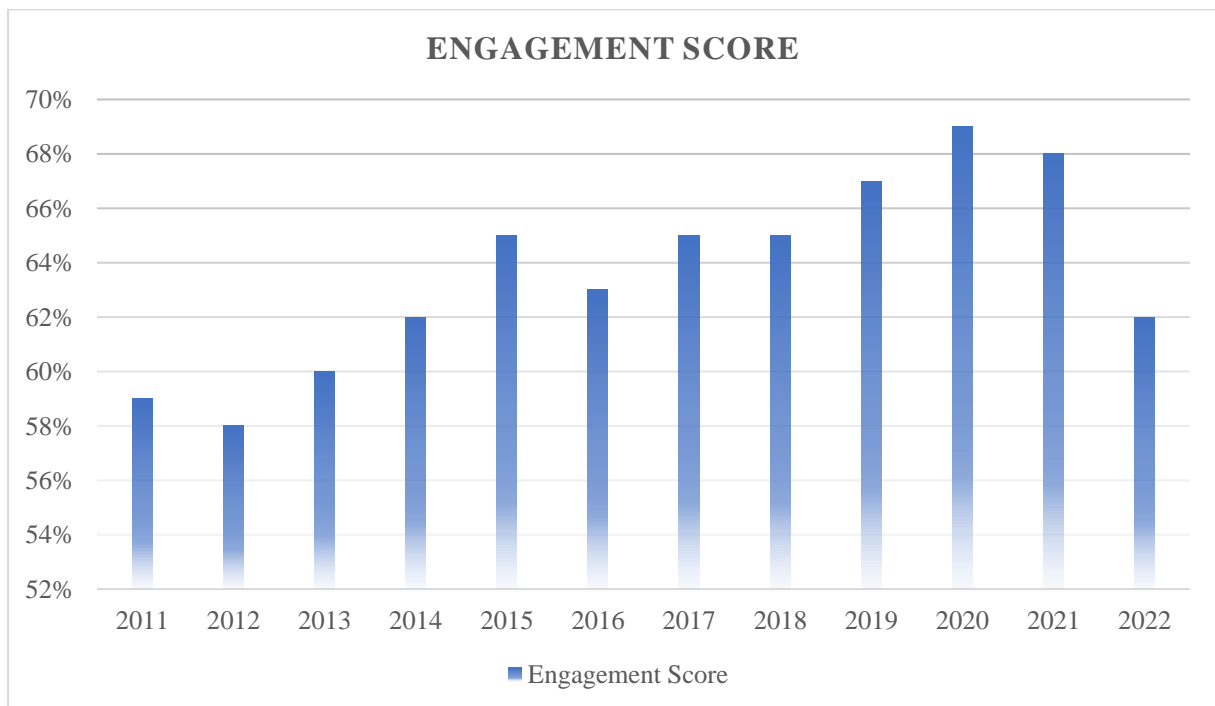


FIGURE 5. Effect of Increment and Appraisal in Raising Employee Engagement
(Source: Statista Research Department, 2024)

The overhead pictorial description better signifies the entire appraisal as well as the increment structure employed by enterprises to preserve their individual employee engagement. As per the observations made by the author Alias et al. (2021), in the year 2011, the employee engagement of different business institutions was around 59% which gravitates towards their insistence on continuously modifying their appraisal process. In addition to that, in the fiscal year of 2020, about 69% of the company representatives indicated that after upgrading their increment process they experienced better employee engagement.

As per the observations made by the author Putri et al. (2021), in the year 2022, that number dropped a considerable amount leaving the employee engagement levels to be roughly 62% which constitutes the inability of the global institutions to supply their workers with a proper increment because of the current financial climate. As per the opinions of the author Subramaniam et al. (2020), this condition is partly responsible because the global pandemic disrupted the operations of these organizations proving immense financial reprimands.

Organizational Environment

As per the observations made by the author Alias et al. (2021), the organizational environment is a component that business organizations in Malaysia try to retain in hopes of equipping their employees with the necessary confidence to act proficiently in their workplace without the risk of prejudice. As per the observation made by the author Basheer et al. (2019), an organization that constantly insists on preserving its collaborative atmosphere can correctly identify various lucrative business opportunities that will enable them to acquire more amounts of clients. In addition to that, the company that acknowledges the importance of a cooperative institutional environment can receive support as well as advice from the employee base on different ways the organization can tap into their valuable resources with maximum potential. As per the viewpoint of the author Aik (2022), a company that has a sustainable workplace environment can better adjust to changing circumstances in order for its employee base to handle difficult situations. As per the opinions of the author Subramaniam et al. (2020), an appropriately nurturing organizational environment also guarantees that experienced workers can assist their new recruits in hopes of increasing their performance so that they can quickly excel in their careers.

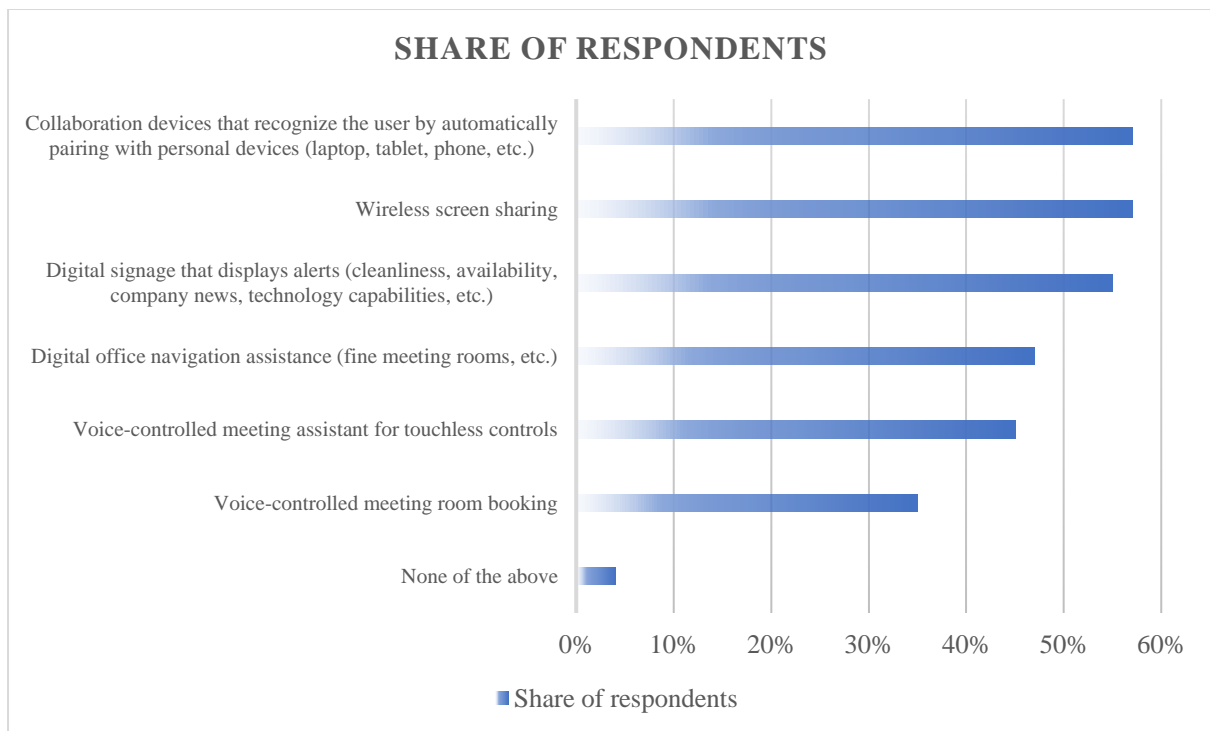


FIGURE 6. The Implications of Technology in Enhancing the Organizational Environment
(Source: Statista Research Department, 2023)

The above graphical illustration better underscores the impact of technology that has uplifted the workplace environment of various business institutions around the globe as well as in the Malaysian market. As per the observations made by the author Alias et al. (2021), almost 57% of the organizational hierarchy has instigated various smart devices in their organizational infrastructure in hopes of conserving their workplace atmosphere. As per the observations made by the author Putri et al. (2021), these devices have a tendency to facilitate detailed facial recognition software that depends on different employee profiles in order for them to access crucial information. In addition to that, around 57% of institutional leadership has initiated wireless screen-sharing facilities for their employees so that they can easily consent with employees from different departments remotely instead of going to them physically.

Work Pressures

Work pressure is one of the most prevalent issues that have ravaged the business organization by effectively mitigating their job performance as well as their work quality that can potentially interfere with their workplace sustainability. As per the observation made by the author Basheer et al. (2019), many of the employees that currently work in multinational corporations that are functional in Malaysia have expressed their concerns about severe work pressure that has also interfered with their other lives. As per the observations made by the author Alias et al. (2021), many employees have also experienced various workplace burnout situations that have impaired their efficiency levels as well as furnished them with costly healthcare treatments that have forced them to cultivate a leave of absence from their workplace responsibilities. As per the viewpoint of the author Joyce & Ahmad (2019), many organizations have also taken up various employee-friendly policies that have fostered them to reduce the pressure of duties burdened on their top employees in order to conserve their mental as well as physical health status. As per the opinions of the author Dousin et al. (2019), many employees that have previously worked pro-longed periods of time in stressful conditions have developed some form of depression, anxiety as well as mood swings which are some of the classical signs of stress.

Workplace pressure is experienced due to the job pressure and satisfaction level. When you are aware that there are deadlines and standards for the quality of your job, it is reasonable to feel under pressure. Managers and co-workers can also bring on workplace stress. Workplace pressure can sometimes be a good thing. In order to assist a person, perform better, one can use things like deadlines, standards, and targets. Managing job pressure effectively might enable a person to unwind and perform well. It is critical to comprehend how to lessen work-related stress in order to ensure it does not become severe.

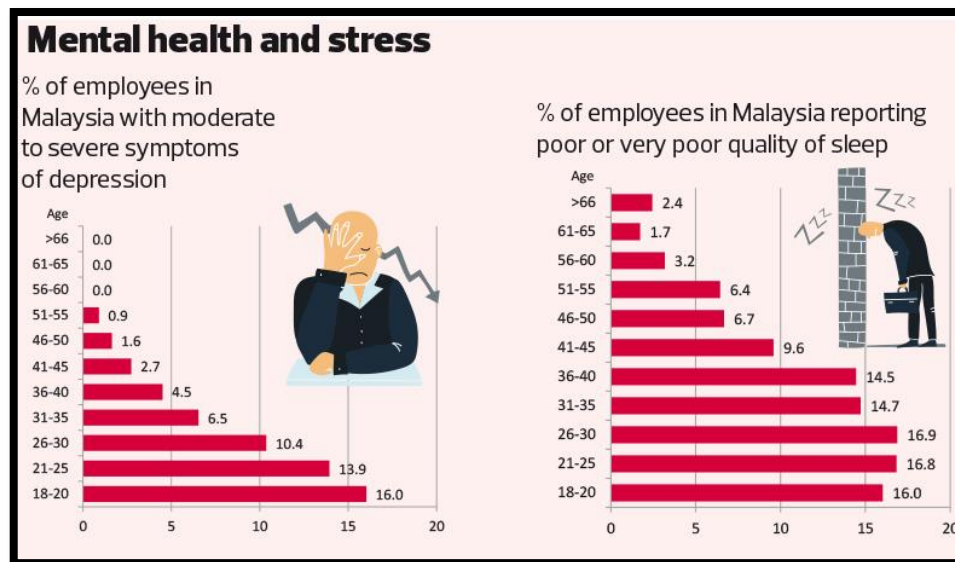


FIGURE 7. Mental Health and Stress in Malaysia
(Source: Karia & Abu Hassan Asaari, 2019)

A survey conducted by AIA states that 51% of the 17,595 employees suffered from the work-related stress. The survey also included that 53% of the employees were getting seven hours of sleep each night. According to these mental health indicators, one in ten Malaysian workers suffers from anxiety or depression, and half of the country's workforce is stressed out and sleep-deprived. The majorities of these employees are millennials, or people born between 1981 and 1996, which will be between the ages of 24 and 39 in 2020.

Theoretical Framework

Maslow's Hierarchy of Needs theory is an adequate theory that can be used by Business organizations in Malaysia in hopes of better motivating their employees as well as increasing the job fulfilment level of their employees. As per the viewpoint of the author Joyce & Ahmad (2019), this theory has five stages that are physiological needs, esteem needs, love and belonging needs as well as self-actualization needs that will help the organization leadership to better reciprocate the efforts that their employees serve for their improvement. In addition to that, the Maslow's hierarchy theory clearly advises global employees to better understand the basic requirement of their employees before they can even begin the process of fulfilling them.

Basic wants are at the base of the pyramid and higher-level, intangible needs are at the top according to Maslow's theory of human motivation. When a person's basic requirements are met to an appropriate level, they can then move on to meeting the higher-level demands. Physio-logical requirements are the initial of the reference number-driven lower wants in Maslow's hierarchy (Hopper, 2020). The most fundamental requirements for human survival are for food and water, enough sleep, clothing and shelter, general health, and reproduction. According to Maslow, these fundamental physiological requirements must be met before people may advance to the next stage of fulfilment. Safety comes next among the more fundamental demands. Protection against harm and theft, mental stability and wellbeing, financial security, and security of one's health are all aspects of safety.

The final of the referred to as lower requirements, social needs belong to the third position of Maslow's hierarchy and have to do with interpersonal relationships. Friendships and family ties, including those with relatives from birth (parents, siblings, and children) and selected relatives (spouses and partners), rank among these needs. In order to achieve a sensation of increased kinship, physical and emotional intimacy—from romantic partnerships to close emotional ties—is crucial. Additionally, belonging to social groups helps fulfil this desire.

Examples of social groupings include unions, clubs, and groups for people who share interests. Higher needs are ego-driven demands, starting with esteem. Self-respect (the conviction that you are worthwhile and worthy of respect) and self-esteem are the two main components of respect (Putri et al., 2021). Maslow makes it clear that there are two different kinds of self-esteem: esteem that is based on the respect and approval of others and esteem that is dependent on your own evaluation of yourself. This second kind of self-esteem leads to self-assurance and independence. The term "self-actualization" refers to reaching your maximum potential as a human. Self-actualization needs, also known as self-fulfillment wants, are at the top of Maslow's hierarchy of needs.

Education, skill development—the honing of talents in disciplines like music, athletics, design, cuisine, and caring for others, and more general objectives like acquiring new skills, seeing the world, and gaining accolades are all necessary for self-actualization. According to Maslow, after the completion of lower-level needs, one can focus on fulfilling the self-actualization needs. This needs to be characterized by personal growth, creativity, problem-

solving and a sense of purpose (Ştefan et al., 2020). The ones who have reached self-actualization have a strong sense of morality. In addition, they also have a deep understanding of themselves and others. It also highlights the appreciation from all over the world. Overall, it can be said that Hierarchy needs of Maslow suggest that individuals satisfy their physiological and safety needs. After that, they can try to achieve higher levels. The higher levels include social belonging, self-esteem, and self-actualization.



FIGURE 8. Maslow's Hierarchy of Needs Theory
(Source: Hopper, 2020)

As per the observations made by the author Putri et al. (2021), the employee can also attain a higher level of demands that will also secure to lead a standard lifestyle as well as sustain their motivation level towards their organizational duties. Furthermore, the subsequent theory is highly productive in satisfying their users by making them comprehend human nature as well as concede to the demands of their workers. This theory assists in understanding the needs and basic wants of the individuals. Thus, if this is applied in the context of an organization, then it can benefit by ensuring that it is able to meet the requirements of its employees, staff members and other authorities in a well-approved manner.

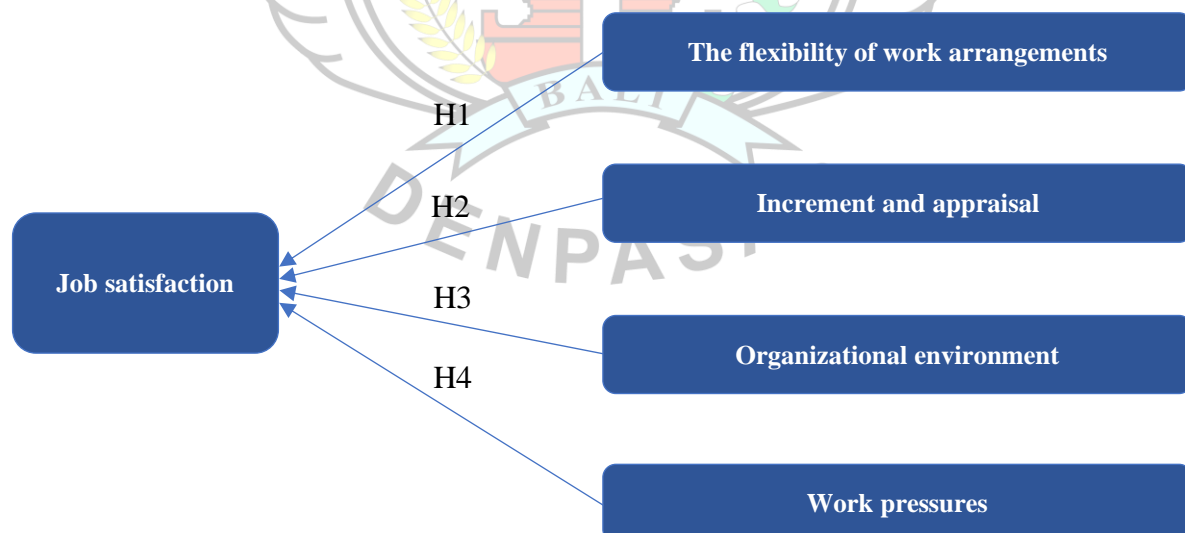


FIGURE 9. Conceptual Framework

Hypothesis Development

H1: There is a strong relationship between the flexibility of work arrangements and job satisfaction

The first hypothesis establishes a strong connection between the two crucial variables of the study which are the flexibility of work arrangements as well as job satisfaction. Additionally, employees that are allowed to work under various flexible schedules cultivate to exhibit a greater amount of workplace satisfaction. Alotaibi (2023) revealed that a high level of flexibility in work practices is believed to be able to improve workers' work-life

balance and has been seen as the key to success for companies and employees because it has a positive impact on productivity, performance and job satisfaction. Research conducted by Rhee et al. (2020) show that flexibility in the workplace has a positive and significant effect on job satisfaction, where employees who have control over their obligations at work are believed to increase satisfaction in doing their work. Furthermore, research conducted by Kim et al. (2020) demonstrate that work flexibility such as remote working is believed to be able to improve worker well-being and satisfaction, as well as being able to reduce employee work stress levels.

H2: There is a potential collaboration between increment and appraisal as well as job satisfaction.

The second hypothesis also develops the bond between increment and appraisal as well as job satisfaction which is paramount for the research. Additionally, the employees that are regularly served with their chance of increment have been shown to possess better job satisfaction. Research conducted by Na-Nan et al. (2020) explains that unfairness in performance appraisal will have a negative impact on satisfaction. In this case, the employee performance appraisal process must be carried out fairly, transparently or impartially so that it can lead to increased job satisfaction. Furthermore, a study conducted by Setiawati & Ariani (2020) found a correlation between the fairness of performance appraisals and job satisfaction. The results of the analysis reveal that fair performance appraisals can encourage a high levels of job satisfaction among workers.

H3: There exists a correlation between organizational environment and job satisfaction.

The third hypothesis is better associated with the organizational environment as well as job satisfaction in various prestigious Malaysian organizations. As per the opinions of the author Dousin et al. (2019), the better the workplace atmosphere organized by Malaysian companies the greater the job satisfaction foreshadowed by their employees. Research conducted by Singgih et al. (2020) revealed that the work environment has a significant influence on employee job satisfaction. The results of the study explain that employees can feel satisfied when facilities and infrastructure are available that are able to support their work activities. Therefore, it is important for companies to maintain a conducive work environment so that it can lead to a feeling of joy and satisfaction in the minds of employees at work (Viotti et al., 2020).

H4: There is an association between work pressure and job satisfaction.

The fourth Hypothesis also emphasizes the coalition between work pressure as well as job satisfaction that is displayed by the majority of Malaysian business institutions. The lesser the work pressure put on employees the higher number of workers will retain their workplace satisfaction. Research shows that high levels of pressure, both related to time pressure and decision-making pressure, will have an impact on decreased work results. The results of the analysis also demonstrate that pressure which ultimately causes high levels of stress will lead to low job satisfaction (An et al., 2020). Furthermore, research conducted by Gerich & Weber (2020) shows that job demands have a positive correlation with fatigue and the presence of time pressure has a negative correlation with job satisfaction. Research conducted by Kählanen et al. (2023) underlines that heavy workloads, time pressure, and unpredictable role or work conflicts can trigger stress in workers and positively affect their job satisfaction.

METHODS

Current study was conducted through exploratory approach and conducted in Malaysia. Through determining the sample using the random sampling method, a total of 150 employees from the Malaysian corporate sector were obtained. Empirical data was collected through a survey questionnaire via Google Forms. As per the opinion of Bichi et al. (2019), the questions should be generated with simple questions so that the participants would understand the questions easily. The questionnaire has been prepared with 30 questions and among them, five questions are based on the demographics of the participants and 25 questions are based on the IVs and DV. The measurement scale consists of the 5-points Likert scale and those points in the scale are strongly disagree, disagree, neutral, agree, and strongly agree. According to Bichi et al. (2019), the 5-points Likert scale is the best technique for collecting data from the participants. The data analysis method in this research consists of two stages, namely by conducting a pilot test to assess data reliability and validity, and the next stage is carrying out multiple linear regression testing with SPSS.

RESULTS AND DISCUSSION

Results

Analysis of demographic profile appears to be one of the most significant factors while conducting the research. The afore-mentioned below has demonstrated the responses that have been accumulated in order to conduct

research about the effect of flexible work arrangements on the job satisfaction of employees in the country Malaysia. As per the views of Akbarov (2022), “demographic analysis” is crucial as it delivers advantageous information and data that can be employed in order to make good decisions at the time of accomplishing research in a successful way. Female and male participants both have taken part in the survey process they have shared their thoughts and action regarding the impact of flexible work arrangements on workers' job satisfaction. Determining the table, it can be stated that there are more female participants than male participants.

TABLE 1. Demographic profile analysis

Demographic questions	Frequency	Percentage	
What is your Gender?	Male	47	31.3
	Female	103	68.7
What is your age group?	18 to 25 years old	18	12.0
	26 to 30 years old	61	40.7
	31 to 45 years old	32	21.3
	More than 45 years old	39	26.0
What is your monthly income?	Less than 2500 RM	19	12.7
	More than 2500 and less than 3500 RM	82	54.7
	More than 3500 RM	49	32.7
	More than 3500 RM		
What is your educational qualification?	Graduation	14	9.3
	Post-Graduation	80	53.3
	Business Management	56	37.3
What is your position in your company?	Business Executive	24	16.0
	HR employees	75	50.0
	Management Professionals	51	34.0

Here, 103 participants or 68.7% respondents are female while on the other hand, while 31.3% are male. It can be mentioned that the demographic elements of research are ethnicity, location, age, gender, education, marital status, household, employment status, and composition. In this regard, age, gender, income, education and organizational position have been taken into contemplation. With the aid of these demographical elements, personal information, as well as data of the survey participants, has been accumulated. It helps in comprehending the characteristics of people and how they can convert in the future, which is crucial to make decisions. The table represents that 40.7% are in the age group between “26 to 30 years” and it is the most among the other age groups who have taken part in the research procedure. In addition, 26% are the age group more than 45 years old and 21.3% of respondents are between 31 to 45 years old. It has become helpful for the researcher in terms of accumulating information about this research topic as large participants from different age groups have been selected.

This particular table 4.1.1 also depicts the education level of the survey participants who have taken part in the research study. It has been identified that 53.3% of respondents have completed post-graduation and 37.3% of participants have business management. These respondents have been chosen in order to get an idea about the significance of flexible work schedules on the job satisfaction of workers in the nation of Malaysia. It clearly signifies that the majority of survey respondents were in a position for giving providing a sincere assessment of the topic of the research. Educational background plays a huge role in gathering information regarding a research topic. However, in this context, most of the respondents are capable of delivering the information and data on this topic of research.

Apart from that, the monthly income of the survey participants has also been taken into consideration while conducting the research. It has been analyzed that 54.7% of the participants earn More than 2500 and less than 3500 CNY, followed by More than 3500 CNY which is 32.7%. On the other hand, 12.7% of respondents earn less than 2500 RM among the participants of the survey. These respondents have been picked in order to accumulate information and knowledge about the effect of flexible work arrangements on the satisfaction of employees within the organization. However, the respondents from whom information and data have been gathered are employees of several designations. It has been analyzed that among 150 participants 50% of the respondents are HR employees who are enough to deliver the information regarding the topic of the specific research. According to the viewpoint of Mira et al. (2019), it can be stated that through proper Human Resource Management (HRM) practices, companies can improve their employees' commitment and satisfaction. They are liable for satisfying their employees so that they can work freely and get the company's goals and objectives.

As per the insight of Zardasht et al. (2020), employees are a main element of business and they help the organization in gaining the ultimate success in the competitive market. In this regard, all the participants are employees of the private sector. It can be stated that organizations can satisfy their employees by providing flexible work schedule which not increases organizational productivity but also decrease the rate of turnover. However,

34% of participants are business executives who are also capable of delivering proper insights into the role of flexible work schedules.

A flexible work schedule tends to pose significant advantages for the employees and in this work schedule employees may not attend the office every day. According to the view-point of Shifrin & Michel (2022), it can be stated that flexible working increases work-life balance which boosts employee morale and organizational productivity. In this regard, a flexible work schedule lowers the stress levels of employees as well as providing flexible advantages in-creases productivity. Allowing staff in working remotely signifies that they will be less possible to take breaks from their work, which boosts organization production. Thus, demographic profile analysis has been done properly so that relevant and authentic information can be gained regarding the effect of flexible work arrangements on the job satisfaction of employees in the country Malaysia.

Principal Component Analysis

The principal component examination is some of the most common quantitative approaches that are employed by various researchers in order to analyze significantly large data sets that usually contain huge amounts of numbers that possess different dimensions. Additionally, this analysis also helps the researchers to determine the overall interpretability of the calculated data as well as preserve the better portion of the data that are strictly relevant to the research. In addition to that, the researchers can also use this type of analysis to adequately visualize the accuracy of multidimensional datasets.

TABLE 2. Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	1,296.124
	df	10
	Sig.	.000

The researchers in this study used the validity research of the KMO-Bartlett test in order to examine the validity of the different independent as well as dependent variables associated with the subject matter of job satisfaction. Additionally, this enables the researcher to estimate the usefulness of flexibility in the workplace and can attribute towards the level of fulfilment experienced by different Malaysian employees.

Reliability Analysis

Reliability test plays an important role in examining and evaluating the reliability of selected variables. Reliability testing seems to be a significant part while accomplishing a statistical analysis of the research. Utilizing reliability analysis, an individual can decide the extent to which the components in the questionnaire are connected to each other. According to the insight of Ahmad et al. (2021), the researcher can get an entire index of the internal consistency or repeatability of the scale as a total, and the researcher can determine issues and items that need to be excluded from the scale. However, concerning the context of this specific study, reliability testing has been performed in terms of identifying reliability among the variables of the research such as the flexibility of work arrangements, increment and appraisal, organizational environment, work pressures and job satisfaction. It is important to conduct a reliability analysis in order to know the internal consistency or reliability among the variables of the research.

TABLE 3. Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.982	.982	5

In terms of calculating internal consistency among the chosen item's result, Cronbach's Alpha value has been taken into consideration. It signifies how the research items are closely related to each other. According to the insight of Cheng & Salamzadeh (2020), Cronbach's alpha predicts whether the entities measure a similar construct. The minimum acceptable value for Cronbach's alpha is 0.8 and below this particular value, the internal consistency of the range is low. The foretasted table portrays that .982 and it is more than the significance value of 0.8. It can be stated that there is strong reliability in the data set as well as the variables of the research.

Descriptive Analysis

Descriptive analysis is a particular data research process through which the researchers can successfully demonstrate the different data points that have been generated during the course of the quantitative analysis. Additionally, the researchers are also able to demonstrate as well as properly summaries the data point through the utilizations of this descriptive analysis approach. In addition to that, the researchers also calculate the different

data patterns generated from descriptive research that has the potential to eventually satisfy different conditions incorporated with this study. Moreover, this particular approach also better equipped researchers to figure out similar data patterns based on various historical as well as recent data sets.

TABLE 4. Descriptive Analysis

	N	Minimum		Maximum		Mean		Std. Deviation		Skewness		Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
IV1	150	5.00	25.00	156.467	634.377	.217	.198	-1.592	.394				
IV2	150	5.00	25.00	156.200	664.404	.219	.198	-1.664	.394				
IV3	150	5.00	25.00	159.600	633.609	.218	.198	-1.690	.394				
IV4	150	5.00	25.00	160.800	655.746	.148	.198	-1.753	.394				
DV5	150	5.00	25.00	162.800	674.872	.120	.198	-1.746	.394				
Valid N (listwise)	150												

TABLE 5. Mean Values of the Demographics

	N	Minimum		Maximum		Mean		Std. Deviation		Skewness		Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
Gender	150	1	2	1.69	.465	-.813	.198	-1.357	.394				
Age	150	1	4	2.61	1.002	.109	.198	-1.151	.394				
Income	150	1	3	2.20	.645	-.213	.198	-.656	.394				
Education	150	1	3	2.28	.625	-.284	.198	-.632	.394				
Position	150	1	3	2.18	.686	-.247	.198	-.865	.394				
Valid N (listwise)	150												

The above table better highlights the different mean values that are connected with the different demographical questions that enable researchers to generate the skewness as well as kurtosis related to the qualitative analysis. Additionally, the research also helps the researchers to evaluate the mean product of gender, age, education, occupation as well as job position of their target demographic of employees. In addition to that, in this case, the mean value differs significantly from the value of one then which means that the results are lower in quality. Moreover, if the mean value is relatively closer to their value 1, it is said to be possessing somewhat merit.

Normality Test

The normality test has been done based on the value of Kolmogorov-Smirnov and Shapiro-Wilk. The normality test depends on the sample size of the research and in this case, the sample size is more than 50 so the Kolmogorov-Smirnov value is taken as the considerate value.

TABLE 6. Normality Test of the flexibility of work arrangements

IV1	Kolmogorov-Smirnova			Shapiro-Wilk			
	Statistic	df	Sig.	Statistic	df	Sig.	
DV5	5.00	.225	3	.	.984	3	.756
	6.00	.260	2	.			
	8.00	.169	8	.200*	.922	8	.446
	9.00	.385	3	.	.750	3	.000
	10.00	.388	25	.000	.587	25	.000
	11.00	.343	23	.000	.523	23	.000
	12.00	.230	7	.200*	.814	7	.056
	13.00	.202	8	.200*	.939	8	.603
	14.00	.191	6	.200*	.896	6	.352
	17.00	.385	3	.	.750	3	.000
	20.00	.250	4	.	.895	4	.405
	21.00	.288	4	.	.887	4	.369
	22.00	.268	15	.005	.861	15	.025
	23.00	.344	15	.000	.817	15	.006
	24.00	.317	12	.002	.686	12	.001
25.00	.381	10	.000	.640	10	.000	

The above table displays the significant value of Kolmogorov-Smirnov 0.000 to .200, which signifies that the variables depend on each other, the flexibility of the work arrangement is normal for DV job satisfaction. The significance of the normality of the test is dependent on the test value accordingly. The test value creates a positive overview of the flexibility of the work arrangements in the Malaysian sector. The work arrangements can bring the best out of the employees accordingly.

TABLE 7. Normality Test of Increment and Appraisal

IV2	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
5.00	.260	2	.			
6.00	.385	3	.	.750	3	.000
7.00	.389	4	.	.736	4	.029
8.00	.266	7	.145	.944	7	.675
9.00	.231	8	.200*	.944	8	.655
10.00	.344	24	.000	.476	24	.000
11.00	.217	24	.005	.871	24	.006
12.00	.301	5	.158	.795	5	.074
13.00	.175	3	.	1.000	3	1.000
14.00	.385	3	.	.750	3	.000
15.00	.260	2	.			
17.00	.260	2	.			
18.00	.260	2	.			
20.00	.260	2	.			
22.00	.504	7	.000	.453	7	.000
23.00	.234	24	.002	.876	24	.007
24.00	.254	13	.021	.815	13	.010
25.00	.354	12	.000	.732	12	.002

Above table signifies that the second IV of the research is constant to the DV as the value of the tsetse signifies from 16.00 to 21.00. The significance value of the Kolmogorov-Smirnov ranges between .000 to .200. The value of the Shapiro-Wilk ranges.000 to 1.000, the increment and appraisal policy of the origination is creating greater value for the overall development of job satisfaction among the employee. The increment and appraisal create a better opportunity for the overall development of work performance in Malaysia. The feedback and appraisal requirements of the employees in order to create job satisfaction among the employees are needed.

TABLE 8. Normality Test of Organizational Environment

IV3	Kolmogorov-Smirnovb			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
7.00	.260	2	.			
8.00	.333	6	.036	.812	6	.075
9.00	.150	11	.200*	.930	11	.408
10.00	.379	20	.000	.520	20	.000
11.00	.289	24	.000	.872	24	.006
12.00	.175	3	.	1.000	3	1.000
13.00	.184	11	.200*	.884	11	.116
14.00	.231	6	.200*	.840	6	.129
21.00	.231	5	.200*	.881	5	.314
22.00	.359	14	.000	.800	14	.005
23.00	.281	16	.001	.702	16	.000
24.00	.338	15	.000	.609	15	.000
25.00	.300	11	.007	.703	11	.001

The above value of the normality test displays that the organizational environment is important for the overall success of job satisfaction among eth employees. In addition to that, a positive work environment can satisfy the employees by improving their efficiency. The test value of the normality test is constant and based on the above table it can be concluded that job satisfaction is caused by improving organizational development. The work culture of Malaysian organizations helps the goal of the organization to activate employee performance and profit as well.

TABLE 9. Normality Test of Work Pressures

	IV4	Kolmogorov-Smirnov ^c			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
DV5	7.00	.175	3	.	1.000	3	1.000
	8.00	.473	5	.001	.552	5	.000
	9.00	.193	14	.168	.942	14	.447
	10.00	.196	20	.043	.942	20	.266
	11.00	.223	19	.014	.863	19	.011
	12.00	.399	9	.000	.568	9	.000
	13.00	.254	5	.200*	.803	5	.086
	14.00	.197	5	.200*	.943	5	.685
	17.00	.260	2	.			
	21.00	.276	3	.	.942	3	.537
	22.00	.437	9	.000	.597	9	.000
	23.00	.239	18	.008	.841	18	.006
	24.00	.222	26	.002	.848	26	.001
	25.00	.435	7	.000	.600	7	.000

The above table of normality test for IV4 displays the significant value of the Kolmogorov-Smirnov and Shapiro-Wilk. The value ranges from .000 to 1.000 which implies the consistency of the variables, work pressure is important for achieving job satisfaction among employees in Malaysia. If the work pressure can be bearable by the employees the employee can work properly with proper work satisfaction. The work efficiency of the employee can be achieved by improving the overall performance of the employees. The normality test of the variables displays the overall implication of job satisfaction in the Malaysian sector.

TABLE 10. Multiple Regressions

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.161.543	4	1.540.386	357.543	.000b
	Residual	624.697	145	4.308		
	Total	6.786.240	149			

a. Dependent Variable: DV5
b. Predictors: (Constant), IV4, IV1, IV2, IV3

ANOVA test in SPSS is generally taken into contemplation in terms of examining the dissimilarities in the mean values of the dependent variable related to the impact of the controlled independent variables, after taking into concern the consequence of the uncontrolled independent variables. It can be mentioned that ANOVA is a statistical test also employed to analyze the dissimilarities between the means of almost more than two levels. Table 4.5.1 presents the Mean Square of the research variables, which are 1540.386 and 4.308. Hence, huge contrasts between the variables of the research have been identified here. Moreover, by using ANOVA, data can be interpreted in a proper way.

TABLE 11. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.953a	.908	.905	207.563	2.029

a. Predictors: (Constant), IV4, IV1, IV2, IV3
b. Dependent Variable: DV5

A model summary is created normally when running regression modelling or classification modelling. It can be stated that the model summary indicates the model type, the name of the model, along with the model formula. According to the views of Sommet & Morselli (2021), the model summary of regression analysis is a model of statistical forecasting that is involved with evaluating and describing the relationship between the variables. The range of R-squared values from 0 to 1 is generally stated as percentages from 0% to 100%. An R-squared of 100% implies that all activities of the dependent variable are completely explained by actions in the index of the independent variable. R, the multiple correlation coefficients, is mainly the linear correlation between the model-predicted as well as observed values of the dependent variable.

It can be stated that the model of multiple regression is totally based on the assumptions; there is a linear relationship between the independent variables such as the flexibility of work arrangements, increment and appraisal, organizational environment, work pressures and the dependent variable such as job satisfaction. It has

been analyzed from the table that the R Square value is .908 and the R-value is .953a. However, there is strong connectivity between the variables in this research.

TABLE 12. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.211	.470		.449	.654
1					
The flexibility of work arrangements	.022	.084	-.021	-.264	.792
Increment and appraisal	.057	.090	.056	.628	.531
Organizational environment	.211	.095	.199	2.218	.028
Work pressures	.756	.070	.735	10.806	.000

a. Dependent Variable: DV5

Coefficient testing in SPSS is a method for testing the strength of the link between variables of the research. It involves utilizing statistical tests in order to measure the correlation between two variables of the research as well as then evaluating the significance of the correlation. As per the viewpoint of Alita et al. (2021), it can be stated that it is extremely advantageous in determining the strength of the relationship between the variables. However, by taking into consideration of thing study, it is worth mentioning that a coefficient test has been performed in terms of identifying the strength of the relationship among the variables of the research such as the flexibility of work arrangements, increment and appraisal, organizational environment, work pressures, and job satisfaction. The abovementioned table 4.5.3 portrays that the t values are -.264, 0.628, 2.218, and 10.806. In contrast to that the Sig values are .792, .531, .028 and .000.

TABLE 13. Hypothesis Analysis

Hypothesis	Significance	Result
H1: There is a strong relationship between the flexibility of work arrangements and job satisfaction	Beta Value- (-.021) T Value- (-.264) Sig. Value- 0.729	Not Supported (As the Sig. value is more than 0.05)
H2: There is a potential collaboration between increment and appraisal as well as job satisfaction	Beta Value- (0.056) T Value- (0.628) Sig. Value- 0.531	Not Supported (As the Sig. value is more than 0.05)
H3: There exists a correlation between organizational environment and job satisfaction	Beta Value- (0.199) T Value- (2.218) Sig. Value- 0.028	Supported (As the Sig. value is more than 0.05)
H4: There is an association between work pressure and job satisfaction	Beta Value- (0.735) T Value- (10.806) Sig. Value- 0.000	Supported (As the Sig. value is more than 0.05)

These illustrate that four hypothetical statements have been formed based on the independent and dependent variables of the study. Determining the context, the values that have been attained from the research hypothesis are .792, .531, .028 and .000, From this specific analysis, it has been analyzed that H1, and H2, are not supported on the other hand H3 and H4 is supported as the significant value is more than 0.05.

However, the first hypothesis deals with the fact that there is a strong relationship between the flexibility of work arrangements and job satisfaction. This hypothesis is not supported in terms of multiple regression tests, and it has been analyzed from the coefficient table of the multiple regression test that the significance value is .792. The significant values supposed to be above 0.05. However, on the other hand, one of the most vital aspects of having a more flexible work environment means that a business organization can reduce their quarterly expenditure on unnecessary processes that can be otherwise utilized in more relevant departments. As per the views of Ray & Pana-Cryan (2021), it can be stated that organizations can satisfy their employees by providing flexible work schedule which not increases organizational productivity but also decrease the rate of turnover.

The second hypothesis revolves around the collaboration between increment and appraisal as well as job satisfaction. This hypothesis is also not supported by determining the multiple regression tests and it has been analyzed from the coefficient table of the multiple regression test that the significance value is .531. In contrast to

that, a company that maintains a regular increment policy for its overall employee base tend to possess a large number of satisfied employees that are completely loyal towards the betterment of the business institution (Thneibat & Sweis, 2023). In this regard, competition has been increasing in the market and organizations try to retain their potential customers so that they can improve quality customer service and get a competitive advantage. It is worth mentioning that the appraisal system also shows the concern of their subsequent hierarchy towards their employee base that can increase their workforce engagement. Moreover, it can also exalt the quality of the work and service that they provide their customers.

The third hypothesis portrays the correlation between organizational environment and job satisfaction. This hypothesis is supported by analyzing multiple regression tests and it has been interpreted from the coefficient table of the multiple regression test that the significance value is 0.028. As the significance value is less than 0.05, it is supported. As per the views of Rožman & Štrukelj (2021), it can be stated that high satisfaction among employees is the main factor in decreasing turnover of employees. An organization that constantly insists on preserving its collaborative atmosphere can correctly identify various lucrative business opportunities that will enable them to acquire more amounts of clients. Apart from that, an appropriately nurturing organizational environment also guarantees that experienced workers can assist their new recruits in hopes of increasing their performance so that they can quickly excel in their careers.

The fourth hypothesis revolves around the association between work pressure and job satisfaction. This hypothesis is supported by analyzing multiple regression tests and it has been interpreted from the coefficient table of the multiple regression test that the significance value is 0.000. It can be stated that as the significance value is less than 0.05, it is supported (Kwan et al. 2020). Work pressure is one of the most prevalent issues that have ravaged business organizations by effectively mitigating their job performance as well as their work quality that can potentially interfere with their workplace sustainability. There are many employees who have experienced work pressure which decreases their morale as well as productivity. The lesser the work pressure put on employees the higher number of workers will retain their workplace satisfaction. This factor created a barrier for the companies in gaining success.

Discussion

Summary of Research Findings

TABLE 14. Summary of Hypothesis Testing

Hypothesis	Hypothesis	Results
H1	There is a strong relationship between the flexibility of work arrangements and job satisfaction	Not supported
H2	There is a potential collaboration between increment and appraisal as well as job satisfaction	Not supported
H3	There exists a correlation between organizational environment and job satisfaction	Supported
H4	There is an association between work pressure and job satisfaction	Supported

H1: There is a strong relationship between the flexibility of work arrangements and job satisfaction

The work arrangement of the employees should be flexible so that the employees can be able to perform properly. The researcher has generated that in Malaysia the flexibility of work arrangements is not that important as the variables are not supported.

H2: There is a potential collaboration between increment and appraisal as well as job satisfaction

The research has generated finding that increment and appraisal are not dependent on each other in the Malaysian work culture. From the opinion of Tan (2019), increment and appraisal are important for the development of work satisfaction of employees. Nevertheless, Malaysian participants do not believe in the factors that job satisfaction is increased due to appraisal.

H3: There exists a correlation between organizational environment and job satisfaction

The research has developed that the third hypothesis is completely supported as the organizational environment is important for the positive environment of job satisfaction. According to the viewpoint of Selvanathan et al. (2020), a positive work culture, as well as a work environment, improves the efficiency of the employee by enhancing job satisfaction among them.

H4: There is an association between work pressure and job satisfaction

The research has generated that work pressure is in concert with the job satisfaction of the employee. This hypothesis is supported as the significant value is less than 0.05. As per the opinion of Hashim et al. (2020), in Malaysia, the employee believed that work pressure needed to be maintained by the employees for getting job satisfaction accordingly

Implications of the Study

The study has generated the finding that the work pressure of the employee can hamper the satisfaction of the work. The authorities of the Malaysian corporate sectors focus on the organizational environment for extracting the best out of each of the employees. The efficiency of the employee is caused by better job satisfaction in Malaysia. As per the observation of Ibrahim et al. (2019), unperformed employee job satisfaction can be gained by improving the work culture and creating bearable pressure properly.

Maslow's hierarchy of needs theory has been used by the researcher to proceed with the theoretical implication to make further research procedures. This theory is used to analyze the demand and needs of employees the authorities of Malaysian organizations provided to ten employees for better job satisfaction among the employees. As per the viewpoint of Aura and Desiana (2023), this particular theory is the most appropriate to evaluate the variables of the research to achieve job satisfaction in a proper way.

CONCLUSIONS AND SUGGESTION

Conclusions

Based on the above discussion it can be concluded that the flexibility of work arrangement and increment and appraisal is not required for the development of job satisfaction among the employees in Malaysia. On the other hand, the organizational environment and the work pressure make a difference in job satisfaction. Maslow's hierarchy of needs theory has been used by the researcher to fulfill work satisfaction among employees in Malaysia. Besides, the authenticity of the data and findings has not been maintained properly as they lack belief among the employees of the whole nation of Malaysia. The future research study is recommended to make proper time plans and cost arrangements from processing to the further research procedure.

Suggestion

Future research is recommended to execute the mixed method of primary and serenity data collection methods. Future research is suggested arranging the interviews to get the data more aesthetically. The mixed method is needed for maintaining the authenticity of the data and maintaining genuine research findings. As per the opinion of Hashim et al. (2020), the interview is significant for collecting data as it focuses on the face-to-face interaction between the researcher and participants.

Future research is recommended to collect the data from the participants of the whole nation to get an idea of the whole country. This particular study has collected data from only one Malaysian corporate sector and due to the lack of data the business has been found. Future research is suggested to make a proper time plan and arrange the cost beforehand before doing any kind of research on employee satisfaction in Malaysia. As per the opinion of Tan (2019), successful research is required to collect the cost for the research and then proceed to further study.

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