

SALARIES and Work Flexibility as Predictors of the Individual Work Performance of the Business Process Outsourcing EMPLOYEES

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ABSTRACT

This study examined whether salaries and work flexibility predict the individual work performance of Business Process Outsourcing (BPO) employees in Davao City. Using a descriptive-correlational design, data were collected from 300 respondents across selected BPO companies using stratified systematic random sampling. Statistical tools, including the mean, standard deviation, Pearson's *r*, and regression analysis, were used to interpret the data. Results showed that the level of salaries, work flexibility, and individual work performance were all rated very high. All indicators of individual work performance—task, contextual, and productive behavior—reflected strong positive ratings. Both salaries and work flexibility were significantly related to individual work performance, with work flexibility emerging as the stronger predictor. Combined, these two variables explained 21.2% of the variation in performance. The findings affirm that fair compensation and flexible work arrangements enhance individual work performance. These support the principles of Self-Determination Theory and Campbell's Theory of Performance, highlighting the importance of autonomy, motivation, and supportive work environments in boosting productivity.

KEYWORDS: *Business management, salaries, work flexibility, individual work performance, Philippines*

INTRODUCTION

In today's evolving organizational landscape, individual work performance remains a critical factor in achieving success. According to Bateh et al. (2013), employees now face mounting challenges as change management becomes increasingly vital. Smith (2013) notes that rapid shifts in the business environment have complicated employee efficiency. The rise of digitalization and remote work, as highlighted by Jones and Williams (2014), has blurred

personal and professional boundaries, often resulting in burnout. Chen (2015) adds that constant multitasking pressures reduce focus and output, while Garcia et al. (2017) note a growing mismatch between job demands and employees' skills. As Donohoe (2019) explains, individual work performance reflects how effectively employees carry out their tasks, as measured by behavior and output quality.

Suroy Suroy (2023) reported that many BPO employees in Cebu City have been leaving their jobs due to feelings of underpayment, insufficient company support, and struggles to maintain a healthy work-life balance. Similarly, Dagooc (2023), in a survey conducted for The Freeman, found that nearly half of the 4,500 employees in Cebu's BPO sector were considering resigning—further highlighting growing dissatisfaction within the industry.

Setyowati and Sofingi (2021) emphasize that individual work performance is a key driver of organizational productivity and goal achievement. Khan (2018) further notes that employee performance is essential to meeting strategic objectives, as organizations are often evaluated based on how effectively they leverage their workforce's skills and competencies. According to Hubais et al. (2023), high-performing employees not only enhance internal outcomes but also contribute to socially responsible and innovative workplace cultures, creating a positive impact that extends beyond the organization.

Furthermore, Judge et al. (2013) explain that salaries are positively correlated with job performance, as employees who feel fairly compensated tend to perform better. Building on this, Burcharth et al. (2017) highlight that when organizations offer autonomy and flexibility in roles, they are more likely to reap the benefits of innovation, as job freedom fosters both creativity and performance.

The researcher reviewed several published studies and found that, while salaries, work flexibility, and individual performance have been examined separately in various contexts, there is a notable lack of research exploring these variables collectively within the BPO industry in Davao City, Philippines. Specifically, the interactive effects of perceived salary fairness and flexible work arrangements on employee performance remain underexplored in this local setting. Moreover, the role of perceived equity in compensation and access to flexible work systems—especially their impact on motivation and retention—has not been adequately documented in this region. Addressing this

gap is crucial, as it can yield practical insights to enhance performance and reduce turnover in the BPO sector. Thus, this study aims to fill that gap by investigating the relationship between salaries, work flexibility, and individual work performance specifically within BPO companies in Davao City.

METHODS

The study employed a quantitative, descriptive correlational design. Creswell (2014) asserted that quantitative research involves the systematic measurement and numerical analysis of information obtained through polls, questionnaires, and surveys. Being a quantitative study, this research provides objective measurements of various constructs, such as salary, work flexibility, and individual work performance among BPO professionals, allowing it to be studied within a systematic framework.

This study was conducted in Davao City, where a sample was drawn from 10 BPO companies. Given its rapid development and strategic assets, Davao City has emerged as a significant hub for Business Process Outsourcing (BPO) operations. The sample consisted of 300 employees of Business Process Outsourcing (BPO) companies in Davao City, selected using stratified systematic random sampling. Stratified random sampling was then used to select participants within each stratum. Only employees with at least 1 year of tenure are eligible, ensuring that staff have had time to make an impact in their roles. This study utilized an adapted survey questionnaire as its primary research instrument. The study's research instrument was divided into three parts. Part 1 dealt with Individual Work Performance, which was adapted from Villagrancia et al. (2019) with a Cronbach alpha of .70. Moreover, this has three indicators, namely: task performance, contextual performance, and productive work behavior, with twenty-six (26) items. Part 2 dealt with salaries, which were adapted from Andrew (2024) with a Cronbach alpha of 0.87. Moreover, this has three indicators, namely: impact of salaries, prompt payment, and fringe benefits, with seventeen (17) items. Part 3 dealt with Work Flexibility, which was adapted from Galinsky et al. (2011) and had a Cronbach's alpha of 0.83. Moreover, this has four indicators, namely: choices in managing time, flextime and flexplace, time off, and culture of flexibility, with twenty-one (21) items.

The researcher began by formally obtaining permission from the Dean of the Graduate School for the study. After the Dean signed the application, the researcher submitted it, along with necessary documents such as the study

protocol and informed consent forms, to the Ethics Committee of the University of the Immaculate Conception (UIC REC) for ethical clearance to ensure ethical compliance. After obtaining ethical clearance, the researcher formally requested permission from the Human Resource Management Offices of the chosen Business Process Outsourcing (BPO) companies. They assisted in distributing the questionnaires to their employees (without revealing personally identifiable information, in line with data privacy laws). As a requirement, all subjects were asked to sign an ICF before receiving the questionnaires.

Data collection was conducted personally to avoid misinterpretation, and respondents provided further explanation during data collection. The survey was administered in a controlled setting, with the researcher present to provide clarification if needed. Given the sensitivity of some questions – such as those related to salary, work flexibility, and performance – there was potential risk of causing discomfort or stress among participants. To address these concerns, participants were informed that their involvement was entirely voluntary and that they could withdraw from the study at any point without any consequences. For a comprehensive interpretation and analysis of the data, the following statistical tools were utilized: Mean, Standard Deviation, Pearson r , and multiple regression analysis (MRA).

The study strictly adhered to the Data Privacy Act of 2012. All collected data was coded to prevent the identification of individual respondents. This study is committed to upholding ethical standards in research by submitting the research protocol for review and approval by the UIC Research Ethics Committee (UIC-REC), as indicated by the assigned Protocol Code: GS-ER-02-25-0198. The research underwent a thorough ethical review to ensure compliance with the ten foundational ethical principles, namely: social value, informed consent, vulnerability issues, risk-benefit ratio, privacy and confidentiality of information, justice, transparency, researcher qualification, adequacy of facilities, and community involvement.

RESULTS AND DISCUSSION

The results of Table 1 show that the overall individual work performance among BPO employees in Davao City was rated as very high, with a mean score of 4.61 and standard deviations ranging from 0.44 to 0.73, indicating consistency across responses. This indicates that employees perform very satisfactorily in terms of completing their assigned tasks efficiently (task

performance), going beyond their formal duties to assist others and contribute to the organization (contextual performance), and consistently adhering to workplace norms and exhibiting reliable work habits (productive work behavior). The very high individual work performance rating in this study aligns with Harrison and Patel (2019), who found that organizations fostering a strong feedback culture report elevated individual performance.

The level of task performance, as an indicator of individual work performance, yielded a very high mean of 4.67, indicating that business process outsourcing (BPO) employees in Davao City perceive themselves as highly effective and efficient in completing their core job responsibilities. This result suggests that employees not only meet but also often exceed the expectations set by their roles, demonstrating an exceptional level of competence and reliability in task execution. The very high task performance rating affirms Turner and Lawrence's (2017) emphasis that employees perform their tasks exceptionally well due to skills training and clarity of role expectations.

Contextual performance, an individual work performance dimension, also had a very high mean of 4.63, indicating that employees in Davao City's business process outsourcing (BPO) sector engage in expansion activities beyond their matrixed job descriptions. This very high rating indicates that, in addition to focusing on their core responsibilities, employees regularly exhibit behaviors that improve the social and psychological climate of their organization—such as sharing, helping others, and upholding norms. These behaviors align with Ng and Feldman's (2017) findings that employees are more inclined to exhibit extra-role behaviors in workplaces that promote teamwork and mutual respect.

The level of productive work behavior, as an indicator of individual work performance, yielded a very high mean of 4.61, which indicates that BPO employees in Davao City consistently exhibit peace-loving behavior, optimism, respectfulness, and resilience in their work environment. These traits reflect their ability to maintain positive interpersonal relationships, uphold workplace harmony, and approach challenges constructively. This finding is consistent with the conclusion of Martinez et al. (2014) that the sustainability of productive behavior is attributed to intrinsic motivation. It suggests that employees who find meaning and purpose in their work are more likely to demonstrate consistent diligence and proactive engagement.

Table 1
Status of Individual Work Performance

Domains/Statements	Mean	SD	Description
<i>Task Performance</i>			
1. Being able to manage work plans to finish on time.	4.79	0.44	Very High
2. Having planning skills at an optimal level.	4.75	0.46	Very High
3. Maintaining focus on achieving the desired work outcomes.	4.59	0.54	Very High
4. Being effective in distinguishing main issues from side issues.	4.57	0.55	Very High
5. Setting appropriate priorities in terms of tasks.	4.64	0.51	Very High
6. Completing work efficiently and effectively.	4.70	0.47	Very High
7. Collaborating productively with others.	4.63	0.56	Very High
Category Mean	4.67	0.50	Very High
<i>Contextual Performance</i>			
8. Assumption of additional duties.	4.70	0.49	Very High
9. Taking new tasks when the latter was finished.	4.64	0.55	Very High
10. Taking challenging work tasks when available.	4.56	0.59	Very High
11. Keeping job knowledge up-to-date has been a priority.	4.57	0.57	Very High
12. Keeping job skills up-to-date is an ongoing priority.	4.74	0.49	Very High
13. Developing creative solutions to tackle novel issues.	4.72	0.50	Very High
14. Seeking new challenges was a priority in the job.	4.55	0.63	Very High
15. Exceeded expectations.	4.64	0.53	Very High
16. Actively engaging in work meetings.	4.54	0.57	Very High
17. Consistently sought to enhance work performance.	4.63	0.52	Very High
18. Grasping opportunities when presented.	4.68	0.49	Very High
19. Adept at swiftly resolving difficult situations and obstacles.	4.55	0.62	Very High
Category Mean	4.63	0.55	Very High
<i>Productive Work Behavior</i>			
20. Never raised grievances about trivial matters in the workplace.	4.70	0.58	Very High
21. Never exacerbated issues at work.	4.65	0.55	Very High
22. Having the ability to concentrate on the positive elements of work situations rather than the negative ones.	4.55	0.57	Very High

23. Never discussed the negative aspects of work with colleagues.	4.26	0.71	Very High
24. Never discussed the drawbacks of the work with anyone outside of the organization.	4.31	0.73	Very High
25. Having the ability to consistently exceed expectations.	4.66	0.54	Very High
26. Having the ability to consistently maintain dedication to the work tasks.	4.72	0.49	Very High
Category Mean	4.55	0.60	Very High
Overall Mean	4.61	0.55	Very High

The data in Table 2 refer to the salaries of business process outsourcing employees. Salaries have an overall mean of 4.55, described as very high. This indicates that the employees strongly agree that their salaries are always evident and motivating. This further implies that employees value not only their compensation but also the timeliness of salary releases and the inclusion of fringe benefits, recognizing these as significant contributors to their motivation, job satisfaction, and overall performance. The standard deviations of the three indicators range from 0.40 to 1.29, indicating consistent responses. The very high salary rating in this study aligns with Armstrong et al.'s (2014) findings that respondents received fair and adequate compensation. Similarly, it confirms Judge et al.'s (2013) observation that connected, competitive, and timely salaries are highly appreciated by employees.

The impact of salaries yielded a very high category mean of 4.67 (always evident). The very high mean score for the impact of salaries suggests that employees recognize that their compensation is indeed a substantial motivator influencing their work performance. This finding affirms Judge et al. (2013), who noted that appropriate compensation contributes positively to job performance by reinforcing employees' belief that their efforts will be rewarded, consistent with expectancy theory.

The category mean of 4.49 (always evident) for Prompt Payment indicates that employees recognize and appreciate the timely release of salaries as vital to their satisfaction, motivation, and work focus. This result affirms the findings of Vito et al. (2018), who emphasized that prompt compensation fosters a motivational environment that encourages employees to maintain high performance levels. Similarly, Safuan and Kurnia (2021) highlighted the importance of timely pay, especially during challenging circumstances such as

the Covid-19 pandemic, reinforcing its role as a key driver of employee morale and productivity.

The level of fringe benefits garnered a very high category mean of 4.48 (always evident). Respondents also rated fringe benefits as highly influential to their performance. Items such as “Health insurance is available” (M = 4.90) and “Assurance of job security motivates my performance” (M = 4.72) indicate that benefits beyond basic salary are viewed as essential supports, especially in a demanding, high-turnover environment like the BPO sector. These results align with Abdul Kadir et al. (2019) and Thapa (2023), who found that comprehensive benefits packages increase motivation and retention, thereby improving overall job performance. In particular, benefits such as health insurance, bonuses, and job security serve as psychological reinforcers, making employees feel valued and secure.

Table 2
Level of Salaries

Domains/Statements	Mean	SD	Description
<i>Impact of Salaries</i>			
1. Being satisfied with the amount of salaries received	4.18	0.83	High
2. Salaries being the great motivator.	4.90	0.35	Very High
3. Salaries as influencer of performance.	4.85	0.40	Very High
4. Extra salaries mean extra duty performance.	4.75	0.49	Very High
5. Low salaries which can lead to job change.	4.62	0.57	Very High
6. High salaries as a requirement of inspiring employees.	4.74	0.46	Very High
Category Mean	4.67	0.51	Very High
<i>Prompt Payment</i>			
7. Timely payment of salaries leads to increase concentration on duties.	4.74	0.45	Very High
8. Delayed salaries as a demotivator.	4.41	0.67	Very High
9. Not being able to find money to meet needs if salaries are delayed.	4.34	0.78	Very High
10. Timely salary payments are directly linked to individual work performance.	4.27	0.86	Very High
11. Continued delay of salaries payments can make me look for an alternative job.	4.68	0.53	Very High
Category Mean	4.49	0.66	Very High
<i>Fringe Benefits</i>			
12. Promotion affects performance.	4.72	0.69	Very High
13. Recognition of high-performing trainers and teams is effectively implemented within the organization.	4.69	0.61	Very High

14. Transport allowances are given.	2.99	1.29	Very High
15. Health insurance is available for employee.	4.90	0.41	Very High
16. Leadership allowances are satisfactory.	4.71	0.68	Very High
17. Overload allowances are also deemed adequate.	4.65	0.63	Very High
18. Assurance of job security motivates my performance.	4.72	0.51	Very High
Category Mean	4.48	0.69	Very High
Overall Mean	4.55	0.62	Very High

As shown in Table 3, the overall mean score for work flexibility among business process outsourcing (BPO) employees in Davao City is 4.36, indicating a very high level. This indicates that employees attest that their work arrangements consistently provide them with substantial flexibility—whether in terms of scheduling, location, or personal time management—and that this flexibility is consistently observed in their work settings. The standard deviation of 0.82 indicates a moderate level of consistency in responses, suggesting that while many employees benefit from flexible arrangements, some variation in their experiences exists, possibly due to differences in roles, team policies, or managerial support. These findings support the assertions of Davidescu et al. (2020), who found that flexible work practices lead to increased job satisfaction and motivation, ultimately enhancing individual work performance.

This indicator yielded a very high category mean of 4.57 (always observed). The result suggests that BPO employees are more satisfied with their individual work performance when they have control over their work schedules, as this flexibility enables them to meet their personal and professional needs. This result confirms the study by Turner and Casey (2014), which found that flexible scheduling significantly reduces workplace stress and improves overall well-being, which, in turn, enhances individual work performance. Specifically, employees in the business process outsourcing sector who had greater control over their work schedules reported higher levels of individual work performance and work engagement than those with less control.

Flextime and Flexplace also yielded a very high category mean of 4.02 (always observed). Apparently, all items in this domain had a very high category mean (always observed). This implies that flexible work arrangements are consistently practiced and valued in the organization, enabling employees to balance their work and personal responsibilities effectively. The consistent adoption of flextime and flexplace not only enhances productivity but also

fosters a supportive, empowering work environment where employees feel trusted and autonomous, thereby sustaining their motivation and commitment to organizational goals. This favorable perception of flextime and flexplace aligns with Allen et al. (2015), who reported that such flexible arrangements are associated with increased job satisfaction and reduced turnover intentions.

Time Off also bears a very high mean of 4.51 (always observed). Interesting, every aspect in this domain garnered a very high category mean (always observed). The very favorable rating suggests that employees who can take time off without worrying about loss of income or job security are likely to experience less stress and burnout, thereby enhancing their overall performance and productivity at work. Halkos (2017) supports the result, stating that employees who use their vacation leave are more productive and happier with their work than those who do not. Further, De Bloom et al. (2014) emphasized that this positive impact on job satisfaction and well-being directly contributes to improved individual work performance, underscoring the critical role of time off in fostering a supportive and effective work environment.

Culture of Flexibility also yielded a very high category mean of 4.33 (always observed). This result indicates that employees perceive their organizations as supportive of flexible work arrangements and value a workplace culture that accommodates their flexibility needs. This result affirms the findings of Kossek and Lautsch (2018), who noted that a strong culture of flexibility improves job satisfaction and organizational commitment. Similarly, Blythe and Robinson (2017) emphasized that such a culture encourages innovation, trust, and collaboration within the workplace.

Table 3
Level of Work Flexibility

Domains/Statements	Mean	SD	Description
<i>Choices in Managing Time</i>			
1. Ability to control work schedule while fulfilling my job.	4.59	0.76	Very High
2. Having a work schedule that effectively satisfies needs.	4.56	0.67	Very High
Category Mean	4.57	0.72	Very High
<i>Flextime and Flexplace</i>			
3. Having the ability to choose the start and end time using traditional flextime.	3.85	1.12	High

4.	Having the ability to make short-notice schedule changes.	4.55	0.78	Very High
5.	Being permitted to work in a compressed workweek.	4.54	0.83	Very High
6.	Having the ability to work some regular hours at home with compensation.	3.12	1.32	Moderate
Category Mean		4.02	1.01	Very High
Time Off				
7.	Having the access to time off during the workday for personal or family matters.	4.74	0.59	Very High
8.	Earning an aggregate of at least five paid days for personal illnesses per year.	4.75	0.60	Very High
9.	0	4.53	0.75	Very High
10.	Having the freedom to take time off for elder care without worrying about loss of income.	4.39	0.74	Very High
11.	Having the ability to take time off for elder care without fear of losing my job.	4.39	0.80	Very High
12.	Having access to accrued paid vacation leave.	4.79	0.49	Very High
13.	Having access to an average number of annual paid vacation leave.	4.85	0.42	Very High
14.	Having access to paid holidays.	4.84	0.43	Very High
15.	Being allowed to do volunteer work without losing pay.	4.21	0.87	Very High
16.	Having access to parental leave as a new parent with children under six years old.	4.10	1.09	High
17.	Having access to parental leave as a new parent with children under six years old, with partial or full payment.	3.99	1.11	High
Category Mean		4.51	0.72	Very High
Culture of Flexibility				
18.	Having the choice to advance my job or devote attention to my family or personal life.	4.47	0.71	Very High
19.	Having the opportunity to advance my career even when I request flexibility.	4.20	0.96	Very High
Category Mean		4.33	0.84	Very High
Overall Mean		4.36	0.82	Very High

Correlation Between Variables. Table 4 reveals a significant positive relationship between Salaries and Employee Performance ($r = 0.304, p < 0.05$). This suggests that when salaries are increased, employee performance tends to improve. Moreover, the findings show a significant, positive relationship between Work Flexibility and Employee Performance ($r = .446; p < 0.05$), suggesting that employee performance is likely enhanced when work is more flexible.

Table 4
Correlation Between Variables

Variables Correlated with Individual Work Performance	r	p	Remarks
Salaries	.304	.000	Significant
Work Flexibility	.446	.000	Significant

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

Predictors of individual work performance. The regression result is shown in Table 5. It can be noted that salary is a significant predictor of individual work performance ($p < 0.05$). The 0.114 beta coefficient suggests that a one-unit increase in salaries can result in a 0.114 increase in employee performance. The result corroborated the findings of Franco and Matthews (2017), who asserted that salary levels aligned with industry benchmarks enhance individual work performance by promoting motivation, fairness, and retention. Their study emphasized that equitable compensation structures are a key driver of employee engagement and workplace effectiveness.

Additionally, work flexibility has a beta coefficient of 0.258 ($p < 0.05$), indicating that it is a significant predictor of employee performance. This conveys that a one-unit increase in work flexibility can increase employee performance by .258. The results also highlighted that work flexibility is the best predictor of employee performance. This result affirms the findings of Davidescu et al. (2020) and Barrett and Yates (2015), who demonstrated that flexible work arrangements significantly boost performance, especially in dynamic industries that require agility and adaptability. This finding aligns with Gallagher and Park (2014), who emphasized that competitive salary packages are directly associated with enhanced motivation, which translates to improved performance outcomes. Similarly, Watson and Kumar (2016) noted that when employees perceive their salaries as equitable, they tend to demonstrate higher levels of engagement and job effectiveness.

The R-squared value of 0.212 indicates that salaries and work flexibility can account for 21.2% of the variation in employee performance, while the remaining 78.8% is attributable to other factors not covered in the study. Also, the F-statistic confirms that the regression is statistically significant ($F = 39.93, p < .05$), and the model provides a good fit to the data. The results substantiate Self-Determination Theory (Deci and Ryan, 1985), which posits that motivation improves when individuals' basic psychological needs for autonomy,

competence, and relatedness are fulfilled. In this study, work flexibility satisfies autonomy, enabling employees to manage their time and responsibilities more freely. While salaries fulfill competence, they also reinforce employees' sense of worth and contribution.

Table 5
Predictors of Individual Work Performance

Variables	Beta	p-value	t	Remarks
Salaries	.114	.000	2.230	Significant
Work Flexibility	.258	.000	6.706	Significant
r = .460				
r ² = .212				
p = .000				
F = 39.933				

CONCLUSION

Based on the findings, the individual work performance of BPO employees in Davao City is very high. All three indicators—Task Performance, Contextual Performance, and Productive Work Behavior—recorded very high mean scores, indicating that employees perceive themselves not only as effective in fulfilling their duties, but also as competent, proactive, and actively engaged in their roles as organizational citizens. The results further revealed that the salary range among BPO employees is also very high. This highlights the critical role of fair and structured compensation systems in fostering employee commitment, reducing turnover, and enhancing productivity. When salary practices are consistent and aligned with employee expectations, they help establish financial security and trust.

Additionally, the study showed that work flexibility is consistently and highly evident among BPO employees. The high scores across all four flexibility dimensions—time management, flextime and flexplace, time off, and culture of flexibility —demonstrate that flexible work arrangements contribute meaningfully to employees’ ability to achieve work-life balance, manage stress, and stay engaged in their roles. This implies that when organizations allow flexibility in when, where, and how employees work, they create an environment conducive to sustained performance and well-being.

Furthermore, significant positive relationships were found between salaries and individual work performance, as well as between work flexibility

and individual work performance. This suggests that when employees are fairly compensated and provided with flexible working conditions, they are more likely to be motivated, engaged, and productive in their roles, thereby reinforcing the importance of these organizational practices in enhancing employee performance.

While both factors significantly influenced performance, work flexibility emerged as the stronger predictor in the regression analysis. This implies that providing employees with greater control over their time, work arrangements, and leave benefits has a more substantial impact on enhancing their job performance than salary alone. Therefore, integrating flexible work strategies into organizational policies may yield more effective results in boosting productivity and employee engagement.

These findings affirm the principles of Self-Determination Theory (Deci and Ryan, 1985), wherein high levels of individual work performance among BPO employees can be attributed to the presence of flexible work arrangements that support autonomy, and fair, timely compensation with meaningful fringe benefits that reinforce their sense of competence and value. These organizational practices closely align with the theory, demonstrating that meeting these core needs leads to enhanced motivation and performance.

The findings also support Mayo's Hawthorne Theory, which holds that when employees perceive their workplace as responsive to their needs—through flexible scheduling, access to time off, and timely pay—they are more engaged and productive. Likewise, the results affirm Campbell's Theory of Performance, as the significant predictive value of both salaries and flexibility in the regression analysis reflects how contextual factors—such as supportive HR practices—directly contribute to optimal individual work performance in the BPO sector.

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