

Effect of Flexible Work Arrangement and Career Development on Employee Performance: A Study of Selected Manufacturing Firms in Ogun State, Nigeria

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Abstract

Employees are an organization's most important and valuable asset, and they play a critical role in its performance. There are growing concerns that the quality of work and the performance of employees has declined as the result of lack of flexible work arrangement and career development of manufacturing firms in Ogun State, Nigeria. This study investigated the effect of flexible work arrangement and career development on employee performance of selected manufacturing firms in Ogun state. A survey research design was used. The population was 26754. The sample size was 520. Data were analyzed using descriptive and simple linear regression. The findings revealed that flexible work arrangement ($\beta = .954$, $t = 24.087$, $p < 0.05$) and career development ($\beta = 1.036$, $t = 19.800$, $p < 0.05$) have a statistically significant positive effect on employee performance. The study concluded that flexible work arrangement and career development have effect on employee performance of the selected manufacturing firms. The study recommends that the management of these manufacturing firms should ensure that employees are given flexible work arrangement freedom to perform their work and opportunities for career development so as to improve their performance.

Keywords: *Career development, Employee performance, Flexible work arrangement*

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Article DOI: 10.48028/iiprds/ijarppads.v5.i1.06

Background to the Study

Many firms are striving to adapt to a variety of changes in today's global turbulent business environment in order to survive and achieve competitive advantage over their competitors. They're figuring out how to enhance productivity by improving employee performance. Motivation of employees by acknowledging the importance of balancing their work, family life and career development has continued to gain ground (Beauregard and Henry, 2009; Akpa, et al, 2020). Flexible working arrangement refers to the practices that afford employees control of when, where and how they want to get their job done (Kelly and Moen, 2007, Grzywacz, Carlson and Shulkin, 2008). According to Giannikis and Mihail (2011), flexible work arrangements is one of the Work-Life initiatives being advanced by many organizations today as they seek to enable their employees reconcile their work life and family responsibilities Mungania, Waiganjo, Kihoro (2016), As a result, employees now have a way to balance their employment with home duties such as taking children to school, childcare, and even caring for the elderly in the family and community (Idowu, 2020; Mweresa and Mwandishi, 2015). Flexible work arrangements, according to Hildebrandt (2006), define when an employee's job begins and ends, allowing the employee to work within certain parameters. He continued, organizations that engage in such activities will ensure that employees perform their tasks during the core time, but will offer them the freedom to determine their work schedules on the other side of the core period. According to Fall (2016), effective implementation of flexible work policies will enhance employee performance.

Career development is one of the work life balance strategies used by organizations to achieve the performance needed by the employees. Employee career development is a priority for firms that want to get the most out of their employees because it fosters mutual understanding and relationships (i.e., the employer-employee relationship) and drives attempts to improve performance (Oduma, Caroline and Were, 2014; Nasution et al, 2018). According to Ikechukwu and Paschal (2017), research has shown career development as an important determinant of employee and organizational relationship and that organization that provides mechanism for employee career development creates a mutual investment of the relationship with their employees which can lead to rewards and promotion. Investing in career development is essential for continuous productivity especially in the manufacturing firms (Yuktharamani, Roslina and Roslinah, 2014). Khan et al (2016) assert that by giving employee appropriate career development encourages them to improve their skills and have impacts on their jobs performance. Armstrong (2009) affirm that career development is the work life process of managing learning, work, leisure and changes in order to move toward a personally determined and evolving favored future (Katharina and Dewi 2020, Nasution et al, 2018, Ikechukwu and Paschal, 2017). The varying perspectives of career development serves as an impediment to researchers seeking the relationship between career development and employee performance (Oduma, Caroline and Were, 2014). This study sought to ascertain the effect of work life arrangement and career development as an indicator of employee performance of selected manufacturing companies in Ogun State.

Literature Review

Flexible work Arrangement (FWA)

Flexible work arrangements (FWAs) are agreements between employees and employers that give them more flexibility in terms of when, where, and how much they work. (Autumn 2016). Work flexibility include not only changes in working hours and location, but also task sharing, career breaks, part-time work, and work periods (Torrington, Taylor, Hall & Atkinson, 2011). According to Tomlinson (2007), flexible work hours is the length of time the workers works and the pattern of job which includes leave and other absence taken from work (Idowu, 2020). Pillinger (2006), assert that flexible working hours arrangement is the solutions to demographic changes in the labour maker, which include upsurge of women employees participation, increasing competitions in the economy globally and also because employees want flexibility (Coenen and Kok, 2014). Clare and Deirdre (2010), asserts that changes in economic, technological, social and family, have encouraged the introduction of flexible working arrangements. Flexible work arrangements gives an employee a certain degree of freedom in deciding how the work will be done and how they will coordinate their schedules with those of other employees

Flexible work arrangements, according to Sprietzer, Cameron, and Garret (2017), Kattenbach, Demrouti, and Nachriener (2010), Shockley and Allen (2007), are the alternative or options that allow an employee to work outside the traditional confines of a standard organisation of work in terms of quantity, distribution of work place, and working time (Dex and Smith 2002, Glass and Finley, 2002). Flexible working arrangements according to Austin-Egole and Iheriohanma (2020), includes weekend part-time work, shift work, annual hours contract, job sharing, flexi-time, home base work, telework, compressed work week, job sharing, overtime and temporary/casual work (Possenried and Plantenga, 2011). The employer sets certain limits such as minimum and maximum number of hours of work every day, and the core time during which all employees must be present. Changes in workforce demographics and changes in the nature of work in the light of increased adoption of information systems makes FWAs a cheaper alternative solution to afford employees a balance in their work and their respective family needs (Osisioma et. al., 2015, Grzywacz, and Carlson, 2007).

Flexible work arrangements, according to Hayman (2009), are about getting more of one's work done effectively rather than doing less. It recognises that people from many walks of life may be unable to adjust to the rigid Monday-Friday schedule of 8 a.m. to 5 p.m. (Idowu, 2020). The term "flexible work arrangement" simply refers to any work schedule that differs from the norm. Literature evidences highlight the importance of flexible working to both academics and industrialist as a means to establish a good work-life balance for employees, explaining how a good work-life balance for employees makes employees increase their efficiency of work, which in turns leads to increase in productivity of the organization (Mweresa and Mwandishi, 2015). Stavrou and Kilaniotis (2010), Possenrid and Plantenga (2011), posited that flexible work arrangements comprises of three main categories of flexible work arrangement (FWA) which differ in

terms of solutions offered, varying levels of formality and varying degrees of flexibility on offer. Which are full-time flexibility arrangements (which include flexible-time, tele-home work, time bank and compressed work weeks? Its aimed at militating against the stress of full time employees Whittard, 2005, Al-Rajudi, 2012); Part time flexibility (flexible in the duration of work which includes reduced working days and job sharing (Stavrou and Kilaniotis 2010), Career flexibility/career breaks (includes the gradual increase in work time after maternity/ paternity leave with options of resuming with part time work before proceeding back to full time employment (Idowu, 2020, Stavrou and Kilaniotis, 2010).

Flexible work arrangements are linked to a number of positive outcomes for employees that embrace it such as better mental health, reductions in stress, burnout, reduced turnover and absenteeism and increase in retention, loyalty, job satisfaction, innovation, creativity and productivity (Galinsky, Bond, Sakai, Kim and Giuntoli, 2008, Clark, 2001). According to Fall (2016), flexible work arrangement is associated with improved employee productivity, reduced absenteeism and improved supervisor ratings across several studies and industries. Sweet, Pitt-Catsouphes and James, (2015). Grzywacz, Carlson and Shulkin, (2008) are of the opinion that although, flexible work arrangement enables organizations to extend working hours, setting up and maintaining time-keeping systems and will come up with additional costs which might not necessarily be associated with remuneration which may include power and water costs that are incurred during the extended working hours. Also, it is important to note that flexible work arrangement has no one pattern to fits all solutions and requires arrangements that are tailored to the needs of the employees (Galinsky, et al, 2008, Idris, 2014, ten Brummelhuis, Haar, and Van der Lippe, 2010).

Career Development

According to Yukhtharamani et al (2014), career development is an integrated collection of organised programmes delivered throughout time to ensure that employees have all necessary competence to perform to their full capacity in support of the organization's goals (Abdul, Nafees and Imran, 2015; ten Brummelhuis and van der Lippe, 2010). Tobing (2016) defined career development as an organized planning method used to match employee's goals with the business needs of the organization. He highlighted the benefits of career development scheme for organization and individual employee as loyalty, increased productivity, low turnover, high competence, job commitment, effective service delivery, clear targets for employees, acquisition of knowledge, talent development, job security, recognition and enhanced self-awareness (Zulkarnain, 2014). Armstrong (2009), affirm that career development is the work life process of managing learning, work, leisure and changes in order to move toward a personally determined and evolving favored future (Katharina and Dewi 2020, Nasution et al, 2018, Ikechukwu and Paschal, 2017)

Thite (2001), explained career development as a scheme embarked on by the organization in creating a pathway for their employees to match individual objective with organization needs in order to integrate commitment thus, resulting to increased

performance and productivity (Zhou and Li 2008). Sohail and Xing (2014), argued that career development involves being aware of personal goals, values, organizational goals, adapting new knowledge, application of new knowledge and taking advantage of opportunities (Winda, Nayati, and Arik, 2017). Dittmann (2009), posited that career development is a win-win scenario for employees and organization at large because, it's a key factor for achieving personal goals and organizational goals (Henderson, 2013, Chiaburu, 2013). Daniels (2003), also argued that employees are more committed to their organization when the organization designs a clear cut career development programs (Kong, Cheung and Zhang, 2010). According to Ikechukwu and Paschal (2017), Human resources are the most important asset of every organization in which they play active role towards the organizational achievement which can never be underestimated. However, equipping this valuable asset through effective training and development becomes imperative so as to maximize job performance. However, career development is mostly used to close the gap of current performances and expected future performance. (Tsui, et al (1997), Byars and Rue, 2004, Robbins, 2010)

Employee Performance

Nyokabi (2014), asserts that worker performance is a rating system used in many companies to decide the skills and productivity of a worker. Employee performance is the extent to which an organizational member contributes to achieving the goals of the organization (Zhang 2012). The concept of employee performance is progressively popular amid management sciences scholars, as employee performance is essential to the employees as well as the organization (Ukwadinamor and Oduguwa, 2020). Orogbu, Onyeizugbe and Chukwuemeke, (2015), defined performance as the value added in an activity or task achieved by an employee at work. Faiza and Nazir (2015), Hye (2014), Mohsan, Nawaz, Khan, Shaukat and Aslam, (2011), sees employee performance as the responses of behavior reflecting what has been erudite or the kind of training received by employees which includes the psychological and mental competences. Bakker and Schaufeli, Leiter (2008) posits that performance of employees could include: quantity of output, quality of output, timeliness of output, efficiency, accommodating behavior/ cooperativeness, and work attendance (Gungor, 2011). Improved individual employee performance could improve organizational performance as well (Ergun, 2008, Ozmutaf, 2007). Abualoush (2018), affirm that employee performance greatly contributes to the benefit of the corporations especially in terms of efficacy and output and also has a link to the activities and duties carry out by the employee which indicates the level of contributions of the employee to the organization (Pawirosumato et al, 2017, Klindzic and Maric 2017)..

Theoretical Framework

According to lakshmypriya and Rama (2016), Spillover theory describes the situations that could lead in either negative or positive spill over work in small organization or the family (Hill, Ferris and Martinson, 2003). Spillover concept investigates the impact of the work sphere on family domain as well as the transfer of work related emotion from one domain to the family. That is, the behavior, emotions, skills and standards of one domain

can overspill to the second domain (Powell and Greenhaus, 2010). Bakker et al (2009) asserted that spillover has to do with the transfer of the conditions of wellbeing from one sphere of life to another. Edwards and Rothbard, (2000), Schultz, (2009) identify two types of spillover which are positive and negative that can be transferred from one domain to the other.

Positive spill over denotes that satisfaction and achievement in a domain may result to the satisfaction and achievement in another domain whereas the negative spillover means that complication and despair in one domain may result to the similar feeling in another domain. The factors that can end in negative work life spill over are work overload, unfriendly work schedules and emotional job demands whereas domestic problems, absence of support from spouse and sickness leads to family work overspill. If work family interplay are not flexibly organized within a period and space, then spillover in terms of time, vigor and conduct is usually negative. Nevertheless, work resilience, helps to integrate numerous factors of time and space amid work and family resulting in positive spillover. Which is very useful in attaining robust work and family equilibrium (Rodriguez-Mounz et al, 2013, Edwards and Rothbard, 2000, Xu 2009, Demerouti, Bakker and Bulters, 2004, Akpa et al 2020). According to Tamunomiebi and Oyibo (2020), numerous authors posit that experience gained in an individual activities in one domain could benefits his or her activities in another domain.(Grywacz, Carlson, Kacmar and wayne, 2007, Tsai, 2003).

Spillover theory acknowledges the influence of the work and family on each other and how the experience in one part will affect the experiences in the second part. A spillovery concept also posits that upsurge in satisfaction or dissatisfaction at workplace could result to upsurge satisfaction or dissatisfaction at home. This could mean that the conduct, expertise, mood and standards from work can spill over to the family (Edwards and Rothbard, 2000). Spillover theory is necessary for this research as it elucidate the correlation between flexible work arrangement, career development and employee performance which has to do with employees personal lives and how their roles affects their performance either in positive or negative ways (Schultz, 2009, Greenhaus and Powell, 2006; Wayne et al., 2004, Akpa et al 2020).

Empirical Review

Flexible Work Arrangement and Employee Performance

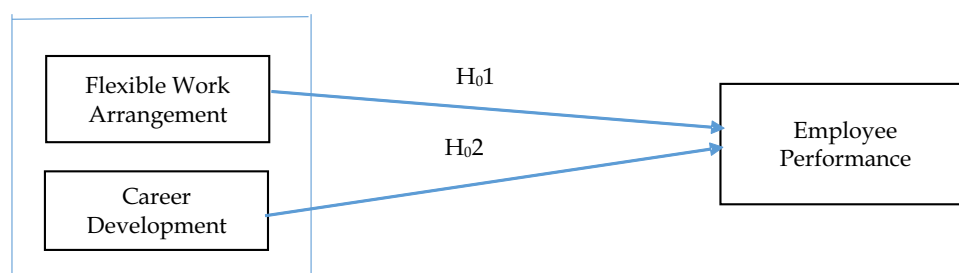
Secret (2006) reported that flexible work arrangement helps to maintain and boost employee productivity. Chow and Keng-Howe (2006) study of workers in Singapore revealed that the more flexible the employee schedules are, the greater their performance; Balted, Briggs, Huff, Wright and Neuman (1999) also found a positive effects of flexible work schedules on productivity in their meta-analysis. Erkut and Funda (2014) examined the effect of flexible work arrangement on employee performance. The study revealed that factors such as job suitability to flexibility, job loyalty and employees attitude towards flexible work arrangement affect employee performance. Mweresa, Mwandihhi (2015) in their study of commercial banks, found that Flextime work arrangement is

positively related to employee performance. McNall, Aline and Nicklin, (2010) explored the relationship between flexible working arrangements and employee performance. The finding reveals that flexible working increases employee productivity and that employers benefits more from flexibility working arrangement. Numerous empirical studies revealed a positive relationship between flexible work arrangement and employee performance (Erkut and funda ,2014, MuliMuathe, and Muchiri, 2014, Kotey and Sharma 2016, Hashim, Ullah and Khan, 2017, Muli, , Austin-Egole, Iheriohanma, and Nwokorie, 2020, Akpa, et al 2020)

Career Development and Employee Performance

Abdul, Nafees and Imran (2015), found career development as a main predictor of employee performance in their study the impact of career development on employee performance in the petroleum sector in Pakistan and concluded that employee can perform well once career development opportunities are presents. Saud et al (2017), in their study, found a significant effect of career development on employee performance, concluded that business capitalizes on employee career development increased productivity (Sharjeel and Saba, 2013). The findings of Irene and Hazel (2016), showed that career development plays a major role on performance and that many employees after acquiring more knowledge and skills are able to solve problem and upsurge their delivery hereafter, boosting their performance. Oduma and Were (2014), and Ami (2016) showed is a positive relationship between career development and employee performance. Career development helps employers and employees to bridge the gap between expected and future performance and productivity. Employees perceive career development as a path way towards achieving career aspiration hence, making them work better (Desti , 2015), Harold and Amit ,2011) Abdul and Aamer (2011), in an empirical finding showed that employee development is a relevant element towards achieving performance. Katharina and Dewi (2020), Nasution et al, (2018) Ikechukwu and Paschal (2017), in their studies found that career development influences performance of employees in the various organizations of their studies.

Fig. 1: Conceptual model



Source: Developed by the Researchers

Methodology

This study adopted a descriptive survey research design as a guide to examine the effect of flexible work arrangement and career development on employee performance. The design provides the researcher with relevant information to describe the relevant aspects

of the variable. Also, the use of descriptive research design was considered because it allowed for the collection of quantitative data which were used to analyze using descriptive and inferential statistics. It is an appropriate method because of its uniqueness and relevance as it concentrates on the event. The targeted population was 26,754 employees from the top, middle and lower management of the selected manufacturing firms in Ogun State. The sample size of 520 was determined using Taro Yamane (1967) Multistage technique was used in arriving at the definite strata of the respondents. Random sampling technique was used in selecting each respondent. The justification for choosing this sampling technique is that it increases the sampling precision during the process of dividing the population into strata (Asika, 1990).

The data gathering instrument was self-administered, six-point Likert scale questionnaire which were administered to the employees of Unilever Plc, Lafarge Cement, Reckitt Benckiser, GZ Industries Limited and Evans Medical Plc. The research instrument was scrutinized by experts, specialist with knowledge in management sciences questionnaire and by senior academic staff in the department of Business administration, Babcock University. The study used cronbach's alpha reliability test to evaluate the viability of the questionnaire. The benchmark for reliability cronbach's alpha score was is .70 as recommended by Nunnally (1978) and Amin (2005), for item loading. Therefore, the overall reliability of the whole scale is guaranteed (Nunnally, 1978). Specifically the Cronbach's Alpha Reliability co-efficient for all the construct items ranged between 0.704to.837. Therefore, based on the Cronbach alpha values the questionnaire was acceptable as it's demonstrated the reliability of variables. Data were analyzed using descriptive and inferential statistical

Hypotheses testing, Data analysis, Results and Discussion

H₀₁: Flexible work arrangement has no significant effect on employees' performance of selected manufacturing firms in Ogun State.

Table 1: Summary of Regression Analysis of Flexible work arrangement on Employees' Performance of the selected manufacturing firms in Ogu State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	Beta				
(Constant)	23.533	.748		31.473	.000
Flexible Working Arrangement	.954	.040	.758	24.087	.000
R = 0.758; R ² = 0.574; Adj. R ² = 0.573; F _(1,430) = 580.192					

a. Dependent Variable: Employee Performance

Source: Researchers' Field Survey from SPSS output, 2021

The result in the Table indicated above showed that Flexible work arrangement has positive and significant effect on employees' performance in selected manufacturing firms in Ogun State ($\beta = .954$, $t = 24.087$, $p < 0.05$). The result revealed that Flexible work

arrangement predicts employee performance ($F= 580.192, p<0.05$). Further, the Table shows that Flexible work arrangement contribute about 57.4% variance in Employee Performance. The equation obtained for the regression was the following:

$$EP = 23.533 + 0.954FWA \text{ (eq. I)}$$

Where:

EP = Employee Performance

FWA = Flexible work arrangement

The regression equation above explains the effect of flexible work arrangement on employee performance in selected manufacturing companies in Ogun State. The equation shows that when flexible work arrangement is constant at zero, employee performance takes the value of 23.533 implying that without flexible work arrangement, employee performance in the selected manufacturing companies would be 23.533. The coefficient of work hours was 0.954. This indicates that an increase in the flexible work arrangement by one unit leads to an increase in employee performance in the selected manufacturing companies by 0.954 units. This implies that an increase in flexible work arrangement will subsequently increase employee performance in the selected manufacturing firms. Based on this result, the null hypothesis one (H_{01}) which states that flexible work arrangement has no significant effect on employees' performance in selected manufacturing firms in Ogun State is hereby rejected.

Discussion

The result of hypothesis one reveals that flexible work arrangement has positive significant effect on employees' performance in selected manufacturing firms in Ogun State. The results are in agreement with Chow and Keng-Howe (2006), Kottey and Sharma (2016), Hildebrandt, (2006) which indicated that the more flexible workers schedules, the greater their performance. Also, the study supported the findings of the work by Mungania et al (2016), who found positive effects of flexible work schedules on performance in bank industry in Kenya. Erkut and Funda (2014) posit that factors such as job suitability to flexibility, job loyalty and employees attitude towards flexible work arrangement affect employee performance. Similarly, working family (2016) confirms that flexible work arrangement has a strong positive relationship with employee performance. The study finding also concur with a study by Mweresa and Mwandihhi (2015), which conclude that flexible work arrangement had significant effects on employee performance. Lilian and Clare (2016), investigated the effects of formal and informal flexible work arrangements on employee performance. Results obtained from structural equation models showed average positive indirect effects from informal flexible working on employee performance. The results also showed negative direct affects from formal flexible working. The study further specified that informal remote working arrangements have positive indirect effects on employee performance. This agreed with Jessica (2014) who explored the relationship between flexible working arrangements and employee performance. The finding reveals that flexible working increases employee productivity and that work flexibility is to the benefit of employers. Also, Erkut and funda (2014), observed that flexible working arrangement is an important

factor in its consequent success or failure at enhancing employee performance. An implication of this is that there are no silver bullet solutions or one size fits all solution to the FWA and employee performance dynamic. Making it necessary for tailored flexible work solutions according to the demands of the particular firms of interest.

Hypothesis Two

H₀₂: Career development has no significant effect on employees' performance of selected manufacturing firms in Ogun State.

Table 2: Summary of Regression Analysis of Career development on Employees' Performance of selected manufacturing firms in Ogun State

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	20.644	1.050		19.665	.000
Career Development	1.036	.052	.691	19.800	.000

R = 0.691; R² = 0.477; Adj. R² = 0.476; F_(1,430) = 392.024

a. Dependent Variable: Employee Performance

Source: Researcher's Field Survey from SPSS output, 2021

The result of the regression analysis indicated that career development has positive and significant effect on employees' performance in selected manufacturing firms in Ogun State ($\beta = 1.036$, $t = 19.800$, $p < 0.05$). The result shows that career development significantly predicts employee performance ($F = 392.024$, $p < 0.05$). In addition, the Table shows that career development contributes 47.7% variance in employee performance. The estimated equation obtained for the regression was the following:

$$EP = 20.644 + 1.036CD \text{ (eq. ii)}$$

Where:

EP = Employee Performance

CD = Career Development

The regression equation above explains effect of career development on employee performance in selected manufacturing companies in Ogun State. The equation shows that when career development is constant at zero, employee performance takes the value of 20.644 implying that without career development, employee performance in the selected manufacturing companies would be 20.644. The coefficient of work hours was 1.036. This indicates that an increase in the career development by one unit leads to an increase in employee performance in the selected manufacturing companies by 1.036 units. This implies that an increase in career development will subsequently reduce employee performance in the selected manufacturing. Therefore, the null hypothesis two

(H₀₂) which states that career development has no significant effect on employees' performance in selected manufacturing firms in Ogun State is hereby rejected.

Discussion

The result of hypothesis two showed that career development has positive and significant effect on employees' performance in selected manufacturing firms in Ogun State ($\beta = 1.036$, $t = 19.800$, $p < 0.05$). The finding is in agreement with Abdul, Nafees and Imran (2015), assertion that the output of employees increases when they have career development opportunities at their disposal even when they are overloaded. Similarly, Irene and Hazel (2016) concluded that business take advantage of career development so as to increase their productivity as career development plays a major role to performance, many employees after acquiring more knowledge and skills are able to solve problem and increase their delivery hence, boosting their performance. The findings of this study is also in line with the finding of Oduma and Were (2014), which shows that Career performance helps employees to bridge the gap between expected and future performance (Amin 2016). Also, the study supported the findings of Sharjeel and Saba (2013), which argued that the performance of the academic staff increases beyond expectation when they are given career development opportunities. Desti (2015), emphasized that the career development scheme provided by the organization had a positive effect on performance. Hence, employees in the district are more productive. Harold and Amit (2011), confirm that a strong positive relationship has emerged between career development and employee performance. It was discovered that when employees who have developed themselves are tasked, they tend to be more competent and vibrant in solving problems and in terms of delivery service. Hence, making productivity optimal. Abdul and Aamer (2011), in an empirical finding revealed that employee development is a germane element towards achieving performance. When organization helps their employee to develop they are more committed and tends to be more productive.

Conclusion and Recommendations

The study concluded that flexible work arrangement and career development affects employee's performance of selected manufacturing firm in Ogun state, Nigeria and increases employee performance of a highly skilled, motivated and experienced workforce that an organization needs to excel.

The study recommends that the management of these manufacturing firms should make sure employees are given flexible work arrangement freedom to do their work and opportunities for career development so as to improve their performance. For successful work life balance initiatives there must be full management support. Therefore, management should provide a working environment for employees that supports work life balance. Also in today's scientific world, employers should identify the diverse WLB initiative needs of the various employees rather than providing generic and repetitive policies which may not be beneficial to some of them and thereby affect their performance.

This study has some limitations that presents opportunities for future studies. The study was conducted within the manufacturing sector, hence the limitation in the generalizability of the results. Further studies should be carried out in the service sector such as hospitals, higher institutions educational sector, and IT sector, to examine how career development and flexible work arrangement could determine employee performance. Further studies on the current topic are suggested to involve other variables such as workplace resilience to cover more determinant of employee performance.

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