

The Effect of Flexible Work Arrangements and Mental Health on Employee Productivity at Logistics Startups in Indonesia

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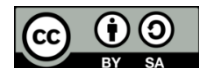
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ABSTRACT

The rapid development of logistics startups in Indonesia has created dynamic working environments that require employees to maintain high levels of productivity while adapting to flexible work systems. This study aims to analyze the impact of flexible work arrangements and mental health on employee productivity in logistics startups in Indonesia. A quantitative research approach was employed using a survey method. Data were collected from 250 employees working in logistics startup companies through structured questionnaires measured using a Likert scale. The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) version 25, including descriptive statistics, validity and reliability tests, and multiple linear regression analysis. The results of the study indicate that flexible work arrangements have a positive and significant effect on employee productivity. In addition, mental health also shows a positive and significant influence on employee productivity. The coefficient of determination shows that flexible work arrangements and mental health jointly explain 42.5% of the variation in employee productivity. These findings suggest that organizations that provide flexible working systems and support employee psychological well-being are more likely to achieve higher productivity levels. This study contributes to the literature on human resource management in startup environments and provides practical insights for logistics startups in developing strategies to enhance employee performance and organizational sustainability.

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1. INTRODUCTION

In recent years, the rapid advancement of digital technology has significantly transformed the operational structures of many industries, including the

logistics sector. In Indonesia, this transformation has been strongly influenced by the rapid expansion of e-commerce platforms, digital marketplaces, and on-demand delivery services, which have

accelerated the emergence of logistics startups [1], [2]. These startups operate in highly competitive and fast-changing environments that demand high levels of efficiency, technological adaptability, and continuous productivity from employees. Within such dynamic contexts, human resource management has become a critical strategic component in ensuring organizational performance and sustainability [3], [4]. Companies must not only adopt innovative technologies but also develop effective workforce management practices that support employee adaptability and performance in digitally driven work environments.

One of the most notable developments in contemporary human resource management is the implementation of flexible work arrangements (FWA). Flexible work arrangements refer to organizational policies that provide employees with greater autonomy in determining their working hours, workplace locations, and work schedules [5], [6]. Examples of these arrangements include remote working, hybrid working models, flexible working hours, and compressed workweeks. In startup organizations, particularly in technology-driven sectors such as logistics, flexible work policies are frequently adopted as strategic tools to attract skilled professionals, improve work-life balance, and enhance job satisfaction [7], [8]. Previous studies have indicated that flexible work arrangements may improve employee performance by allowing individuals to manage their tasks in ways that align with their personal productivity rhythms and working preferences.

Alongside the growing adoption of flexible work policies, mental health has emerged as a critical concern in organizational and human resource research. Startup work environments are often characterized by intense workloads, tight deadlines, rapid technological changes, and high expectations for performance and innovation [9], [10]. These conditions may generate significant psychological pressures for employees, potentially affecting their emotional stability

and work engagement. Mental health refers to an individual's psychological and emotional well-being, which influences cognitive functioning, decision-making, and interpersonal behavior within the workplace. Employees who maintain positive mental health are generally better able to manage stress, sustain concentration, and perform tasks effectively [11], [12]. Conversely, poor mental health conditions such as burnout, anxiety, and chronic work-related stress can negatively affect productivity and overall organizational effectiveness.

The relationship between workplace flexibility and employee mental health has attracted increasing scholarly attention in recent years. Flexible work arrangements may play an important role in reducing work-related stress by enabling employees to better manage the boundaries between professional responsibilities and personal life. When employees experience greater autonomy over their work conditions, they may perceive their work environment as more supportive and less restrictive [5], [6]. Such conditions can foster improved psychological well-being, which in turn enhances employee engagement, motivation, and commitment to organizational goals. Consequently, examining the interaction between flexible work arrangements and mental health is particularly important in startup organizations where human capital represents a key driver of innovation and operational efficiency.

Employee productivity remains one of the most crucial indicators of organizational success, particularly within the logistics startup sector. Productivity in this industry is closely associated with operational efficiency, delivery accuracy, customer satisfaction, and service reliability. Employees who perform their tasks efficiently contribute directly to the organization's competitive advantage in increasingly demanding digital markets [13], [14]. However, maintaining high productivity levels can be challenging when employees face excessive workloads, psychological stress, or inadequate work conditions. Therefore, organizations must

adopt comprehensive strategies that not only emphasize operational flexibility but also promote employee well-being as part of sustainable performance management.

Despite the growing recognition of workplace flexibility and employee well-being in organizational studies, empirical research examining their combined effects on employee productivity in logistics startups in Indonesia remains limited. Most existing studies have focused on traditional organizations or different industrial sectors, leaving the startup ecosystem relatively underexplored. Given the distinctive characteristics of logistics startups—such as rapid technological integration, flexible organizational structures, and fast-paced operational demands—it is essential to investigate how flexible work arrangements and mental health influence employee productivity within this context. Therefore, this study aims to analyze the impact of flexible work arrangements and mental health on employee productivity in Indonesian logistics startups using a quantitative approach based on survey data analyzed through the Statistical Package for the Social Sciences (SPSS) version 25. The findings are expected to contribute to the academic literature on human resource management and provide practical insights for startup managers in designing workplace policies that enhance productivity while safeguarding employee psychological well-being.

2. LITERATURE REVIEW

2.1 Flexible Work Arrangements

Flexible Work Arrangements (FWA) refer to organizational policies that give employees greater autonomy in determining their work schedules, locations, and work patterns. The advancement of digital technologies and the growing emphasis on work–life balance have encouraged organizations to shift from traditional fixed working systems toward more flexible

models such as remote work, hybrid systems, flexible working hours, compressed workweeks, and job sharing [5], [15]. This approach aligns with modern human resource management practices that emphasize employee empowerment, organizational agility, and adaptive work structures. When employees have greater control over their work conditions, they tend to experience higher job satisfaction, stronger commitment, and improved motivation [16], [17]. Flexible work arrangements also help employees balance personal and professional responsibilities, which can reduce stress and enhance psychological well-being. In startup environments—particularly in logistics startups that require high operational coordination and technological integration flexible work systems can support both employee well-being and operational efficiency [18]. Previous studies also indicate that flexible work arrangements contribute positively to employee productivity by reducing commuting stress, improving concentration, and enabling better time management.

2.2 Mental Health

Mental health refers to an individual's psychological and emotional well-being, which influences how people think, feel, and behave in their daily activities, including in the workplace. Good mental health enables individuals to manage stress effectively, maintain positive relationships, and perform their professional responsibilities productively. Conversely, poor mental health

conditions such as anxiety, depression, and burnout can reduce concentration, impair decision-making, and hinder task completion [19], [20]. In organizational contexts, mental health has become an increasingly important concern, as factors such as heavy workloads, tight deadlines, job insecurity, and work-life imbalance may negatively affect employees' psychological conditions. These pressures are often more pronounced in startup environments, where rapid growth targets, limited resources, and intense competition create demanding work conditions. Maintaining employees' mental health is therefore essential for sustaining organizational productivity and performance [21], [22]. Employees with positive mental health tend to demonstrate higher motivation, creativity, and engagement, and are better able to cope with workplace challenges. In contrast, employees experiencing psychological distress may exhibit lower productivity, increased absenteeism, and reduced job satisfaction. Consequently, many recent studies highlight the importance of organizational support systems such as supportive leadership, positive work environments, and work-life balance policies in promoting employee mental health, which ultimately contributes to improved productivity and long-term organizational sustainability.

2.3 *Employee Productivity*

Employee productivity refers to the efficiency and

effectiveness with which employees perform their tasks and contribute to achieving organizational goals. It is commonly measured by the level of output produced relative to the resources utilized, including time, effort, and skills, and is often reflected in work quality, speed of task completion, accuracy, and the ability to meet performance targets [13], [23]. High levels of employee productivity are essential for maintaining organizational competitiveness, particularly in industries that depend heavily on operational efficiency such as logistics. In logistics startups, productivity plays a crucial role in ensuring smooth delivery operations, effective coordination, and high levels of customer satisfaction, thereby directly supporting overall organizational performance and business sustainability [24], [25]. Employee productivity can be influenced by various factors, including organizational policies, leadership style, work environment, motivation, and psychological well-being. Among these factors, flexible work arrangements and mental health have increasingly been recognized as important determinants of productivity, as employees who work in supportive and flexible environments tend to demonstrate higher levels of focus, engagement, and overall work performance.

2.4 *Relationship Between Flexible Work Arrangements and Employee Productivity*

Flexible work arrangements can influence employee productivity by providing

greater autonomy and control over work schedules and locations, allowing employees to better balance their professional and personal responsibilities. Employees who have the flexibility to determine when and where they work often experience reduced work-related stress and improved work–life balance, which enables them to perform tasks during their most productive periods and in environments that support concentration and efficiency [5], [15]. Empirical studies indicate that flexible work policies are associated with higher employee productivity and job satisfaction, as employees working under flexible systems tend to demonstrate stronger motivation and greater organizational commitment [15], [16]. Additionally, reduced commuting time and fewer workplace distractions allow employees to allocate more time and energy to completing their tasks effectively. Nevertheless, the success of flexible work arrangements depends on factors such as organizational culture, communication mechanisms, and technological infrastructure [26]. When implemented effectively, flexible work systems can enhance employee productivity while maintaining coordination and performance within the organization.

H1: Flexible Work Arrangements have a positive and significant effect on Employee Productivity.

2.5 Relationship Between Mental Health and Employee Productivity

Mental health plays a vital role in determining employees' ability to perform their work effectively. Employees with positive psychological well-being are generally better able to concentrate on tasks, solve problems, and maintain strong motivation in their professional roles. Good mental health also enables individuals to adapt to workplace challenges and sustain consistent performance over time. Research in organizational psychology consistently shows that employees with better mental health tend to demonstrate higher levels of productivity, as positive psychological conditions encourage greater engagement and commitment to organizational goals [27], [28]. Conversely, employees experiencing stress, burnout, or emotional exhaustion often exhibit reduced efficiency, lower work quality, and higher absenteeism rates. Therefore, organizations that prioritize mental health support—through initiatives such as counseling services, supportive leadership, and balanced workloads—can create healthier work environments that promote employee productivity [28], [29]. This is particularly important in startup organizations, where high work pressure and rapid operational changes make the maintenance of employee mental health essential for sustaining long-term organizational performance.

H2: Mental Health has a positive and significant effect on Employee Productivity.

3. METHODS

3.1 Research Design

This study employs a quantitative research approach to examine the influence of flexible work arrangements and mental health on employee productivity in logistics startups in Indonesia. A quantitative approach is considered appropriate because it enables the measurement and analysis of relationships between variables through statistical methods. The research design adopted is explanatory research, which aims to explain the causal relationships between the independent variables—flexible work arrangements and mental health—and the dependent variable, employee productivity, based on empirical data collected from respondents. The study focuses on employees working in logistics startup companies across Indonesia, investigating how workplace flexibility and employees' psychological well-being contribute to their productivity levels. Data were collected through structured questionnaires distributed to respondents, and the collected data were analyzed using statistical techniques to test the proposed research hypotheses.

3.2 Population and Sample

The population of this study consists of employees working in logistics startup companies operating in Indonesia, which represent a rapidly growing segment of the digital economy and commonly implement modern work systems supported by digital technologies. Due to the large and geographically dispersed nature of this population, a sampling technique was employed to obtain representative data. This study applied a purposive sampling method, in which respondents were selected based on specific criteria relevant to the research objectives. The selection criteria included employees who are currently working in logistics startup companies in Indonesia and those who have experienced flexible or semi-flexible work arrangements within their organizations. A total of 250 respondents participated in this study, and this sample size is considered adequate for quantitative statistical analysis, allowing for reliable

examination and interpretation of the relationships among the research variables.

3.3 Data Collection Technique

The data used in this study are primary data collected directly from respondents through a questionnaire survey designed to measure perceptions regarding flexible work arrangements, mental health conditions, and employee productivity. The questionnaire was distributed electronically to employees working in logistics startup companies across several regions in Indonesia, and respondents were asked to provide answers based on their experiences in their respective workplaces. To ensure consistency and ease of analysis, all questionnaire items were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to the full distribution, the questionnaire instrument was reviewed to ensure the clarity of questions, their relevance to the research variables, and their suitability for achieving the study's research objectives.

3.4 Measurement of Variables

This study involves three main variables: flexible work arrangements, mental health, and employee productivity. Flexible work arrangements and mental health are treated as independent variables, while employee productivity serves as the dependent variable. Flexible work arrangements refer to the extent to which employees experience flexibility in their work schedules, work locations, and task management, reflecting their perceptions of organizational policies that allow greater autonomy in managing work activities. Mental health refers to employees' psychological well-being in the workplace, including their ability to manage stress, maintain emotional stability, and sustain motivation while performing work tasks. Employee productivity represents the efficiency and effectiveness with which employees complete their work responsibilities and contribute to organizational objectives, including their

ability to perform tasks efficiently, maintain work quality, and achieve performance targets. All variables in this study were measured using several questionnaire items designed to capture the perceptions and experiences of employees working in logistics startup companies.

3.5 Data Analysis Technique

The data collected from respondents were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25 through several statistical procedures. First, descriptive statistical analysis was conducted to describe the characteristics of respondents and provide an overview of the research variables using measures such as frequency, mean, and standard deviation. Second, validity and reliability tests were performed to ensure that the questionnaire items accurately measure the intended constructs and produce consistent results; the validity test evaluates whether each item appropriately represents the variable, while the reliability test assesses the internal consistency of the measurement instrument. Third, multiple linear regression analysis was

applied to examine the influence of flexible work arrangements and mental health on employee productivity, allowing the simultaneous assessment of the effects of the independent variables on the dependent variable. Finally, hypothesis testing was conducted using the t-test to determine the significance of the relationships between variables, with a significance level of 0.05, meaning that a hypothesis is accepted when the probability value is less than 0.05. Through these analyses, the study seeks to identify the extent to which flexible work arrangements and mental health contribute to employee productivity in logistics startup companies in Indonesia.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

This study involved 250 respondents who work in logistics startup companies in Indonesia. The demographic characteristics of respondents include gender, age, education level, and length of employment. Understanding respondent characteristics is important to provide an overview of the sample used in this research.

Table 1. Respondent Demographic Characteristics (N = 250)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	142	56.8
	Female	108	43.2
Age	20–25 years	74	29.6
	26–30 years	98	39.2
	31–35 years	52	20.8
	>35 years	26	10.4
Education	Diploma	63	25.2
	Bachelor	157	62.8
	Master	30	12.0
Length of Work	<1 year	68	27.2
	1–3 years	121	48.4
	>3 years	61	24.4

Table 1 presents the demographic characteristics of the 250 respondents involved in this study. Based on gender distribution, the majority of respondents are male, accounting for 56.8% (142 respondents), while female respondents represent 43.2% (108 respondents), indicating a relatively

balanced gender composition in the logistics startup workforce. In terms of age, most respondents fall within the 26–30 years category (39.2%), followed by those aged 20–25 years (29.6%), suggesting that the workforce in logistics startups is dominated by young professionals. Regarding

educational background, the majority of respondents hold a bachelor's degree (62.8%), followed by diploma graduates (25.2%) and master's degree holders (12.0%), indicating that most employees possess a relatively high level of formal education. Furthermore, based on length of work experience, nearly half of the respondents (48.4%) have worked between one and three years, while 27.2% have less than one year of experience and 24.4% have more than three years. This

distribution suggests that many employees in logistics startups are relatively early in their careers but already possess some work experience within the industry.

4.2 Descriptive Statistics of Research Variables

Descriptive statistics provide an overview of respondents' perceptions of the variables studied, including flexible work arrangements, mental health, and employee productivity.

Table 2. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Flexible Work Arrangements	250	2.10	4.85	3.87	0.62
Mental Health	250	2.25	4.90	3.94	0.58
Employee Productivity	250	2.40	4.95	4.01	0.55

Table 2 presents the descriptive statistics of the main variables analyzed in this study, namely flexible work arrangements, mental health, and employee productivity, based on responses from 250 participants. The results show that flexible work arrangements have a mean score of 3.87 with a standard deviation of 0.62, indicating that respondents generally perceive a relatively high level of flexibility in their work systems. The mental health variable records a mean value of 3.94 with a standard deviation of 0.58, suggesting that most employees report relatively positive

psychological well-being in their workplace environment. Meanwhile, employee productivity demonstrates the highest mean score of 4.01 with a standard deviation of 0.55, indicating that respondents generally perceive themselves as performing their tasks efficiently and meeting work expectations.

4.3 Validity Test

The validity test was conducted using Pearson correlation analysis to determine whether the questionnaire items accurately measure each variable.

Table 3. Validity Test Results

Variable	Item	Correlation (r)	r-table	Result
Flexible Work Arrangements	FWA1	0.671	0.124	Valid
	FWA2	0.702	0.124	Valid
	FWA3	0.689	0.124	Valid
	FWA4	0.715	0.124	Valid
Mental Health	MH1	0.643	0.124	Valid
	MH2	0.677	0.124	Valid
	MH3	0.691	0.124	Valid
	MH4	0.705	0.124	Valid
Employee Productivity	EP1	0.701	0.124	Valid
	EP2	0.718	0.124	Valid
	EP3	0.734	0.124	Valid
	EP4	0.752	0.124	Valid

Table 3 presents the results of the validity test for all questionnaire items used to measure the research variables. The results indicate that all measurement items for

flexible work arrangements, mental health, and employee productivity have correlation values (r-count) ranging from 0.643 to 0.752, which are higher than the r-table value of

0.124. This condition demonstrates that each questionnaire item has a strong correlation with its respective construct and is therefore considered valid for measuring the intended variables. Specifically, the items measuring flexible work arrangements show correlation values between 0.671 and 0.715, the mental health items range from 0.643 to 0.705, and the employee productivity items record the highest correlations ranging from 0.701 to 0.752. These findings indicate that all indicators used in this study meet the validity

requirements and are appropriate for further statistical analysis, suggesting that the questionnaire instrument effectively captures the constructs of flexible work arrangements, mental health, and employee productivity among employees in logistics startup companies.

4.4 Reliability Test

Reliability testing was conducted using Cronbach's Alpha to measure the internal consistency of the questionnaire.

Table 4. Reliability Test Results

Variable	Cronbach Alpha	Standard	Result
Flexible Work Arrangements	0.846	0.70	Reliable
Mental Health	0.832	0.70	Reliable
Employee Productivity	0.864	0.70	Reliable

Table 4 presents the results of the reliability test for the variables used in this study. The results show that the Cronbach's Alpha values for all variables exceed the required standard threshold of 0.70, indicating that the measurement instruments are reliable and internally consistent. Specifically, the flexible work arrangements variable has a Cronbach's Alpha value of 0.846, the mental health variable records a value of 0.832, and employee productivity shows the highest reliability value of 0.864. These results suggest that the questionnaire items used to measure each construct produce consistent responses and are dependable for

further statistical analysis. Therefore, all variables in this study meet the reliability requirements and can be considered suitable for examining the relationships between flexible work arrangements, mental health, and employee productivity among employees in logistics startup companies.

4.5 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of flexible work arrangements and mental health on employee productivity.

Table 5. Regression Analysis Results

Variable	Beta	t-value	Sig.
Flexible Work Arrangements	0.324	4.892	0.000
Mental Health	0.417	6.215	0.000
Constant	1.275	5.103	0.000

Table 5 presents the results of the multiple linear regression analysis examining the influence of flexible work arrangements and mental health on employee productivity. The results indicate that flexible work arrangements have a positive and significant effect on employee productivity, as reflected by a beta coefficient of 0.324, a t-value of 4.892, and a significance level of 0.000, which is lower than the 0.05 threshold. This finding

suggests that higher levels of workplace flexibility contribute to increased employee productivity. Similarly, mental health also shows a positive and significant influence on employee productivity, with a beta coefficient of 0.417, a t-value of 6.215, and a significance value of 0.000. The higher beta coefficient indicates that mental health has a stronger influence on productivity compared to flexible work arrangements. In addition, the

constant value of 1.275 with a significant t-value of 5.103 indicates the baseline level of employee productivity when the independent variables are held constant.

4.6 Coefficient of Determination

The coefficient of determination (R^2) explains the proportion of variance in employee productivity that can be explained by the independent variables.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std Error
1	0.652	0.425	0.420	0.418

The R^2 value of 0.425 indicates that 42.5% of the variation in employee productivity can be explained by flexible work arrangements and mental health. The remaining 57.5% may be influenced by other factors not examined in this study.

Discussion

The results of this study indicate that flexible work arrangements have a positive and significant influence on employee productivity in logistics startup companies in Indonesia. This finding suggests that employees who are given flexibility in managing their working time and location tend to perform their tasks more effectively. Flexible work systems allow employees to balance their professional and personal responsibilities, which can reduce stress and enhance work efficiency. In startup environments where adaptability and rapid responses are required, flexible work arrangements provide employees with the autonomy needed to maximize their performance [5], [15].

The findings also demonstrate that mental health has a significant positive impact on employee productivity. Employees who maintain good psychological well-being tend to show higher levels of concentration, motivation, and engagement in their work. Mental health plays an essential role in helping employees manage workplace stress and maintain consistent performance. When employees experience positive emotional and psychological conditions, they are more capable of completing tasks efficiently and achieving organizational goals.

Furthermore, the regression analysis shows that mental health has a stronger influence ($\beta = 0.417$) compared to flexible

work arrangements ($\beta = 0.324$). This suggests that psychological well-being may be a more dominant factor in determining employee productivity within logistics startups. While workplace flexibility supports employee autonomy, maintaining employees' mental health appears to have a greater impact on their overall performance [26], [30].

Overall, these findings highlight the importance of implementing organizational policies that support both flexible work systems and employee mental health. Logistics startups operating in competitive and fast-paced environments should prioritize work arrangements that enhance employee well-being while maintaining operational efficiency. By fostering a supportive work environment, organizations can improve employee productivity and sustain long-term organizational performance.

5. CONCLUSION

This study examined the influence of flexible work arrangements and mental health on employee productivity in logistics startups in Indonesia using a quantitative research approach based on data collected from 250 respondents. The results indicate that both flexible work arrangements and mental health have significant positive effects on employee productivity. Flexible work arrangements improve employee performance by providing greater autonomy in managing work schedules and locations, allowing employees to better balance professional responsibilities and personal needs, which in turn reduces work-related stress and enhances work efficiency. In addition, mental health demonstrates a strong influence on

productivity, as employees with positive psychological well-being tend to show higher motivation, stronger concentration, and greater engagement in completing their work

tasks. Good mental health also enables employees to cope more effectively with workplace pressures and maintain consistent performance.

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