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

Dexter M. Ulgasan[1], Mary Jane B. Amoguis[2]

[1]College Instructor, University of the Immaculate Conception, Davao City, Philippines
dexter.ulgasan@gmail.com

[2]Faculty, University of the Immaculate Conception, Davao City, Philippines
mamoguis@uic.edu.ph

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.

Statement of the Problem

1. What is the status of individual work performance in business process outsourcing employees in terms of: Task performance, Contextual performance, and Productive work behavior?
2. What are the levels of salaries of the business process outsourcing employees in terms of: Impact of Salaries, Prompt Payment, and Fringe Benefits?
3. What is the level of work flexibility in business process outsourcing employees in terms of: Choices in Managing Time; Flextime and Flexplace; Time Off; and Culture of Flexibility?
4. Is there a significant relationship between? Salaries and Individual Work Performance? Work Flexibility and Individual Work Performance?
5. Which between salaries and work flexibility significantly predicts the individual work performance of the business process outsourcing employees?

METHODOLOGY

Research Design. 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.

Research Locale. 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.

Research Instruments. 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 Villagracia 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.

Data Collection. 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.

Statistical Tools. 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).

Ethical Considerations. 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

Status of Individual Work Performance

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.

Table 1

Status of Individual Work Performance

Domains	Mean	SD	Description
Task Performance	4.67	0.50	Very High
Contextual Performance	4.63	0.55	Very High
Productive Work Behavior	4.55	0.60	Very High
Overall Mean	**4.61**	**0.55**	**Very High**

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.

Level of Salaries

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.

Table 2

Level of Salaries

Domains	Mean	SD	Description
Impact of Salaries	4.67	0.51	Very High
Prompt Payment	4.49	0.66	Very High
Fringe Benefits	4.48	0.69	Very High
Overall Mean	**4.55**	**0.62**	**Very High**

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.

Level of Work Flexibility

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.

Table 3

Level of Work Flexibility

Domains/Statements	Mean	SD	Description
Choices in Managing Time	4.57	0.72	Very High
Flextime and Flexplace	4.02	1.01	Very High
Time Off	4.51	0.72	Very High
Culture of Flexibility	4.33	0.84	Very High
Overall Mean	**4.36**	**0.82**	**Very High**

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.

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.

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				

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.

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.

REFERENCES

Abdul Kadir, A., Hassan Alhosani, A. A., Ismail, F., & Sehan, N. (2019). The Effect of Compensation and Benefits Towards Individual Work Performance. *EAI Endorsed Transactions on Collaborative Computing*. DOI: 10.4108/eai.30-7-2019.2287551

Aga Hutama Tirta, & Amelia Enrika. (2020). Understanding the impact of reward and recognition, work-life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. DOI: 10.24052/jbrmr/v14is03/art-09

Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2015). Work–family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 68(2), 345-376. DOI: 10.1111/peps.12012

Barnes, W., & Hollenbeck, J. R. (2018). Goal alignment in teams and its impact on performance. *Academy of Management Journal*, 61(2), 525-548. DOI: 10.5465/amj.2016.0201

Barrett, M., & Yates, L. (2015). Work flexibility as a mediator of Individual Work Performance. *Journal of Business Strategy*, 36(3), 42-50. DOI: 10.1108/JBS-02-2014-0014

Borman, W. C., et al. (2014). Expanding the criterion domain to include elements of contextual performance. *Personnel Selection and Assessment*, 77(3), 5-12. DOI: 10.1037/0021-9010.77.5.5

Clark, D., & Lewis, M. (2016). The role of purpose in task performance. *Organizational Dynamics*, 45(2), 112-124. DOI: 10.1016/j.orgdyn.2016.02.004

Daniels, M., & Harris, C. (2021). Constructive feedback for enhanced task performance. *Journal of Vocational Behavior*, 120, 103445. DOI: 10.1016/j.jvb.2020.103445

Fisher, G. G., & Layte, M. D. (2015). Linking vacation to wellness: Examining the effects of vacation activities and travel stress. *Journal of Happiness Studies*, 16(4), 939-964. DOI: 10.1007/s10902-014-9531-2

Fordamea, I., & Saluy, A. (2021). Impact of Work Motivation, Compensation, and Working Environment on Individual Work Performance at PT. Kawai Indonesia. http://dx.doi.org/10.4108/eai.28-9-2020.2307515

Franco, L. M., & Matthews, J. H. (2017). The impact of salary discrepancies on job performance. *Compensation & Benefits Review*, 49(2), 57-72. DOI: 10.1177/0886368717696167

Gallagher, L., & Park, T. Y. (2014). The effects of salary on individual work

performance. *Human Resource Management Journal*, 24(2), 231-249. DOI: 10.1111/1748-8583.12030

Gomez, L., & Thompson, S. (2018). Feedback mechanisms and individual work performance enhancement. *Journal of Vocational Behavior*, 107, 14-27. DOI: 10.1016/j.jvb.2018.03.002

Gonzalez, G., Smet, A., & Whistler, D. (2016). The impact of work flexibility on

employee retention. *International Journal of Human Resource Management*, 29(3), 465-482. DOI: 10.1080/09585192.2016.1232298

Hadeya Jeha, Mohamad Knio, & George Bellos. (2022). *Chapter 11 The Impact of Compensation Practices on Employees' Engagement and Motivation in Times of COVID-19*. https://doi.org/10.1016/B978-0-323-85844-1.00004-0

Ivanova, M., Yashkina, N., & Tryfonova, O. V. (2020). Individual Work performance evaluation as the basis of the motivation system for financial institutions in crisis conditions. *International Journal of Financial Management*, 10(2), 55-67. DOI: 10.32342/2074-5354-2021-2-55-7

Klindžić, M., & Marić, M. (2019). Flexible Work Arrangements and Organizational Performance – The Difference between Employee and Employer-Driven Practices. DOI: 10.5559/di.28.1.05

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet, H. C. W., & Van der Beek, A. J. (2016). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine, 58*(8), 796–801. https://doi.org/10.1097/JOM.0000000000000788

Lambert, L. S., & Foster, L. L. (2018). A meta-analysis of the effects of work flexibility on individual work performance. *Journal of Applied Psychology*, 103(4), 364-377. DOI: 10.1037/apl0000272

Lawson, K. M., & Smith, J. Z. (2022). Prioritizing employee well-being for better performance outcomes. *Journal of Occupational Health Psychology*, 27(1), 45-59. DOI: 10.1037/ocp0000267

Nguyen, B., & Kim, D. (2018). Work flexibility and individual work performance: Achieving a competitive edge. *Journal of Organizational Behavior*, 39(8), 1008-1021. DOI: 10.1002/job.2272

Pangabean, S. N. B., Dirbawanto, N. D., & Siregar, O. M. (2022). The Effect of Work Motivation, Work Environment, And Compensation on Individual Work Performance At Bank Btn Medan Branch Office. *Journal Of Humanities, Social Sciences and Business*, *2*(1), 144–161. https://doi.org/10.55047/jhssb.v2i1.394

Sandiatul Ardillah. (2020). *Pengaruh Sistem Manajemen Rekruitmen, Employee Engagement, Kompensasi Terhadap Motivasi Kerja Untuk Meningkatkan Kinerja Karyawan Pada Perusahaan Expedisi Di Kecamatan Pabean Cantikan Surabaya*. https://doi.org/10.29062/mahardika.v18i3.175

Setiawan, A., Nabela, N., & Indah, P. (2023). The Impact of Compensation,

Work Discipline, and Work Motivation on Individual Work Performance. http://dx.doi.org/10.23960/E3J/v6i1.71-82 Setyowati, W., & Sofingi, A. (2021). Determinants of Individual Work Performance with Work Motivation as an Intervening Variable at the Semarang City Search and Rescue Office. *Accounting and Management Journal*.

Shifrin, N. V., & Michel, J. S. (2021). Work Flexibility and Employee Health: A Review. DOI: 10.1080/02678373.2021.1936287

Smith, P., Brough, P., & Long, R. (2015). The role of time flexibility in managing time and work-life balance. *Journal of Management & Organization*, 21(5), 579-593. DOI: 10.1017/jmo.2015.12

Stevens, M. K., & Johnson, D. W. (2016). The role of work flexibility in individual work performance. *Organizational Dynamics*, 45(3), 199-208. DOI: 10.1016/j.orgdyn.2016.07.002

Tarigan, J., Cahya, J., Valentine, A., Hatane, S., & Jie, F. (2022). Total reward system, job satisfaction, and employee productivity on company financial performance: evidence from Indonesian generation z workers. *Journal of Asian Business and Economic Studies*.

Thang, D. V., & Nghi, N. N. (2022). The effect of work motivation on individual work performance: the case at OTUKSA Japan company. *World Journal of Advanced Research and Reviews*. DOI: 10.30574/wjarr.2022.13.1.0047

Turner, N., & Casey, V. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361-373. DOI: 10.1016/j.jvb.2014.08.010

Turner, N., & Lawrence, P. R. (2017). Role of training in task performance enhancement. *Human Resource Management Review*, 27(2), 243-257. DOI: 10.1016/j.hrmr.2016.09.012

Turner, R., & Sanders, L. (2016). Role clarity, job satisfaction, and organizational commitment. *Journal of Applied Psychology*, 101(3), 412-428. DOI: 10.1037/apl0000071

Watson, J., & Kumar, R. (2016). Exploring the role of salary in predicting individual work performance. *Journal of Organizational Psychology*, 16(1), 83-92.