

Flexible Work Arrangements and Internal Communication Satisfaction Predicting Optimal Performance

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ABSTRACT

This study aims to analyze the role of flexible work arrangements and internal communication satisfaction on performance in the organization. This quantitative research method involved 233 respondents with the criteria of permanent employees for at least one year at organizations that implement hybrid, work from anywhere, or remote systems. This research instrument uses the dimensions of flex-time and flex-place (flexible work arrangements), informational substantiality and relational satisfaction (internal communication satisfaction); contextual performance and task performance (job performance). Data analysis using multiple regression analysis with Jamovi 2.6.25 showed that flexible work arrangements and internal communication satisfaction simultaneously have a significant influence on performance ($R^2=0.548$; $p<0.001$). Based on estimate values, this study reveals a significant positive influence of flexible working arrangements (Estimate=0.179) and internal communication satisfaction (Estimate=0.594) on performance. This indicates that the higher the value of flexible work arrangements and internal communication satisfaction, the higher the performance. These results also partially found that internal communication satisfaction had a smaller effect ($\beta=0.0367$; $p<0.01$) than flexible work arrangements ($\beta= 0.0866$; $p=0.040$) on performance. This finding confirms that organization should prioritize flexible work arrangements while ensuring robust internal communication satisfaction to support their implementation.

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Introduction

Global transformation in organizations brings a new outlook on work. One of the growing transformations of work arrangements is flexible work arrangements. Flexible work arrangements are one of the work arrangements that allow employees to adjust the time and place of work either temporarily or permanently [1]. Several recent studies have noted various models in flexible work arrangements, ranging from hybrid systems, WFH (working from home), telework, flex-time, and work from anywhere [2];[3];[4]. The essence of these work arrangements emphasizes employee empowerment by providing options for flexibility in time, place, and work approach [5]. Flexible work arrangements are becoming a growing organizational policy in terms of its implications. This policy has long been designed as a solution to overcome various organizational challenges, from the problems of employees' lives outside work to technological developments and global health issues [6];[7]. Various studies have proven that its implementation provides benefits to the sustainability of the organization. Flexibility at work allows employees to adjust to the demands of work and personal life [1]. This makes flexible work arrangements contribute to improved well-being, work-life balance, productivity, and employee commitment [8]. Organizations also benefit by increasing productivity and reducing company operating costs [9].

The changes in the global work system have become increasingly apparent in recent years, showing a shift from conventional systems to flexible working models. According to a report by Buffer, the number of employees working from home (WFH) has increased by 39% in just one year that indicating an acceleration in the adoption of remote work [10]. Forbes predictions also reinforce this trend, estimating that 32.6 million American employees will transition to remote work by 2025 which reflects consistent growth in the coming years [11]. Additionally, hybrid work patterns now dominate employee preferences globally. Findings from McKinsey indicate that in the post-pandemic era, approximately

one-quarter to one-fifth of workers in developed countries (20-25%) will work in a hybrid system for at least three days a week [12]. In line with data from various countries, more than 100 million workers have chosen a schedule of three days in the office and two days working from home [13]. Current employee work system preferences emphasize a balance between face-to-face collaboration and flexibility. In Indonesia, a Jobstreet survey reported by Goodstats confirms a similar trend, with 68% of employees choosing a hybrid system, while 23% opting for full WFH due to time and cost efficiency [14].

Previous empirical evidence shows the benefits of flexible work arrangements for organizations, but their impact on performance still shows mixed results. Previous literature explains that flexible work arrangements have a positive influence on organizational performance and productivity [15]. Research in technology also found that flexible work arrangements have a positive relationship with employee performance [16]. Time and location flexibility-based work systems are now developing into a vital component of organizational management that contributes to improved performance. [16]. However, some studies have found contradictory results. Prodanova and Kocarev found that flexible work arrangements can be detrimental to employee performance as concurrent technological devices can disrupt employee concentration [17]. Zerhouni reinforces the finding that there is no significant difference between the performance of employees who work conventionally and employees who work flexibly [18]. Furthermore, research by Witriaryani and her colleagues supports that flexible work arrangements have no positive influence on employee performance [19]. Other empirical analyses indicate that the productivity effect of remote working has seen a decrease of 8-19% in terms of output per hour worked [20].

While the role of flexible work arrangements on performance is still debated, effective communication has proven to be crucial in supporting organizational processes. Effective communication is a fundamental element that is present at every stage in the organization, from strategic planning to solving operational challenges [21]; [22]. The role of communication has a sustainable impact on all organizational activities such as productivity, competitiveness, organizational efficiency, and performance [21]. Good



internal communication is proven to be directly proportional to performance so that the more the quality of communication increases, the more performance achievement increases [23]. The effectiveness of internal communication can be reflected in the level of employee satisfaction with communication within the organization [24]. There are two aspects in assessing employee satisfaction with internal organizational communication, namely the process of providing information and relationships in it [24]. This assumption is reinforced by the findings of Santalla-Banderali & Alvarado that employee performance increases as their satisfaction with communication in the organization increases [25]. Research from Ghimire and colleagues also proved that communication satisfaction significantly affects performance in employees who work virtually [26].

However, communication challenges are increasing due to flexible working arrangements. Previous research has identified communication challenges in remote work, including the absence of nonverbal communication cues, information overload, increased potential for misunderstandings, persistent technical obstacles, and complications in monitoring work [27]. Furthermore, reveals additional collaboration barriers stemming from delayed response in virtual meetings and managers' inadequate message conveyance strategy [28]. Beyond the information issues, flexible work arrangements have precipitated a decline in workplace social dynamics. The lack of genuine social connections makes relationships between colleagues less intimate, subsequently impairing work processes and ultimately diminishing employee productivity [28]. The implementation of remote working has the potential to create communication inefficiencies, reduce the effectiveness of organizational knowledge transfer, and limit the scope of team collaboration [20]. The hybrid models are also prone to systemic miscommunication when there is a mismatch between verbal communication (offline) and digital documentation (online), which ultimately disrupts the smooth transmission of organizational information [29].

The interconnectedness of flexible work arrangements, internal communication satisfaction, and performance can be understood with social exchange theory which remains relevant to the contemporary work context. Social exchange theory is a reciprocal interaction between individuals in an effort to maximize gains and minimize losses [30]. This reciprocal

relationship will occur and strengthen if there is reinforcement in the interaction [30]. Organizations usually provide reinforcement in several forms such as status, information, goods, love, money, and services [31]. The exchange can also be in the form of psychological exchange can also be a reinforcement in interactions in the organization in the form of support, satisfaction, trust, and commitment [32]. A number of previous studies have proven that flexible work arrangements and internal communication satisfaction provide benefits to organizations. Flexible work arrangements are a favorable exchange for employees because they provide opportunities for employees to achieve life balance, reduce burnout, stress, and fatigue [33]. Furthermore, employees who get communication satisfaction in the organization can provide ideas, information, attitudes, and feelings among employees [26]. The previous explanation of social exchange theory makes flexible work arrangements seem to have an impact on performance when coupled with optimizing internal communication satisfaction.

Meanwhile, research related to flexible work arrangements, communication satisfaction, and performance simultaneously with a sample of employees who work flexibly has is limited, especially in Indonesia. The scarcity of research in Indonesia on the dynamics of flexible work arrangements, communication satisfaction, and performance creates a gap in our understanding of the effectiveness of flexible work models in the local cultural context. This study specifically examines permanent employees (with ≥ 1 year of service) in flexible work arrangements, as organizations strategically prioritize this group for flexible work arrangements due to their stable performance and lower risk profile [34]. The focus of research on this group is based on strategic considerations of the organization.

Tabel 1. Distribution of Employees Based on Employment Status

Employee Category	Percentage	Valid Items
Permanent Employees	233	76,94 %
Non-Permanent employees	47	15,46 %
Internship	7	2,30 %
Others	17	5,59 %

Source: Research Analysis, 2025 (Jamovi 2.6.25)



However, despite their tenure advantage, employees still face persistent challenges in terms of communication efficiency such as lack of information management and social relations [35]. The previous explanation also emphasizes that the effect of flexible work arrangements on performance is ambiguous. This research highlights the critical gap between organizational selectivity and actual workplace effectiveness. By focusing on this group, this research isolates the flexible work arrangements paradox: even “low-risk” full-time employees must face communication barriers in the digital age that undermine theoretical performance gains. Therefore, the purpose of this study is to find out more about the inconsistent effects of flexible work arrangements and communication satisfaction on performance in employees who work flexibly in terms of time and place. This research is expected to provide recommendations regarding the development of flexible work arrangement policies in organizations and their internal communication in order to improve performance. The importance of improving performance is a one of strategy for help organizations become more competitive and profitable [36]. Although previous studies have confirmed the importance of communication satisfaction in achieving optimal performance, this study develops the concept by testing its validity in the context of flexible work arrangements in Indonesia. Based on the background of this research, the implementation of flexible work arrangements and internal communication satisfaction may be a performance success in today's organizations.

Method

This study uses a quantitative approach to analyze the relationship between three variables. Data collection was carried out by distributing questionnaires via Google Forms, and the sampling technique used was purposive sampling. Data collection was carried out online and offline to employees who had certain criteria, namely permanent employees in the organization for at least one year and had the opportunity to work remotely, work from anywhere, or hybrid. The data collected were 304 respondents, but the data used were only from 233 respondents by looking at the respondents' suitability for the criteria of this study and the results of the respondents' consent to participate in the study. Based on Hair and his



colleagues, samples above 100 are sufficient to represent a study [37]. Then, based on Rosche's guidelines, this study uses more than two interrelated variables, so the sample size needs to be adjusted according to the formula, which is several times or 10 times the number of variables analyzed [38]. Therefore, this study uses at least 30 respondents.

In this study, responses were measured using a 5-point Likert scale (1-5), where 1 indicates “Strongly Disagree” and 5 represents “Strongly Agree” with the given statement. The data was then processed using Jamovi statistical software version 2.6.25. To test the relationship between variables, this study applied multiple linear regression analysis, considering flexible work arrangements and communication satisfaction as independent variables, and job performance as the dependent variable. The data were analyzed in three stages: (1) preparation (input, cleaning, validity-reliability testing), (2) descriptive analysis (mean, frequency distribution), and (3) hypothesis testing and multiple linear regression analysis.

Results and Discussion

This study used 233 respondents consisting of 64.4% women and 35.6% men. Then based on the length of service, respondents who worked 1-2 years were 19.3%, respondents who worked 2-5 years, and employees with more than 5 years of service were 40.3% each. Meanwhile, based on the organizational category, the majority of respondents work in private organizations by 93.1% and respondents who work in government organizations by 6.9%. Furthermore, the results obtained from other analysis results are in the table and figure below.

Tabel 2. Reliability and Validity

Measurements	Cronbach's Alpha	Valid Items	Range Items
Flexible Work Arrangements	0,782	4	0,681-0,764
Internal Communication Satisfaction	0,954	11	0,948-0,953
Job Perfomance	0,938	11	0,927-0,945



Source: Research Analysis, 2025 (Jamovi 2.6.25)

The research instruments used are three measuring instruments to analyze the relationship between 3 variables. First, the flexible work arrangements scale by Hyunjeong Kim is used as a measuring tool to measure the flexible work arrangements variable which consists of five items [39]. After the researchers analyzed the flexible work arrangements scale, item number two had a corrected item-total correlation that was below 0.3 so this analysis only used 4 items from the flexible work arrangements scale. The result of Cronbach's alpha value for this instrument is 0.782. Second, the internal communication satisfaction scale adapted from Lee with 11 valid items which has a Cronbach's alpha value of 0.954 [24]. Finally, the performance variable is measured using the job performance scale from Abdullah and Ozlem with 11 valid items that have a Cronbach alpha value of 0.938 [40]. These results refer to the validity and reliability test requirements by Syaifudin Azwar that if the instrument validity result is above 0.3, it is considered valid and if the instrument reliability result reaches a value of 0.7, it is considered reliable [41].

Table 3. Descriptive Statistics

Variables	n	Minimum	Maximum	Mean	Std. Deviation
Flexible Work Arrangements	233	4	20	16,0	3,34
Internal Communication Satisfaction	233	13	55	41,0	7,90
Job Performance	233	12	55	43,2	6,48

Source: Research Analysis, 2025 (Jamovi 2.6.25)

Based on descriptive statistical analysis, the flexible work arrangement variable has an average value of 16.0 and a standard deviation of 3.34. This indicates that the majority of employees experience a high level of work flexibility with little difference between them. Meanwhile, the internal communication satisfaction variable shows an average of 41 and a standard deviation of 7.90, indicating that employees are generally very satisfied with communication at the workplace. The performance variable has an average of 43.2 and a

standard deviation of 6.48, indicating that overall employee performance is very good with minimal variation between individuals.

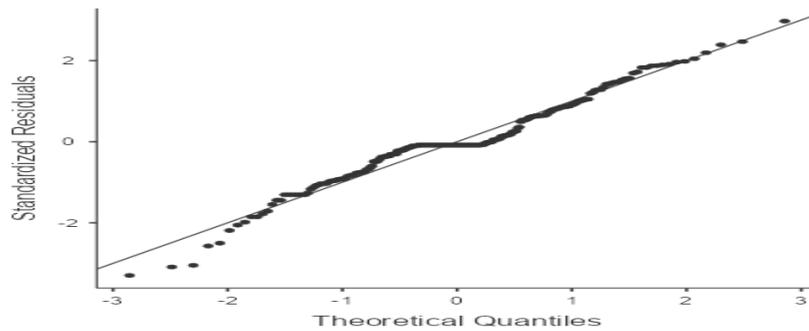


Figure 1. Q-Q Plot Graph

Source: Research Analysis, 2025 (Jamovi 2.6.25)

Figure 1. is a normal Q-Q Plot graph which shows that the points are spread around a straight line. This pattern indicates that the data is normally distributed.

Table 4. Linearity Test Results

Variables	VIF	Tolerance
Flexible Work Arrangements	1,02	0,985
Internal Communication Satisfaction	1,02	0,985

Source: Research Analysis, 2025 (Jamovi 2.6.25)

Table 4 is the result of the linearity test which shows that the VIF value for the flexible work arrangement variable and internal communication satisfaction is 1.02 which is below 10. The tolerance value for both variables is also 0.985 which shows it is below 1. The results of this linearity test indicate that the data meets the multicollinearity requirements so that these results meet the requirements of multiple linear regression.

Table 5. Model Coefficients

Variables	Estimate	Stand. Estimate	T	p
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Intercept	15.964	1,9352	8,25	0,001
Flexible Work Arrangements	0,179	0,0866	2,07	0,040
Internal Communication Satisfaction	0,594	0,0367	16,20	0,001

Source: Research Analysis, 2025 (Jamovi 2.6.25)

Table 5 is the coefficient table of the job performance model which shows that the estimate value of flexible work arrangements is 0.179 with a p-value of 0.040 ($p < 0.05$). This shows that there is a positive influence between flexible work arrangements and performance so that the implementation of flexible work arrangements can improve performance in the organization. The result of the estimate value of internal communication satisfaction is 0,594 with a p-value of .001 ($p < 0.01$). This is evidence that the higher the internal communication satisfaction, the higher the performance, and vice versa. Then, based on standard estimation analysis, it was found that the effect of flexible work arrangements ($\beta = 0,0866$) on performance was greater than the effect of internal communication satisfaction ($\beta = 0,0367$). Although flexible work arrangements have a stronger influence than internal communication satisfaction, both have a statistically significant influence on performance. Notably, internal communication satisfaction (Estimate = 0.594) shows a greater absolute effect than flexible work arrangements (Estimate = 0.179), indicating it is fundamental role in supporting the success of flexible work arrangements. This highlights that a strong internal communication system is essential to maximize the benefits of flexible work policies.

Table 6. Analysis of Multiple Linear Regression

Model Fit Measures		Overall Model Test		
Model	Estimate R	R ²	F	p
1	0,740	0,548	140	0,001

Source: Research Analysis, 2025 (Jamovi 2.6.25)

Based on Table 6, the hypothesis is fulfilled with an R value of 0.740, a p-value of 0.001 (< 0.01), and an F value of 140. Thus, flexible work arrangements and internal



communication satisfaction simultaneously and significantly influence job performance. The adjusted R-Square value of 0.548 indicates that the variables of flexible work arrangements and internal communication satisfaction contribute 54.4% to performance, with the remainder influenced by other variables. These results indicate that flexible working arrangements will not have much impact if they are not accompanied by internal communication satisfaction. Therefore, it is important to improve internal communication satisfaction, especially informational substantiality and relational satisfaction within organizations in order to achieve optimal performance.

Discussion

The Effect of Flexible Work Arrangements on Job Performance

The results of the analysis reveal that flexible working arrangements have a significant positive impact on improving employee performance. In line with the research of Twalib and his colleagues that flexible work arrangements have a significant positive effect on employee performance in telecommunications companies [16]. Based on the results of a meta-analysis of previous research, it was found that flexible work arrangements significantly and strongly influence employee performance [7]. Other studies have also found that flexible work arrangements in place and time have a significant influence on performance [42];[43]. Flexible work arrangements have many benefits to employees' personal and professional issues such as improving work-life balance, reducing stress, maintaining physical boundaries with coworkers [7]

Employees who work flexibly in terms of time and place tend to be able to control stress, reduce fatigue, and burnout because they have autonomy in completing their job demands [7]. Autonomy in job completion gives employees the opportunity to complete work according to the demands of personal and professional [1]. Meyer explained that this employee-oriented flexible work arrangement policy makes employees feel valued by the organization so that they become more confident, independent, and control the demands of their work [3]. These benefits make employees motivated to contribute maximally which



leads to improved performance [3]. Although it has a positive effect, the impact of flexible working on performance is relatively small due to various practical obstacles experienced by employees. Several findings indicate that the lack of performance monitoring, the lack of coordination, workload, and other challenges reduce interest and efficiency at work which leads to a decline in productivity [28].

The Effect of Internal Communication Satisfaction on Job Performance

The results of this study also found that internal communication satisfaction independently has a significant positive effect on performance. When compared to the absolute effect of flexible work arrangements, internal communication satisfaction has a considerable influence on performance. This is in line with the research of Ghimire and his colleagues that communication satisfaction has a significant positive effect on performance greater than other factors [26]. Employees feel satisfied with communication in the organization when they get information about work and establish interpersonal relationships in the work environment well [24]. Previous researchers agree that the process of sharing knowledge and information optimizes employee performance because it supports employee participation, stimulates innovation, and prevents the loss of knowledge or information in the organization [44]. Furthermore, Deci and Ryan formulated that one of the basic psychological needs of employees is relationships in the work environment [24]. Today, growing organizations require employees to work together to get the job done. Good relationships between fellow employees encourage effective workplace communication and teamwork [45]. When employees get communication satisfaction in the organization, employees can provide ideas, information, attitudes, and good feelings among employees [22].

The Effect of Flexible Work Arrangements and Internal Communication Satisfaction on Job Performance

The findings indicate that flexible work arrangements and internal communication satisfaction simultaneously have a significant positive influence on performance. This integrative model is a novelty because no research has tested it and this model is based on theory and previous research results from each of the two independent variables' influence



on the dependent variable. This also emphasizes that flexible work arrangements are not only a practical solution to improve performance, but need communication and collaboration management to optimize their implications [46]. The influence of flexible work arrangements and internal communication satisfaction on performance cannot be separated from the influence of the use of information technology. In this study, employees who have the opportunity to work flexibly in terms of place and time use today's information and communication technology such as zoom meetings, google meet or WhatsApp groups. Work patterns with flexible work arrangements provide opportunities for employees to use modern communication tools. This is supported by previous research that Okati and colleagues that current communication technology helps employees get information faster and online employee interaction can build emotional bonds between employees [22]. Then, other studies explain that coordination using digital and knowledge transfer has a significant influence on decision making which can improve performance in organizations [26].

In addition, the role of communication satisfaction also shows a crucial role in challenging the implications of flexible work arrangements. Previous research explains that flexible work arrangements show the phenomenon of work individualism [8]. Individualization at work has been found to lead to feelings of isolation from the team and organization [8]. Zhou emphasized that low interpersonal relationships with coworkers will affect employee performance [47]. Yang and his team support that remote work leads to reduced communication and coordination which negatively affects productivity and team morale [48]. Therefore, the dimensions of internal communication satisfaction, namely information provision and relationships, are important for performance achievement. Communication does play an important role in the effectiveness of information delivery and team collaboration in organizations [49]. In line with social exchange theory, these results explain that mutually beneficial relationships in the workplace require “reinforcement” that directs positive work behavior in employees [50]. Foa and Foa identified six resources that act as “reinforcers” in this exchange including status, information, goods, love, money, and services [31]. In the context of this study, communication satisfaction serves as an amplifier



based on information needed at work and love in the form of emotional support. Then, flexible work arrangements become status-based reinforcers or autonomy at work and services in the form of flexibility benefits that employees get in managing their time and place of work.

Conclusion

This study proves that the synergy between work flexibility and internal communication satisfaction simultaneously contributes significantly to employee performance. In addition, both are also proven to contribute independently to performance improvement. These findings highlight that the crucial dual role of work flexibility and good internal communication as determining factors in the development of an efficient and highly competitive work environment. Practically, these results provide an empirical basis for organizations to consider flexible work arrangements as an adaptive policy strategy, especially in dealing with the dynamics of the post-pandemic world of work [7]. Meanwhile, internal communication satisfaction has proven to be a crucial element in supporting performance, so it needs to be supported by an effective, open, and responsive communication infrastructure from management [51];[35]. The combination of these two variables creates a constructive synergy towards employee performance, so the application of both in a balanced and contextual manner is essential. The limitations of this study provide exploration directions for further research. First, the sample size, which is limited to 233 respondents, can be expanded to increase the generalizability of the results. Second, this study has not elaborated deeply on the role of information and communication technology (ICT), which is actually an integral part of flexible work. Therefore, future research needs to explore the contribution of ICT to the relationship between work flexibility and performance. Third, given the variety of flexible work arrangement models such as hybrid, remote, work from anywhere, and shift work. Future research is suggested to be able to examine specific models so that the results are more contextualized and can be applied appropriately in human resource management.



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