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The Effect of Flexible Work Arrangement, Digital Workplace On Job Erformance By Mediating Employee Satisfaction

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Abstrak

Penelitian ini mengeksplorasi bagaimana tempat kerja digital dan pengaturan kerja yang fleksibel mempengaruhi kinerja profesional TI di Jakarta, dengan memperhitungkan kepuasan karyawan. Meningkatnya digitalisasi tempat kerja memungkinkan para peneliti untuk mempelajari bagaimana tempat kerja digital dan pengaturan kerja yang fleksibel memengaruhi kebahagiaan dan kinerja karyawan dalam situasi kerja yang dinamis. Dalam survei kuantitatif ini, 180 pekerja TI di Jakarta berpartisipasi. Analisis data Partial Least Square (PLS) diintegrasikan dengan purposive sampling. Studi ini menunjukkan bagaimana pengaturan kerja yang fleksibel meningkatkan kinerja dan kepuasan kerja. Tempat Kerja Digital tampaknya meningkatkan kinerja dan kebahagiaan karyawan TI. Studi ini menemukan bahwa kepuasan karyawan dapat memoderasi hubungan antara kinerja pekerjaan, tempat kerja digital, dan pilihan kerja yang fleksibel. Hasil gabungan ini memberikan gambaran lengkap tentang lingkungan kerja sektor TI di Jakarta saat ini. Dorongan ruang kerja digital dan jadwal kerja yang fleksibel membutuhkan strategi dan tren produktivitas staf TI jangka panjang. Keseimbangan antara teknologi digital, fleksibilitas kerja, dan kepuasan karyawan sangat penting untuk kinerja organisasi dan kemajuan karir dalam menghadapi perubahan tempat kerja.

Kata Kunci: *Pengaturan Kerja yang Fleksibel, Tempat Kerja Digital, Kepuasan Kerja, Prestasi Kerja*

Abstract

This study explores how digital workplaces and flexible work arrangements affect Jakarta IT professionals' performance, accounting for employee satisfaction. The increasing digitization of the workplace allows researchers to study how digital workplaces and flexible work arrangements affect employee happiness and performance in dynamic work situations. In this quantitative survey, 180 Jakarta IT workers participated. Partial Least Squares (PLS) data analysis was integrated with purposive sampling. This study shows how flexible work arrangements boost job performance and satisfaction. Digital Workplace appears to improve IT personnel performance and happiness. This study found that employee satisfaction may moderate the relationship between job performance, digital workplace, and flexible work options. The combined results provide a complete picture of Jakarta's IT sector's current working environment. Encouragement of digital workspaces and flexible work schedules need long-term IT staff productivity strategies as well as trends. The balance between digital technology, job flexibility, and employee satisfaction is crucial for organizational performance and career advancement in the face of workplace change.

Keywords: *Flexible Working Arrangement, Digital Workplace, Job Satisfaction, Job Performance.*

INTRODUCTION

In addition, technology encourages companies to keep raising the caliber and potential of their workforce in order to remain competitive and generate the greatest worker performance (Farha et al., 2022). Technology has transformed the nature of employment; unconventional positions are becoming increasingly prevalent, particularly in a time of constraints brought on by the coronavirus outbreak (Abid & Barech, 2017). In order to increase optimal performance, digital work connected to job activities employs digital technology based on agreements between individuals and organizations from remote places. Digitalization has become a necessary in every field of human labor today (Duan et al., 2021). The increasing prevalence of non-standard forms of work has led to structural changes in work patterns and, most likely, a shift in the level of employee performance, providing information for society (Davidescu et al., 2020). This research is important to be conducted in Indonesia, considering that employee performance is influenced by changes in work methods and An increasingly modern work environment using new technologies due to the pandemic crisis and the domestic and global economy (Mahmood et al., 2019).

The company has created innovative work models to adapt to the changing environment in order to maintain competitive advantage and direct employees to improve their level of performance (Mahmood et al., 2019). Work flexibility is essential, and with digital advancements and technological improvements, employees can continue their work wherever they want, provided they have an internet connection can work (Davidescu et al.,

2020). This will make the company do several related things Flexible Working Arrangements that ultimately improve employee performance and organizational performance (McCloskey, 2018). Organizations began to create flexible policies for their employees, one of the active labor market policies was flexible employment schemes (Giovanis & Ozdamar, 2022). This flexibility of working hours allows individuals to choose work schedules, complete tasks, and organize the distribution of work as needed. Flexible working opportunities, also referred to as flexible working arrangements, allow employees to have control over the timing, duration and location of their work responsibilities (Rahman et al., 2023)

In addition to flexible scheduling Online Alternatives like email, SMS, and media often cause problems in organizations (Seeber & Erhardt, 2023). Overcoming technological impediments is a priority. Digitized workplace. Digital workplaces facilitate productive labor, especially information and knowledge work (Williams & Schubert (2018)). Organisational strategy and design also affect digital workplaces (Attaran et al. 2019). Digital workplaces must follow organizational culture and rules (Williams and Schubert 2018). Businesses must choose digital technology that suits their digital workplace needs. Alternatively, the Digital Workplace An company or firm needs a complex but dynamic mix of digital surroundings, culture, and face-to-face interaction to function. Workplace Digital's success depends on the management (Zimmer et al., 2023). Concept Digital workplaces can also enable organizational connectivity, cooperation, communication, and coordination (Kalischko and Riedl 2021). The digital workplace should govern corporate processes and staff performance (Kalischko and Riedl 2021).

Flexible working and Digital Workplace necessary so that employees are satisfied. Employee satisfaction is an important issue in relation to improving employee performance. Employee satisfaction and performance provide similarities and also significant differences in the context of the organizational environment (Mohd Said et al., 2020). Job satisfaction is an important thing that can build organizational psychology so that it will affect employee behavior (Che et al., 2019). Employees tend to behave and work better and have greater job satisfaction when they feel secure with the full support of their organization (Rhoades & Eisenberger, 2002). According to Khan & Gufran (2018) Whenever employees receive strong support, their socio-emotional needs are met, giving rise to Job satisfaction and positive work attitude and improved work performance.

Research on A study of Flexible Work Arrangement towards job satisfaction as research conducted by Berland (2016), Mahmood et al. (2019), Davidescu et al. (2020), (Seeber & Erhardt, 2023), Research about influence Flexible Work Arrangement and Digital Workplace to employee satisfaction and performance. While related research Digital Work place to

employee satisfaction as research conducted by Anasi (2020); Hauret and Williams (2020); Hur (2020); Pawirosumarto et al. (2017). In addition to other research by Yamin & Pusparini (2022) and Altindag & Siller (2014), also did research on "Flexible Work Arrangement, job satisfaction and Performance". However, in previous research conducted by Seeber & Erhardt (2023) and Davidescu et al. (2020) Focus on Flexible Work Arrangement, and Digital Work Place in increasing the level of job satisfaction of employees abroad. In addition, at the end of his research, Seeber & Erhardt (2023) Calling for more research examining actual technology use with respect to the limits of flexibility. By substituting job satisfaction as a mediating variable and digital workplace as an independent variable, and by including job performance as a dependent variable, the researchers in this study attempted to build on the research conducted by Seeber & Erhardt (2023), the study's participants were staff members of Jakarta-based IT enterprises with durations in 2023.

The aim of this research is to examine how flexible work arrangements affect information technology personnel' job happiness and performance. The purpose of this study is also to ascertain how factors related to the digital workplace affect information technology workers' job satisfaction levels, either positively or negatively. Additionally, this research might serve as a resource for information technology firms when making decisions about how the digital workplace will affect their business.

RESEARCH METHODS

This study examined the relationship between independent factors Flexible Work Arrangement, Digital Workplace Satisfaction moderation variable as well as Employee performance dependent variable. Flexible Work Arrangement measured using dimensions by Gašić & Berber (2023) and indicators as many as 11 questions. Digital Workplace measured using dimensions by Seeber & Erhardt, (2023) and indicators as many as 5 questions, while Digital Workplace measured using dimensions Seeber & Erhardt, (2023) and indicators as many as 5 questions, while the variable Job satisfaction is measured using Seeber & Erhardt, (2023) and an indicator of 7 questions. For Performance employees use (Prodanova & Kocarev, 2021) with an indicator of 4 questions. Linkert scales, with a range of 1 to 5, will be used by researchers to distribute questionnaires. A score of 1 denotes significant disagreement, a score of 2 disagrees, a score of 3 is neutral, a score of 4 agrees, and a score of 5 firmly agrees (Talib et al., 2021).

The participants in this research will be workers from IT firms located around Jakarta. Purposive sampling strategies are used in the sampling process to ensure that the sample is chosen according to predetermined criteria and in line with the goals of the study. Males or

females over the age of 19 to 50 who have worked for more than a year meet the requirements for being included in the sample for this study. Since n is a variable of four variables and indicators of thirty-two, the number of respondents utilized in this study employing sample provisions is equal to $n \times \text{indicators}$, or $S = 5 \times 32 = 165$ respondents. (Hair et al., 2018).

Following the collection of all questionnaire responses, researchers will use structural equation models (SEM) part least square to analyze the data (PLS). Because this study is a refinement of prior research and the sample size is limited to 180 respondents, structural equation models (SEM) part least square (PLS) will be used in this investigation. Part least square, or PLS, is a multivariate statistical approach that integrates the components of path analysis, regression, and factor analysis to provide more comprehensive analytical findings. (Hair et al., 2018). Validity and reliability tests are conducted in outer models, which are the analysis performed in structural equation models (SEM) pls. Test the hypotheses and inner models next. Additionally, statistical tools will be used for statistical data processing in Part Least Square (PLS).

RESULT AND DISCUSSION

A. Description of Respondents

From 180 questionnaire responses, 75.6% were male, 24.4% female, with 52.8% aged 25-30, 25.6% aged < 25 years, and 14.4% aged > 40 years. 12 persons (6.7%) aged 35-40, 1 person (0.6%) aged 31-35. The highest length of work was 2-5 years for 80 respondents (44.4%) and 47 respondents (26.1%) > 1 year. The length of labor was >10 years for 33 respondents (18.3%) and 6-10 years for 20 respondents (11.1%). The respondents had 102 staff members (56.7%), 34 supervisors (18.9%), 27 managers (15%), and 17 leaders (9.4%). 116 individuals (64.4%) have undergraduate degrees, 42 people (23.2%) have master's/postgraduate degrees, and 22 people (12.2%) have high school-D3 degrees.

B. Measurement Model Evaluation

Outer Model Testing

Phase of analysis In order to guarantee that the measurement The one put to use ought to be a trustworthy and legitimate measurement (Hair et al.. 2017). The outer model indicates how each indicator links to its corresponding latent variables, and this model analysis describes the relationship between latent variables and their indicators. The value of convergent validity, which indicates if the loading factor on the latent variable with the indicators is correlated > 0.6, provides insight into the analysis of the outer model. A value

of outer loading between 0.5 and 0.6 is deemed satisfied. Composite reliability and discriminant validity When a variable's Cronbach's Alpha result is more than 0.6, the Cronbach's Alpha test is considered trustworthy. Subsequent evaluation of the weights' indication importance using value weight Significant indicators should be found using its build. The results of this investigation demonstrate that every indicator has a value greater than 0.5, indicating that the indicators have satisfied the outer loading test criteria. Test findings indicate that all indicators have outer loadings greater than 0.5, allowing for the possibility of additional validity and reliability assessments.

Convergent Validity Test

Convergent validity testing on the model is seen from its AVE value. A model reviewed has met convergent validity if it has a value of > 0.5 . In this research model, the Average Variance Extracted value shows that the Digital workplace variable shows a value of 0.824, Flexible work Arrangement AVE value of 0.664, Job performance AVE value of 0.777, Job satisfaction AVE 0.645, it can be concluded that this study has met the requirements of convergent validity has a value of > 0.5 and can be tested next.

Discriminant Validity Test

To assess the validity of the discriminant used Fornell-Larcker approach. As for how to read it by reading diagonally between variables or constructs. In the Fornell-Larcker output it can be seen that the values between variables diagonally compared to other values look larger. This means that all research variables have met the discriminant validity test and can be continued with reliability tests.

Reliability Test

Minimum value for Cronbach alpha (0.6), Rho-A (0.6) and Composite Reliability (0,6) (Hair et al., 2017). Value Output Demonstrated reliability test for variables Digital Workplace with value Cronbach alpha 0.929, Rho-A by 0.930 and Composite Reliability 0.949. Then the variable flexible working arrangement with value Cronbach alpha 0.9254 Rho-A of 0.956 and Composite Reliability 0.959, next variable job performance with value Cronbach alpha 0.904 Rho-A of 0.911 and Composite Reliability 0.933 and variables Job satisfaction with value Cronbach alpha 0.908, Rho-A by 0.912 and Composite Reliability 0.927. Each variable has a value exceeding threshold from the criterion (Cronbach alpha, Rho-A and Composite Reliability). This shows that the research model has met the validity and reliability test so that it can be continued in the next model estimation.

Structural Model Evaluation (Inner Model)

Analysis Based on substantive theory, the inner model explains the link between latent variables. R-Square for dependent constructs, the Stone-Geissler Q-square test for predictive relevance, t-tests, and the importance of structural path parameter coefficients can all be used to assess the inner model analysis. The significance of probability values and t-statistics in hypothesis testing may be observed. Using statistical values for hypothesis testing, the t-statistical value for the 5 percent alpha is 1.96. Therefore, when the t-statistic is greater than 1.96, the hypothesis is considered accepted (H_a) and rejected (H_0). If the p value is less than 0.05, the hypothesis is accepted. Otherwise, it is rejected based on likelihood.(Husseini, 2015).

Coefficient of Determination

For the first time, the data analysis pertaining to the inner model (structural model test) findings on the coefficient of determination will be published (R^2). The coefficient of determination, also known as the R-square (R^2), has a value between 0 and 1. It is evaluated based on three criteria: the first evaluates the R-square (R^2) value (1 - 0.75) and includes substantial/strong; the second evaluates the R-square (R^2) value (0.74 - 0.5) and includes moderate/moderate; and the third evaluates the R-square (R^2) value (0.49 - 0.25) and includes weak. The flexible working arrangement and digital workplace variables can represent 52.2 percent of the job performance variable, according to the R-Square value of 0.522. Other factors not included in the study model constituted the remaining 47.8%. On the other hand, the digital workplace and flexible working arrangement variables account for 57.2 percent of the job satisfaction variable. While factors not included in the study model constituted the remaining 42.8%. "Moderate" describes the outcomes.

Path Analysis

Statistical significance and p-values of each hypothesis relationship reflect the coefficient path or inner model. A hypothesis is significant if its p-value is less than 0.05 and its t-statistic is greater than 1.96. The significance value is also examined using bootstrapping to evaluate the model and determine the variables' relationships. This method uses the original sample for resampling. 96 bootstrap samples were used in this study. At 10%, 5%, and 1% significance levels, the projected t-value is more than 1.96, 1.96, and 2.326, respectively. This study employed a 5% significance criterion for t-values over 1.65. The table appendix shows the study's t-values. Output outcomes showed significant direct and indirect influences (p -values > 0.05). Effects of digital workplace and flexible work arrangements on

job satisfaction (p-values < 0.05). P-values < 0.05 were found for the impact of flexible work arrangements, digital workplaces, and job satisfaction mediation on job performance association. Seven hypotheses are accepted based on output, with p-values below 0.05 and t-statistics above 1.96.

Path Diagram

The following illustration depicts the route diagram image from this study, which was produced by researchers using 180 samples:

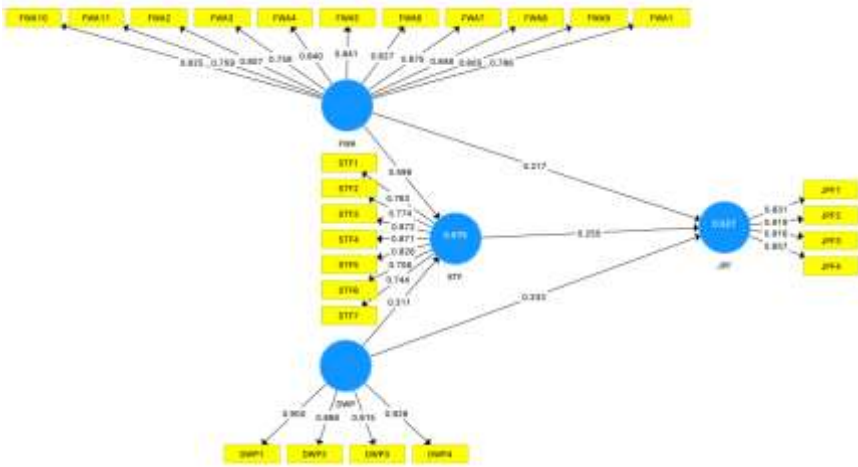


Figure 2 Path Diagram

C. Hypothetical Results

The path analysis findings indicate that the hypothesis is accepted in its entirety because the P-value is less than 0.05. The following table displays the hypothesis's findings for the researchers.

Table 1 Research Hypothesis Testing Results

RELATIONSHIP		T Statistic	P-values	Result
H1:	Flexible work arrangement has a positive effect on Job Satisfaction	6,308	0,000	The data support the hypothesis
H2:	Digital Workplace has a positive effect on Job Satisfaction	3,678	0,000	The data support the hypothesis
H3:	Flexible work arrangement has a positive effect on Job Performance	2,042	0,042	The data support the hypothesis
H4:	Digital Workplace positively affects Job Performance	3,260	0,001	The data support the hypothesis

RELATIONSHIP		T Statistic	P-values	Result
H5:	Job Satisfaction is positive towards Job Performance	2,809	0,005	The data support the hypothesis
H6:	Employee Satisfaction mediates the positive relationship of Flexible work arrangement to Job Performance.	2,694	0,047	The data support the hypothesis
H7	Employee Satisfaction mediates Digital Workplace's positive relationship to Job Performance.	2,694	0,007	The data support the hypothesis

Discussion

The first hypothesis argues that Flexible Work Arrangement in Jakarta's IT industry is crucial for employee happiness in numerous ways. Many Flexible Work Arrangement laws provide workers more choice over their time and workplace. FWA helps Jakarta IT workers manage their time, increasing work-life balance. Staff can set their own hours, decreasing stress and burnout. The capacity to manage work and family life can boost Jakarta IT workers' satisfaction. Motivation and business loyalty may suffer. Flexibility at Work Employees have more flexibility to balance work and life, reducing stress. This can improve employee mental health and well-being. This study found that flexible work arrangements boost employee satisfaction. IT in Jakarta, this research matches the outcomes Ammar et al. (2023); Aura & Desiana (2023); Fahlepi et al. (2023); Mahmood et al. (2019) which found a positive relationship between Flexible Work Arrangement and employee satisfaction.

The second hypothesis argues that Digital Workplace has improved Jakarta IT staff happiness. The Digital Workplace Creating a connected, flexible, and innovative workplace and improving employee satisfaction. One favorable association is greater productivity. Digital technology provides collaboration, productivity, and communication tools. Jakarta IT workers can collaborate freely online. Jakarta IT workers may better manage their time and tasks using Digital Workplace. Accessing work from multiple devices and locations gives daily chores flexibility. Digital Workplace and IT employee happiness in Jakarta are positively correlated due to a modern, connected, and innovative work culture. Digital technologies foster professional progress, flexibility, and work-life balance. This study found that digital workplaces improve employee satisfaction. IT in Jakarta, this study matches studies (Waizenegger et al. 2020) (Mitchell 2021) (Carlson et al. 2010). Seeber & Erhardt, (2023)

which found a positive relationship between Digital Workplace and employee satisfaction.

According to hypothesis 3, flexible work arrangements IT staff performance in Jakarta has improved due to its importance. Jakarta IT employees can customize their work schedules, boosting efficiency. Employee IT in Jakarta can adjust their working hours to match their biological rhythms, reducing fatigue and improving work quality. Workplace flexibility is crucial to performance improvement. IT workers in Jakarta who may work from home or other convenient locations can establish a work environment that suits them. This offers a concentration environment for creativity and efficiency by reducing extraneous distractions. Furthermore, flexible work arrangements impacts IT employee motivation in Jakarta, improving performance. Jakarta IT workers with more control over their work are more dedicated and perform better. This study found that Flexible Work Arrangements and Job Performance Employee IT in Jakarta are consistent with previous research Altindag & Siller (2014); Ammar et al. (2023); Davidescu et al. (2020); Fahlepi et al. (2023); Farha et al. (2022); Mahmood et al. (2019); Wang & Xie (2023) explained in the results of his research that there is a positive relationship between Flexible Work Arrangements and job performance

The fourth hypothesis suggests that the adoption of Digital Workplace has opened the door to improved performance employee IT in Jakarta is significant, creating deep positive relationships with more optimal work results. One of the main benefits that encourage these positive relationships is increased collaboration. Digital Workplace facilitates real-time communication, online collaboration, and easy information sharing. Employees who can interact efficiently through digital platforms tend to work better in teams, improve the exchange of ideas, and respond quickly to project needs. As a result, individual and group performance improved overall. Time and workplace flexibility offered by Digital Workplace also contributes to the improvement job performance employee IT in Jakarta. IT employees in Jakarta can access work from a variety of devices and locations that have the ability to work more efficiently. With this flexibility, they can manage their working time accordingly with personal preference, reduce stress and improve the quality of work produced. In the results of this study the results proved that Digital Workplace positive effect on job performance employee IT in Jakarta, this research is in line with the results of the research conducted Anasi (2020); Hauret and Williams (2020); Hur (2020); Pawirosumarto et al. (2017) which found a positive relationship between Digital Workplace and job performance.

The fifth hypothesis suggests that There is a positive relationship between job satisfaction and job performance. Job satisfaction employee IT in Jakarta, as a positive and evaluative feeling towards one's work, has a direct impact on the extent to which employees

can make the maximum contribution in their work. IT employees in Jakarta who are satisfied with their work tend to be more motivated to achieve better results. Contentment can be an intrinsic driver that motivates employees to do their jobs diligently, creatively, and dedicatedly. In addition, job satisfaction employee IT in Jakarta can also affect the level of employee engagement in their work. Employees who are satisfied with their jobs tend to be more emotionally and mentally engaged. They feel connected to the organization's purpose, feel meaningful in their work, and contribute more to the success of the team and the company as a whole. It is important to note that the relationship is positive between job satisfaction and job performance. It's not just one direction. Job performance employee IT in Jakarta can also increase job satisfaction employee IT in Jakarta. When employees successfully achieve their work goals and feel a sense of accomplishment, it can increase their feelings of satisfaction and happiness at work. In the results of this study the results proved that Job satisfaction Effect on job performance employee IT in Jakarta, this research is in line with the results of the research conducted Elprida Sidabutar et al. (2016); Kishen et al. (2020); Paais and Pattiruhu (2020); Edward et al. (2020), their findings suggest that employee satisfaction positively affects employee performance IT in Jakarta, which explains how high employee satisfaction can have a positive impact on employee performance IT in Jakarta.

On the sixth hypothesis indicates how Job Satisfaction can mediate the relationship between Flexible Work Arrangement and Job Performance among IT employees in Jakarta. Flexible Work Arrangement, as an approach that provides flexibility in carrying out job duties, has become an important key in responding to the dynamics of the modern world of work. This research will explore the extent of implementation Flexible Work Arrangement employee IT in Jakarta can have a positive impact on performance employee IT in Jakarta, and how job satisfaction employee IT in Jakarta is a critical element in the intermediary of this relationship. By understanding more deeply feelings and perceptions employee IT in Jakarta against Flexible Work Arrangement, the study highlights elements that directly affect job satisfaction levels employee IT in Jakarta such as time and workplace flexibility can help employees achieve the desired balance between work and personal life. Then by creating a more positive work environment and giving a sense of control over their tasks thus policy Flexible Work Arrangement become an increase in Job Performance employee IT in Jakarta. The findings from this study will not only provide valuable insights for IT companies in Jakarta, but can also form the basis for the development of sourcing policies more effective human resources and support the sustainable growth of IT employees in this ever-changing work era. In the results of this study, the results proved that employee satisfaction IT in

Jakarta able to mediate positive relationships Flexible Work Arrangement towards job performance employee IT in Jakarta, this study is in line with the results of research conducted by Carlson et al. (2010); McCloskey (2018b) and Berber et al. (2022) which found the results of mediating factors between these variables

The seventh hypothesis indicates how Jakarta IT employee work happiness mediates the Digital Workplace-IT employee job performance link. The growing relevance of the Digital Workplace in the professional sector has led to research on its effects on work performance, notably among Jakarta IT workers. IT professionals rely on the Digital Workplace, which includes virtual collaboration tools, seamless connectivity, and remote accessible. Designing ways to maximize their potential requires understanding how the digital environment influences their enjoyment and job performance. As Jakartan IT workers negotiate the digital landscape, workplace satisfaction affects engagement, motivation, and work performance (Attaran et al. 2019). This study will provide useful insights on IT work in Jakarta and practical knowledge for enterprises to improve the digital experience and create a more satisfied and productive IT workforce.

CONCLUSION

This study indicated that flexible work arrangements like remote work and flexible hours improved job satisfaction and performance. Flexibility in scheduling and work environment boosts productivity and creativity. The Flexible Work Arrangement improves work-life balance, optimizes productivity, and boosts IT staff satisfaction and performance in Jakarta. Additionally, Digital Workplace is enhancing IT employee satisfaction and performance. The latest technologies and digital infrastructure improve cooperation, information sharing, and task completion. Digital Workplace is a practical solution to modern work difficulties and a key factor in IT staff success.

This study also demonstrated that Employee Satisfaction mediates the association between Flexible Work Arrangement, Digital Workplace, and Job Performance. Employee happiness helps turn flexibility and digital technologies into success. Happy workers are more dedicated, enthusiastic, and productive, which benefits both companies and employees. These findings paint a complete picture of Jakarta's current IT industry. Increasing Flexible Work Arrangements and Digital Workplace adoption is about sustainable IT employee performance initiatives, not merely keeping up with trends. Digital technology, job flexibility, and employee satisfaction offer a solid foundation for organizational performance and career advancement in a changing workplace.

This study needs some suggestions to provide complete insights. First, research can examine which flexible work arrangements perform best in various organisations and industries. Understanding the Flexible Work Arrangement components that most affect job performance can help build optimal policies. In digital workplace research, it's best to examine how technology affects employee satisfaction and job performance. Data security, accessibility, and digital tool-supported cooperation may affect employee perception. By understanding digital workplace preferences and needs, future study can extend on different industries using variables beyond this research and use newer technology solutions to boost employee performance.

This research has significant management implications for firms who aim to increase employee performance with Flexible Work Arrangements and Digital Workplace. Leaders can take proactive actions to create employee-focused Flexible Work Arrangement policies. Leaders can create flexible work policies that boost productivity by analyzing which flexible work arrangements affect job performance. Leaders in the Digital Workplace can also use research to guide technology investments. This research can reveal which digital elements boost employee satisfaction, which in turn boosts job performance. Leaders may build an atmosphere that inspires and promotes employee contributions by selecting and using digital technologies for collaboration, communication, and information access. These implications help managers build work environments that balance technological and policy flexibility with employee satisfaction and performance.

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