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The role of flexible work arrangements and supervisor support on task performance in the manufacturing sector in the Eastern Economic Corridor (EEC)

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Abstract

This quantitative study aims to examine the influence of flexible work arrangements and supervisor support on employee well-being, work engagement, and task performance. Furthermore, it explores the moderating role of digital literacy in the relationship between flexible work arrangements and task performance. Data were collected through questionnaires from a sample of 452 employees who engaged in flexible work arrangements in large manufacturing establishments located in the Eastern Economic Corridor (EEC) of Thailand. Statistics used in data analysis include percentage, mean, standard deviation, and structural equation modeling analysis using AMOS. The research findings indicated that the model was consistent with the empirical data (CMIN/DF = 2.034, CFI = 0.965, GFI = 0.929, RMR = 0.029, RMSEA = 0.034). The model suggested that flexible work arrangements positively influenced task performance, well-being, and work engagement. Additionally, employees with both flexible work arrangements and a high level of digital literacy demonstrated elevated task performance.

Introduction

Recently, Thailand has been undergoing a digital transformation, which profoundly impacts both its economy and industries. Organizational adaptation to keep up with these changes has become crucial. Pressure and competition are mounting in various dimensions. The rapid growth of digital technologies, such as computers, the Internet, social media, and other platforms, facilitates efficient data sharing and collaboration for individuals and organizations. These factors accelerate the need for organizations to drive the use of automation systems and redefine work patterns. Moreover, the widespread COVID-19 pandemic has necessitated social distancing measures to mitigate its spread. Consequently, online work has gained increasing popularity. Advanced communication technologies have reshaped traditional work patterns. Many professions

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now allow individuals to work from anywhere, eliminating the need for a physical office presence. This shift has ushered in greater flexibility in work arrangements (National Innovation Agency, 2022).

In the recent past, numerous organizations have embraced a shift in their traditional office working dynamics towards flexible work arrangements (FWAs). This includes the adoption of flexibility of time (flextime), allowing individuals to tailor their entry and exit times to suit personal needs within the criteria stipulated by the organization. Moreover, location flexibility (flexplace) enables people to either work from outside the office (remote work) or work from home (work from home), utilizing information technology platforms to help coordinate and control work between personnel working remotely and reducing the number of working days per week while maintaining the same number of working hours (compressed workweek) (Michel et al., 2011). In the Thai context, although flexible working arrangements were present before the outbreak of COVID-19, they were not widely adopted. However, in response to the challenges posed by the COVID-19 situation, many organizations are increasingly turning to flexible working to adapt to changing circumstances.

Drawing from the literature on flexible work arrangements, it is evident that successful implementation requires organizational support (Greenhaus et al., 2012; McCarthy et al., 2013; Thomas & Ganster, 1995), particularly supervisor support (Allen, 2001; Breaugh & Frye, 2008; McCarthy et al., 2013; McNamara et al., 2012; Thompson et al., 1999). Previous research underscores the pivotal role of supervisor support in facilitating the adoption of flexible work arrangements. Supervisor support encompasses the provision of resources, training, guidance, and promotion to help employees in effectively navigating their work while utilizing flexible work arrangements. Supervisor support is divided into two dimensions, consisting of instrumental and informational support. The successful adoption of flexible working policies hinges on proactive support and actions from supervisors before employees can practically access flexible working. Such supervisors should possess the knowledge to offer information and access resources as supportive tools for the implementation of flexible work arrangements.

The absence of instrumental support poses hindrances to task completion, resulting in diminished job performance, heightened stress, and adverse effects on personal well-being. Furthermore, research by Gordon et al. (2019), Hammig (2017), Jang (2009), and Nabawanuka and Ekmekcioglu (2022) indicates that supervisor support significantly influences employees' well-being. Specifically, supervisor support is crucial for fostering job satisfaction and commitment among employees. On the other hand, studies by Piotrowski et al. (2021), Hamzah et al. (2021), and Imam et al. (2022) demonstrated that supervisor support has a profound impact on employee engagement. Supervisor encouragement and assistance can contribute to employees' engagement in their work. Therefore, it is evident from the literature that supervisor support plays a pivotal role in influencing both employee performance and well-being, as well as their engagement in the workplace.

To thrive in an ever-evolving working landscape, employees must adeptly navigate changing circumstances and cultivate essential skills, including digital literacy. "Digital literacy" refers to the knowledge and ability to use digital technologies or information and communication technologies (ICT) effectively for work, daily life, or personal development in the digital society. It encompasses understanding and managing information, communication, analytical thinking, and problem-solving using digital technologies to maximize benefits. Several studies have reported that digital literacy impacts job performance (Abas et al., 2019; George et al., 2022; Marsh, 2018). However, the research on the role of flexible work arrangements in this context is limited. Therefore, the use of digital literacy as a moderating variable in the relationship between flexible work arrangements and task performance stems from the absence of studies in this area.

While many scholars have highlighted the numerous benefits of flexible work arrangements for both organizations and employees, ongoing debates persist over their implementation. There is also the issue that some employees may not be familiar with the platforms used for remote work, leading to decreased work efficiency (Beauregard et al., 2013). In addition, there is research indicating that working from home may lead to increased disruptions from family members, although some studies suggest otherwise, stating that working from home is less disruptive than working in an office. This variation may potentially depend on the size and number of family members. Cambridge University's research indicates that certain flexible work arrangements, such as part-time or zero-hours contracts, may adversely impact employee well-being by fostering feelings of uncertainty and insecurity about unstable working hours (Wood & Burchell, 2014). Work engagement also emerges as a crucial factor which influences the success of flexible work arrangements and task performance.

Given these considerations, there is a growing interest in investigating the nexus between flexible work arrangements, supervisor support, well-being, work engagement, task performance, and the role of digital literacy in promoting flexible work. Existing literature reviews, both domestic and international, predominantly center on the service sector (Al Badi et al., 2023; Farooq & Sultana, 2022; Hashmi et al., 2021; Rahman et al., 2020; Sekhar & Patwardhan, 2021). Consequently, the researchers are motivated to explore the manufacturing sector, particularly within the Eastern Economic Corridor (EEC). The Eastern Economic Corridor (EEC) is part of the Thailand 4.0 strategy aimed at enhancing the country's competitiveness to move beyond its developing status. The goal is to promote sustainable and stable economic growth, elevate the country to a developed status, and increase competitiveness. This includes attracting investments, boosting exports, and adopting advanced technologies in manufacturing, particularly in the industrial sector. Because the manufacturing sector is an important part that generates income for Thailand, it focuses on developing areas in three provinces in the eastern region, namely, Rayong, Chonburi, and Chachoengsao (Eastern Economic Corridor Office of Thailand, 2023). Therefore, the researcher is interested in studying the EEC to address existing gaps in the literature.

The objectives of this study are:

1. To analyze the influence of flexible work arrangements and supervisor support on employee well-being, work engagement, and task performance.

2. To investigate the influence of flexible work arrangements on task performance, with digital literacy as a moderating variable.

Literature Review

Social Exchange Theory can provide valuable insights into flexible work arrangements, such as remote work and flexible hours. In these contexts, employees have the flexibility to work from home or other convenient locations, enabling them to manage their time and work environment more independently. This flexibility can significantly impact their well-being and engagement, which serve as critical determinants of the benefits they derive from such flexible work formats.

Flexible work arrangements refer to the organization-provided adjustments of work schedules that allow employees more flexibility in terms of their work hours, location, and the option to reduce the number of days worked per week while maintaining the same total number of working hours (Subramaniam et al., 2015). In this study, organizations provide their employees with flexible working arrangements such as flextime, flexplace, or compressed work weeks. These agreements facilitate the ability of adaptable employees to circumvent their traditional daily commute to the office, enabling them the opportunity to work remotely, potentially from their own homes, or to have flexibility in their daily working hours in order to fit their specific time requirements. There should be an increase in the availability of options for employees to efficiently allocate their time between professional obligations and personal responsibilities. Flexible work arrangements (FWAs) have become increasingly essential in modern human resource management, primarily driven by the demand for work-life balance and enhanced employee satisfaction (Sharma & Kumra, 2022).

Successful flexible work arrangements must be implemented with organizational support (Greenhaus et al., 2012; McCarthy et al., 2013; Thomas & Ganster, 1995), particularly from supervisors (Allen, 2001; Breaugh & Frye, 2008; McCarthy et al., 2013; McNamara et al., 2012; Thompson et al., 1999). Supervisor support manifests in two dimensions: instrumental support and informational support. Supervisors, armed with knowledge and access to resources, can provide instrumental support by facilitating the provision of tools to employees. For example, supervisors can alleviate employee doubts by engaging in conversations and communicating job expectations, providing informational support, or reducing workloads by advocating for necessary staffing increases (Miller, 2006).

According to prior studies on supervisor support by Ahmad et al. (2022), Imam et al. (2022), Sekhar and Patwardhan (2021), Talukder and Galang (2021), Vuong et al. (2022), and Zeb et al. (2022), supervisor support influences employee performance. In addition, Ahmad et al. (2022) revealed that participants reported issues related to poor infrastructure, such as unreliable internet connections, inadequate equipment, and inaccessible data. A robust technological infrastructure is necessary for employees to work comfortably and securely from home, including instrumental support. The absence of instrumental support poses hindrances to task completion, resulting in diminished job performance, heightened stress, and adverse effects on personal well-being. Furthermore, research by Gordon et al. (2019), Hammig (2017), Jang (2009), and Nabawanuka and Ekmekcioglu (2022) indicate that supervisor support significantly influences employees' well-being. Specifically, supervisor support

is crucial for fostering job satisfaction and commitment among employees. On the other hand, studies by Hamzah et al. (2021), Hidayah Ibrahim et al. (2019), Imam et al. (2022), and Piotrowski et al. (2021) demonstrated that supervisor support has a profound impact on employee engagement. Supervisor encouragement and assistance can contribute to employees' commitment to their work. Therefore, it is evident from the literature that supervisor support plays a pivotal role in influencing both employee performance and well-being, as well as their engagement in the workplace.

In addition, studies by Chaudhuri et al. (2022), Charalampous et al. (2022), Delle-Vergini (2017), Pataki-Bittó and Kun (2022), and Ter Hoeven and Van Zoonen (2015) suggest that flexible work arrangements are positively correlated with employees' well-being, which comprises elements such as connections, love of the work, work achievement, and recognition (Manion, 2003).

Regarding literature on job performance, the studies conducted by Hashmi et al. (2021), Ramakrishnan and Arokiasamy (2020), and Sekhar and Patwardhan (2021) consistently show a positive influence of FWAs on employee job performance. In contrast, Rahman et al. (2020) report no significant impact of FWAs on employee performance. Moreover, Hamouche and Parent-Lamarche (2023) discovered that when working remotely, older age is correlated with decreased job performance, while younger age is associated with higher job performance. However, when working outside the office, older age is related to higher job performance, while younger age is correlated with lower job performance. Ab Wahab and Tatoglu (2020) also found that flexible work arrangements positively contribute to employees' well-being and firm performance. Employee well-being, in turn, is found to have an impact on job performance by some researchers (Boulet and Parent-Lamarche, 2022; Chu et al., 2022; Lee et al., 2021), whereas others (Lee et al., 2021; Magnier-Watanabe et al., 2020; Sutarto et al., 2021) state that employee well-being does not significantly impact job performance during remote work.

Work engagement consists of three components: vigor, dedication, and absorption (Schaufeli et al., 2002). Research studies concerning flexible work arrangements and work engagement, such as those conducted by Gerards et al. (2018), Jung and Yoon (2021), Kiran and Khurram (2018), Richman et al. (2008), Shah et al. (2020), Weideman and Hofmeyr (2020), and Yamin and Pusparini (2022), consistently demonstrate that flexible work arrangements exert a positive influence on work engagement. Furthermore, these studies indicate that work engagement positively contributes to employee job performance.

Al Badi et al. (2023), Benitez et al. (2022), Dajani (2015), Garg and Singh (2020), Scrimpshire et al. (2023) and Toscano and Zappalà (2021) reveal that work engagement significantly correlates with employee performance, while Andrulli and Gerards (2023), Garg and Singh (2020), Jena et al. (2018), Karani and Mehta (2022), Karani et al. (2023), Roy et al. (2023), and Sharma and Kumra (2022) suggest that work engagement positively influences employees' well-being.

The findings from the studies by Abas et al. (2019), Dajani (2015), and George et al. (2022) converge in the same direction, indicating that digital literacy influences employee performance. Most of these studies predominantly focus on the direct impact of digital knowledge. For example, Abas et al. (2019), Dajani (2015), and George et al. (2022) highlight the direct impact of digital literacy on employees' job performance. From the researchers' perspective, digital literacy serves as a moderator variable in the relationship between flexible work arrangements and job performance.

The conceptual framework illustrates the hypothesized relationships among flexible work arrangements, supervisor support, employee well-being, work engagement, and task performance, with digital literacy as a moderating variable. The model draws on Social Exchange Theory, which explains how employees respond to organizational support with positive work outcomes, as presented in Figure 1.

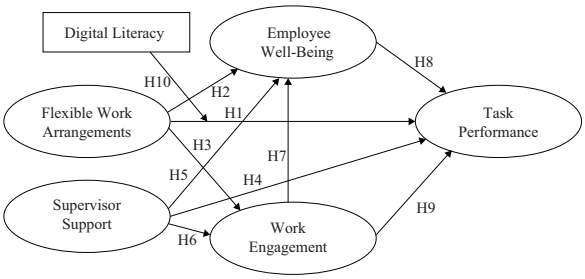

Figure 1 Conceptual framework

Hypothesis

H1: Flexible work arrangements have a positive influence on task performance.

H2: Flexible work arrangements have a positive influence on employee well-being.

H3: Flexible work arrangements have a positive influence on work engagement.

H4: Supervisor support has a positive influence on employee task performance.

H5: Supervisor support has a positive influence on employee well-being.

H6: Supervisor support has a positive influence on work engagement.

H7: Work engagement has a positive influence on employee well-being.

H8: Employee well-being has a positive influence on task performance.

H9: Work engagement has a positive influence on task performance.

H10: Digital literacy is a moderating variable in the relationship between flexible work arrangements and task performance.

Methodology

Population and Sample

This research is a quantitative study approved by the Human Research Ethics Committee, Kasetsart University (COE No.COE66/008). The population is employees in large-scale enterprises in the manufacturing sector (organizations with more than 200 employees) within the Eastern Economic Corridor (EEC) who engage in at least one form of non-standard work arrangement. The sample size was determined based on a recommendation for structural equation modeling analysis, which suggests a sample size of 200–500 cases is appropriate for SEM, depending on model complexity (Hair et al., 2010). The researchers used probability sampling to collect questionnaire data from July to September 2023, resulting in 452 complete responses for analysis.

Data Collection Instrument

Structured questionnaires, developed based on a review of relevant literature, served as the data collection instruments in the study. The questionnaire underwent a content validity and reliability test. Table 1 displays the IOC and Cronbach's alpha values. The IOC values were above 0.50 for all items, signifying content validity, and the Cronbach's alpha coefficients exceeded the 0.7 threshold, signifying satisfactory levels of reliability (Cortina, 1990).

The questionnaires had seven sections, as follows:

Section 1: General information included gender, age, educational level, current job position, workplace location, and organizational flexible work policies. It comprised both open-ended and multiple-choice questions.

Sections 2–6 are the main variables studied. The study utilized a Likert scale, which has five response levels. Section 2: A flexible work arrangements questionnaire, adapted from Albion (2004) research. The scale includes items such as "You have the freedom to choose your workplace location" Section 3: The Supervisor Support Questionnaire, adapted from Miller (2006), included both instrumental and informational support from supervisors. The scale includes items such as "Your supervisor prepares equipment, tools, and appliances so that you can work efficiently." Section 4: Employee Well-Being Questionnaire, adapted from Manion (2003), focused on four dimensions: connections, love of work, work achievement, and recognition. The scale included items such as "You have the opportunity to do activities

Table 1 IOC and Cronbach's alpha values of variables

Construct	Observed Variable	IOC	Cronbach's Alpha
Flexible work arrangements	FWAs1	0.67–1.00	0.743
	FWAs2	0.67–1.00	0.783
	FWAs3	0.67–1.00	0.798
Supervisor support	Instrumental support	0.67–1.00	0.857
	Informational support	0.67–1.00	0.835
Well-being	Connections	0.67–1.00	0.887
	Love of the work	0.67–1.00	0.707
	Work achievement	0.67–1.00	0.955
	Recognition	0.67–1.00	0.771
Work engagement	Vigor	0.67–1.00	0.844
	Dedication	0.67–1.00	0.960
	Absorption	0.67–1.00	0.835
Task performance	TP1	0.67–1.00	0.894
	TP2	0.67–1.00	0.816
	TP3	0.67–1.00	0.948
	TP4	0.67–1.00	0.840

together with people in the organization." Section 5: Work Engagement Questionnaire, according to the concept by Schaufeli et al. (2002), covers three dimensions: vigor, dedication, and absorption. The scale includes items such as "You are enthusiastic about achieving your set goals at work." Section 6: Task Performance Questionnaire, adapted from Campbell et al. (1993), includes items such as "You successfully accomplish tasks according to the goals set."

Section 7 allowed respondents to provide feedback and suggestions regarding factors influencing task performance under flexible work arrangements.

Data Analysis

Descriptive statistics characterized the respondents' general data. The covariance-based structural equation analysis was used for hypothesis testing. The first step involved checking the characteristics of the data, including the mean value, standard deviation, skewness, kurtosis, and correlation coefficient. The second step involved analyzing the measurement model using confirmatory factor analysis (CFA), evaluating internal consistency, convergence validity, and discriminant validity. Subsequently, the structural model analysis was used to verify the hypotheses.

Results

General Information of Respondents

The respondents who completed the questionnaires were 452 employees. The majority of respondents were female (58%), while the remaining 42 percent were male. The age distribution of respondents was highest in the 31–35 years range (22.6%), followed by 26–30 years (22.3%). Subsequent age groups included 36–40 years (20.4%), 41–45 years (14.8%), 21–25 years (7.5%), 46–50 years (6.6%), 51 years and above (4.9%), and equal to or less than 20 years (0.9%). In terms of education level, most respondents held a bachelor's degree (66.6%), followed by higher than a bachelor's degree (19.5%), and lower than a bachelor's degree (13.9%). Respondents had varying lengths of work experience, with the majority having 6–10 years (29.2%) and 1–5 years (23.7%). Others had more than 15 years (23.5%), 11–15 years (18.4%), and less than 1 year (5.3%) of work experience. Most participants occupied operational and office positions (73.9%), while the remaining 26.1 percent held supervisory or first-level managerial roles.

The Model of the Influences of Flexible Work Arrangements and Supervisor Support on Employee Well-Being, Work Engagement, and Task Performance

Normality assessment

The observable variables exhibit a skewness ranging from –0.004 to 0.190 and kurtosis from –0.008 to 0.598. Since absolute values of skewness are less than 1.0 and absolute values of kurtosis are less than 1.5, it is acceptable to consider that the data follow a normal distribution (Schumacker & Lomax, 2004). Therefore, this study was appropriate for analysis with CB-SEM and estimated parameters with maximum likelihood.

Measurement model assessment

The results of the confirmatory factor analysis indicated that, after modifying the model by the program's suggestion, the values of CMIN/DF = 2.188, GFI = 0.975, AGFI = 0.922, RMR = 0.016, and RMSEA = 0.051. According to Kline (2016), the CMIN/DF is less than 3, the GFI, AGFI, NFI, and CFI values are greater than 0.90, the RMR is less than 0.05, and the RMSEA is less than 0.08, indicating that the model aligns well with the observed data.

Table 2 displays the results of the measurement model examination. According to Hair et al. (2010), the standardized factor loading values of the observed variables ranged from 0.737 to 0.888, and the composite reliability of the latent variables ranged from 0.845 to 0.918, all exceeding the threshold of 0.70, indicating satisfactory reliability. Moreover, the average variance extracted varied from 0.645 to 0.765, exceeding the threshold of 0.50, suggesting that all the latent variables had convergent validity (Fornell & Larcker, 1981).

Table 3 presents the discriminant validity assessment. It was evident that the square root of the AVE for each construct along the diagonal exceeded the interconstruct correlations. Therefore, it could be concluded that there was discriminant validity among the constructs (Fornell & Larcker, 1981).

Structural model analysis

The assessment of model fit indicated that, although the initial model already fit the data acceptably, the model modification further improved the fit with the observed data. The index values obtained were as follows: CMIN/DF = 2.034, CFI = 0.965, GFI = 0.929, RMR = 0.029, and RMSEA = 0.034. All these values met the predefined criteria: CMIN/DF is less than 3, GFI, NFI, and CFI are greater than 0.90, RMR is less than 0.05, and RMSEA is less than 0.05. Therefore, it could be inferred that the model aligned with the empirical data. Table 4 presents the model fit indices, and Figure 2 presents the results derived from the structural equation modeling (SEM) analysis.

Table 2 Standardized factor loading, CR and AVE of the measurement model

Construct	Observed Variable	Factor Loading	R^2	Composite Reliability	AVE
Flexible work arrangements	FWAs1	0.805***	0.649	0.848	0.652
	FWAs2	0.874***	0.763		
	FWAs3	0.737***	0.544		
Supervisor support	Instrumental support	0.862***	0.742	0.867	0.765
	Informational support	0.887***	0.787		
Work engagement	Vigor	0.821***	0.674	0.845	0.645
	Dedication	0.821***	0.674		
	Absorption	0.767***	0.588		
Well-being	Connections	0.781***	0.609	0.918	0.685
	Love of the work	0.819***	0.670		
	Work achievement	0.888***	0.789		
	Recognition	0.771***	0.595		
Task performance	TP1	0.852***	0.725	0.913	0.675
	TP2	0.813***	0.661		
	TP3	0.798***	0.637		
	TP4	0.737***	0.544		

Note: ***$p < .001$.

Table 3 Discriminant validity and correlation matrix

Construct	FWAs	Supervisor support	Well-being	Work engagement	Task performance
FWAs	0.807				
Supervisor support	0.536	0.875			
Well-being	0.572	0.725	0.828		
Work engagement	0.523	0.578	0.787	0.828	
Task performance	0.505	0.509	0.67	0.753	0.822

Note: Values in the diagonal represent the square root of AVE

Table 4 Goodness of fit measures for testing model fit of structural model

Fit Index	CMIN/DF	GFI	RMR	RMSEA	NFI	CFI
Criteria (Kline, 2016)	< 3.00	> 0.90	< 0.05	< 0.05	> 0.90	> 0.90
Initial model	2.398	0.914	0.032	0.039	0.919	0.950
Final model	2.034	0.929	0.029	0.034	0.933	0.965

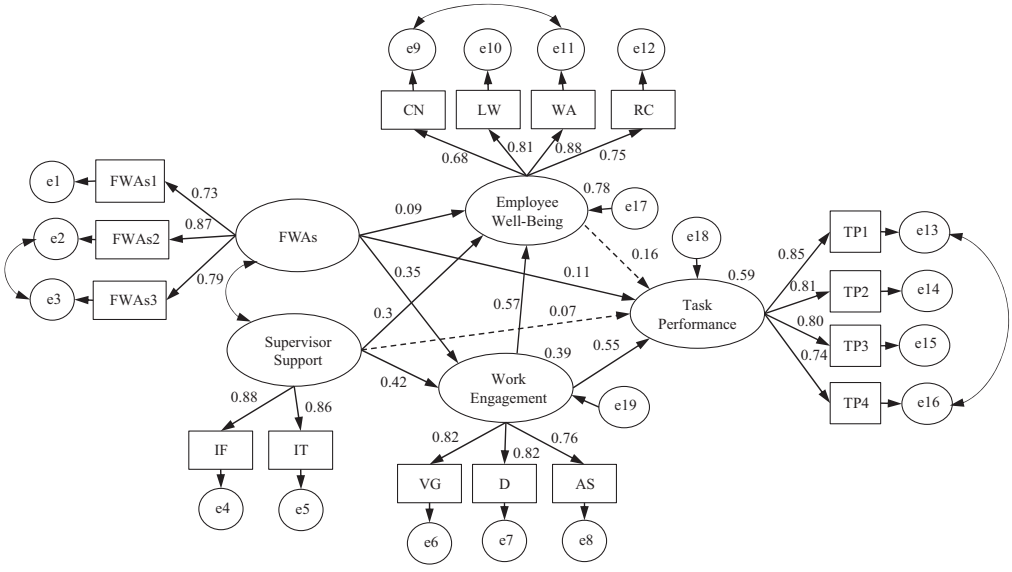

Figure 2 Result of the analysis of the influences of flexible work arrangements and supervisor support on task performance

Table 5 presents the results of the hypothesis tests for H1–H9, including standardized beta coefficients (β), unstandardized coefficients (b), standard errors (*SE*), *t*-test statistic (*t*), and whether each hypothesis was supported.

Table 6 summarizes the direct and indirect effects of flexible work arrangements, supervisor support, work engagement, well-being, and task performance. Flexible work arrangements manifested both direct and indirect effects on well-being (total effect = 0.262, $p < .05$). They directly affected work engagement (direct effect = 0.297, $p < .05$) and exerted both direct and indirect effects on task performance (total effect = 0.320, $p < .05$). Simultaneously, supervisor support has both direct and indirect effect on well-being (total effect = 0.592, $p < .05$) and directly affects work engagement (direct effect = 0.417, $p < .05$). Moreover, while it did not have a statistically significant direct effect on task performance (direct effect = 0.007, $p = .912$), supervisor support exerted an indirect effect through well-being (total effect = 0.334, $p < .05$). Regarding work engagement, it had direct effect on both well-being and task performance (direct effect = 0.574 and 0.554 respectively, $p < .05$). Well-being had direct effects on task performance (direct effect = 0.162), but this effect was not statistically significant. Examining R^2 values revealed that flexible work arrangements and supervisor support accounted for 38.7 percent of the variance in work engagement ($R^2 = 0.387$, $p < .05$). Additionally, flexible work arrangements, supervisor support, and work engagement could explain 77.8 percent of the variance in well-being ($R^2 = 0.778$). Lastly, considering flexible work arrangements, supervisor support, well-being, and work engagement together, these factors explained 58.5 percent of the variance in task performance ($R^2 = 0.585$).

Moderator Analysis

As shown in Table 7, the analysis of the moderating effect of digital literacy on the relationship between flexible work arrangements and task performance provided significant insights. In the group with high digital literacy, the beta coefficient was 0.172, with a *p*-value of.003 ($p < .05$), indicating a statistically significant influence of digital literacy on the relationship between flexible work arrangements and task performance.

Table 5 Summary results of hypothesis testing for H1 to H9

Hypothesis	β	b	*SE*	*t*	Results
H1 : FWAs → TP	0.113*	0.102	0.030	3.460	Supported
H2 : FWAs → WB	0.092*	0.077	0.034	2.236	Supported
H3 : FWAs → EG	0.297*	0.257	0.052	4.925	Supported
H4 : SS → TP	0.007	0.005	0.049	0.110	Not Supported
H5 : SS → WB	0.353*	0.250	0.035	7.098	Supported
H6 : SS → EG	0.417*	0.306	0.044	6.940	Supported
H7 : EG → WB	0.574*	0.555	0.057	9.693	Supported
H8 : WB → TP	0.162	0.174	0.114	1.521	Not Supported
H9 : EG → TP	0.554*	0.577	0.095	6.057	Supported

Note: *$p < .05$.

Table 6 Summary of direct effect, indirect effect, and total effect

Construct	Well-being			Engagement			Task performance		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
FWAs	0.092*	0.17*	0.262*	0.297*		0.297*	0.113*	0.207*	0.320*
Supervisor support	0.353*	0.239*	0.592*	0.417*		0.417*	0.007	0.327*	0.334*
Engagement	0.574*	-	0.574*	-	-	-	0.554*	0.093*	0.647*
Well-being	-	-	-	-	-	-	0.162		0.162
R Square		0.778			0.387			0.585	

Note: DE = Direct effect, IE = Indirect effect, TE = Total effect.
*$p < .05$.

Table 7 Summary results of Hypothesis testing for H10

Hypothesis	Beta	b	*SE*	*p*	*t*	Results
H10 : FWAs → TP (High DL)	0.172	0.154	0.530	.003*	-1.676*	Moderator
FWAs → TP (Low DL)	-0.008	-0.006	0.076	.940		

Note: *p*-value assess whether each standardized beta differs significantly from zero; *t*-test compares the high- and low-literacy betas.
*$p < .05$.

Conversely, in the group with low digital literacy, the beta coefficient was 0.008, with a *p*-value of.940 ($p > .05$), suggesting a lack of statistically significant influence. The *t*-test yielded a value of - 1.676, which exceeded the critical value of 1.645, leading to the conclusion that digital literacy significantly moderated the impact of flexible work arrangements on task performance, with statistical significance.

Discussion

The findings of the study can be discussed as follows:

The result of testing hypothesis 1 reveals that flexible work arrangements directly impact task performance. This result implies that the implementation of suitable flexible work policies, whether involving flexible working hours, remote work possibilities, or reduced working days per week while maintaining consistent working hours, positively influences task performance. This is in line with the findings of the previous research conducted by Hashmi et al. (2021), and Sekhar and Patwardhan (2021), which similarly identified a positive association between flexible work arrangements and task performance. This study suggests that employees favor flexible work schedules as they enable independent time management, with a concentration on achieving task success rather than adhering strictly to office hours.

The finding from testing hypothesis 2 demonstrates that flexible work arrangements have a positive influence on well-being, aligning with studies by Charalampous et al. (2022), Chaudhuri et al. (2022), Delle-Vergini (2017), and Pataki-Bittó and Kun (2022) that have similarly identified a positive impact of flexible work arrangements on well-being. This research underscores the importance of flexible work arrangements in human resource management to achieve favorable outcomes. Moreover, it highlights that organizations can use flexible work arrangements to attract talented individuals who can contribute to and adapt to the evolving dynamics of work in the New Normal era. Such arrangements allow employees to achieve a balance between their personal and professional lives, thereby enhancing their task performance and organizational commitment. Consequently, organizations are encouraged to support flexible work policies to foster employee well-being, which, in turn, contributes to improved job performance and overall organizational success.

The result of testing hypothesis 3 indicates that flexible work arrangements have a positive impact on work engagement, which is consistent with the conclusions drawn in the research conducted by Weideman and Hofmeyr (2020). Their study uncovered a statistically significant positive influence of flexible work arrangements on both engagement and well-being. Moreover, Kiran and Khurram (2018) reported a positive relationship between flextime and employee engagement, job satisfaction, and employee happiness. Shah et al. (2020) also provided evidence supporting the concept that flexible working hours contribute to increased work engagement, leading to enhanced employee and team effectiveness. Finally, Gerards et al. (2018) illustrated that adopting new working methods, including productivity management, accessible organizational knowledge, and open-access workspaces, plays a significant role in fostering positive engagement among employees.

The result of testing hypothesis 4 reveals that supervisor support does not influence task performance. This could be attributed to the numerous benefits offered by flexible work arrangements, such as reduced commute times, increased time management options, cost savings, and adaptability in hiring practices for organizations. However, it is crucial to recognize potential challenges, particularly in the relationship between supervisors and employees. The implementation of flexible work arrangements may introduce difficulties in supervision, motivation, and support, especially for remote workers. Research by Ahmed et al. (2022) highlighted issues related to poor infrastructure, encompassing unreliable internet connections, inadequate equipment, and inaccessible data. A resilient technological infrastructure is essential for employees to work comfortably and securely from home, and the lack of instrumental support can become a barrier to task completion, increase stress, and negatively impact employee well-being. Despite these challenges, there is research suggesting a positive influence of supervisor support on employee task performance as shown in studies conducted by Ahmad et al. (2022), Imam et al. (2022), Sekhar and Patwardhan (2021), Vuong et al. (2022), and Zeb et al. (2022). However, it is imperative to acknowledge that the extent of this influence may vary based on different contexts or organizational sizes.

The result of testing hypothesis 5 suggests that supervisor support has a positive impact on well-being. This may depend on the mutual communication and agreement between supervisors and subordinates to overcome various challenges when working remotely. Such findings are in line with research by Gordon et al. (2019). Their study confirms that employee

well-being acts as a mediator in the relationship between supervisor support and the intention to quit. Employees who perceive higher levels of support from their supervisors are less likely to leave the organization. Additionally, supervisor support contributes positively to employee well-being and reduces intentions to change jobs, as demonstrated in Jang's (2009) research. Additionally, Hammig's (2017) study underscores the significance and influence of supervisor support on employee well-being.

The result of testing hypothesis 6 reveals that supervisor support positively influences work engagement. As employees transition to remote work, their perspectives and expectations are also changed. Organizations must adapt their management strategies, provide supportive tools, and develop systems conducive to remote work. Designing appropriate performance measurement systems tailored to this new work paradigm can enhance engagement, improve employees' overall quality of life, and increase their overall job performance. This finding is consistent with the research conducted by Hamzah et al. (2021) and Piotrowski et al. (2021).

The outcome of testing hypothesis 7 points out that work engagement has a positive influence on well-being. The significance of relationships within the organization is crucial. If employees lack interaction with colleagues when working remotely, it may negatively impact their well-being. Organizations should strive to maintain appropriate levels of interaction among employees to foster a conducive work atmosphere. Factors such as vigor, dedication, and absorption contribute to employees' well-being and subsequent job performance. This aligns with research by Andrulli and Gerards (2023), Garg and Singh (2020), Karani and Mehta (2022), Karani et al. (2023), Roy et al. (2023), and Sharma and Kumra (2022), which indicate that job engagement positively influences employee well-being.

The result of testing hypothesis 8 presents that well-being does not significantly impact task performance, especially when employees are granted increased opportunities for remote work. Although increasing opportunities for remote work may contribute to improved well-being, our findings did not confirm a direct effect on task performance. The optimal number of remote workdays is determined by the relative importance employees place on productivity and well-being, which may vary. Therefore, while adjusting remote work policies might improve well-being, such adjustments do not necessarily enhance task performance. These findings are consistent with studies conducted by Boulet and Parent-Lamarche (2022), Chu et al. (2022), and Lee et al. (2021). Boulet and Parent-Lamarche (2022) found that employees' well-being significantly contributes to increased work efficiency, while Magnier-Watanabe et al. (2020) conducted research with Japanese respondents, revealing a statistically significant positive relationship between well-being and job performance. Conversely, French respondents exhibited no correlation between well-being and job performance, potentially due to organizational cultural differences.

Following the examination of hypothesis 9, the researchers observed that work engagement has a positive influence on task performance. This connection arises from the vigor in work engagement which leads to increased employees' dedication and competence in their tasks. Employees who are content and satisfied with their work tend to produce high-quality job performance. This finding is consistent with several studies, including those by Al Badi et al. (2023), Benitez et al. (2022), Garg and Singh (2020), Scrimpshire et al. (2023), and Toscano and Zappalà (2021). Their studies have shown that work engagement is significantly correlated with task performance.

Finally, after scrutinizing hypothesis 10, the finding reveals that digital literacy serves as a moderator in the association between flexible work arrangements and task performance. Possessing digital knowledge among employees in an organization enhances their ability to perform tasks efficiently. In today's rapidly changing technological landscape, tools like Slack, Dropbox Paper, and Zoom facilitate quick communication among employees even when they are in the same location. The advantages of communication technology contribute to the hindrance of work efficiency in remote work, contingent on the nature of the job. Research findings from Abas et al. (2019) and George et al. (2022) collectively support the notion that digital literacy positively influences task performance.

Recommendation for Application

1. Based on the study findings, it is evident that flexible work arrangements (FWAs) have a significant influence on task performance according to their roles and responsibilities. Therefore, organizations should prioritize the establishment of flexible work formats to align with employees, particularly regarding FWAs. Initiatives for enhancement should empower employees to adeptly handle variations in workload and responsibilities. By not restricting the workspace, organizations can attract talented individuals globally, thus enhancing workforce diversity. Moreover, this fosters increased accountability in job roles, leading to a better work-life balance.

Hence, organizations should plan flexible work arrangements that align well with their employees, ensuring suitability and effectiveness.

2. Moreover, it is crucial for managers to pay more attention to their employees. This may involve providing encouragement during remote work or organizing activities to foster better relationships between supervisors and employees. The objective of this approach is to encourage collaboration for enhanced work efficiency in the future.

Recommendations for Future Research

For this study, we examined employees from all departments within the office to gain a comprehensive understanding of the impact of flexible work arrangements on work efficiency. Future research could segment the study by department to provide more detailed insights into how flexible work arrangements impact different groups. Additionally, qualitative research could be conducted to deepen understanding of various interesting aspects such as employees' experiences and satisfaction with flexible work, the relationship between flexible work and work performance, and possibilities for developing flexible work practices in the future. This will help organizations make more informed decisions in managing human resources and moving towards a sustainable future.

Conflict of Interest

The authors declare that there is no conflict of interest.

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