

RELATIONS BETWEEN FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE PERFORMANCE IN SERBIAN COMPANIES

DOI: 10.5937/JEMC2402087G

UDC: 005.96:005.336.1
Original Scientific Paper

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Paper received: 08.07.2024.; Paper accepted: 24.09.2024.

Flexible work arrangements (FWAs) represent a crucial phenomenon of today's digital society, where companies face various internal and external challenges that compel them to analyse and implement different forms of flexible work arrangements. These arrangements help companies to overcome challenges and positively influence employees' attitudes and behaviours. Employee performance refers to behaviour related to the efficiency and quality of task execution, including creativity, efficiency, productivity, accuracy, and overall contribution to company goals. High employee performance (EP) often results in a better business outcome, innovation, and competitive advantage for the company. This study investigates the relationship between flexible work arrangements and employee performance in companies from Serbia, utilizing a sample of 582 employees. The SmartPLS program was used for the analysis, employing the Partial Least Squares Structural Equation Modelling (PLS-SEM) method. The results indicate a positive direct effect of flexible work arrangements on employee performance. This finding underscores the significance of implementing flexible work policies to enhance productivity and overall performance in the workplace. The implications for management and policymakers are discussed, highlighting the potential benefits of adopting flexible work arrangements in the Serbian business context.

Keywords: Flexible work arrangements; Employee performance; Employee behaviour; Republic of Serbia; SEM.

INTRODUCTION

Flexible work arrangements (FWAs) have gained significant attention in modern work as organizations strive to adapt to the changing needs and preferences of their workforce. These arrangements include options such as telecommuting, flexible work hours, compressed workweeks, and job sharing, providing employees with greater control over their work schedules and locations. They are increasingly recognized not only for improving work-life balance but also as a strategic approach to enhancing employee

performance. Understanding the impact that FWAs have on employee performance is crucial, especially for organizations aiming to remain competitive and responsive to both employee needs and market demands. Understanding how flexibility in work schedules and environments affects productivity, engagement, and overall job satisfaction becomes essential. Research suggests that FWAs can positively impact employee performance by reducing stress (Austin-Egole et al., 2020), increasing job satisfaction (Rahman, 2019), and promoting better work-life balance (White & Maniam, 2020). Employees who have the autonomy

to choose their working hours and locations often demonstrate higher levels of motivation, creativity, and dedication to their roles.

Furthermore, FWAs can lead to reduced absenteeism and turnover rates, further contributing to enhanced organizational performance (Timms et al., 2015). However, the effectiveness of flexible work arrangements in improving employee performance may vary based on several factors, including organizational culture, job nature, and individual differences among employees (Scandura & Lankau, 1997). Therefore, a nuanced understanding of these dynamics is crucial for organizations aiming to implement flexible work policies effectively. This introductory analysis lays the foundation for a comprehensive exploration of the relationship between flexible work arrangements and employee performance.

The main aim of this paper is to investigate the relationship between FWAs and employee performance in Serbian companies, utilizing a sample of 582 employees. Through this research, organizations can better understand how to leverage flexible work arrangements to foster a productive, engaged, and satisfied workforce, thereby positively impacting organizational performance as well.

The paper consists of three parts. The first part focuses on the theoretical background of the research, providing a review of existing studies on FWAs, defining their scope, types, significance of implementation, etc. Following the explanation of flexible work arrangements, the second part explains the concept of employee performance. Subsequently, a systematic literature review was conducted using the Web of Science, where the authors searched for theoretical and empirical papers by other authors examining the mentioned relationships. Based on the literature review, a research hypothesis was formulated, which was tested in the third part. The second part covers the research methodology, including the presentation and explanation of the questionnaire used for data collection, the data collection process, coding, and preparation for analysis. The third part involves testing the formulated research variables based on the systematic literature review. The authors conducted testing using the SmartPLS program and applied the PLS-SEM model. In addition to presenting the research results, a discussion of the findings was also conducted. Afterwards, there is the conclusion, which summarizes the study and provides recommendations to companies and managers regarding the impact of flexible work

arrangements on employee performance and how this can positively influence company success.

THEORETICAL BACKGROUND

The understanding of the theoretical background of research represents a crucial step toward deeper insights into complex phenomena in contemporary organizational contexts. As organizations face increasing demands to adapt their work practices, the understanding of the theoretical foundations underlying the impact of flexible work arrangements becomes essential for developing effective policies and practices. Theoretical frameworks encompass studies on the influence of autonomy, workplace flexibility, and employee motivation, as well as psychological and sociological factors that can affect the effectiveness of such arrangements. The introductory overview focuses on identifying key theoretical perspectives that shape our understanding of how flexible work arrangements can either enhance or constrain employee performance. Researchers can better grasp the complexity of this phenomenon through the analysis of relevant literature and identify factors to consider in the implementation and evaluation of flexible work policies within organizations.

Flexible Work Arrangements

Kelliher & De Menezes (2019, pp. 4-6) emphasize that one possible way companies can gain an advantage and manage their human resources more successfully is through job redesign and implementation of flexible work arrangements. Changes in work have led organizations to develop flexible work arrangements (Berber et al., 2022). These arrangements represent work patterns that include modifying traditional ways of organizing work time, such as flexitime, remote work, work from home, overtime, part-time, weekend work, shift work, compressed workweek, etc. (Gašić & Berber, 2021; Stavrou, 2005). Bjärntoft et al. (2020) highlight that FWAs are a mutually beneficial arrangement between employers and employees in which both parties agree on where, when, and how employees will work to meet organizational needs. Čudanov et al., (2022) emphasize that remote work has gained significance due to the emergence of the COVID-19 pandemic. The COVID-19 pandemic has accelerated the adoption of flexible work arrangements, highlighting both their benefits and challenges and changing the way employers and

employees view the work environment and job organization. Vasić (2020) emphasizes that with the outbreak of the COVID-19 pandemic and the shift from office to remote work, employees had never been trained for teleworking, so improvisation was the only option they had.

It is important to note that in the context of flexible work arrangements, mutual benefits are expected for both employees and the organization. According to social exchange theory, employees perceive FWAs as a form of reward that can improve work-life balance, create overall well-being, and positively influence attitudes and behaviours (Gašić & Berber, 2023; Vyas et al., 2022). If organizations want to create positive social exchanges, they must establish clear guidelines, expectations, and support systems for flexible work arrangements. Bontrager et al. (2021) state that the availability of flexibility is defined as the extent to which employees feel free to use formal or informal work models. Formal FWAs are typically documented and communicated to employees through official company policies. Formal FWAs refer to policies and programs implemented by companies to provide employees with ways to adjust work schedules, locations, or hours necessary to meet job demands. On the other hand, informal FWAs refer to forms of flexibility not established through employment contracts or official organizational policies.

The significance of FWAs lies in their ability to improve job satisfaction, increase employee productivity and motivation, reduce stress, and better align work responsibilities with personal life. Organizations that successfully implement these arrangements often experience lower employee turnover, higher engagement, and more satisfied teams, contributing to overall efficiency and competitiveness in the market (Gašić, 2024).

Employee performance

It is necessary to explain the concepts of job and organizational performance. Although these concepts are related, they have different meaning and scope. Job performance refers to an individual's performance in terms of how well employees carry out specific job tasks, duties, and responsibilities. Some of the factors that can influence an employee's job performance are skills, abilities, motivation to work, work ethic, work equipment, and access to resources (Anakpo et al., 2023).

On the other hand, organizational performance refers to the overall effectiveness and success of an organization in line with the defined goals. To determine organizational success, the collective performance of all individuals, teams, and departments is observed (AlTaweel & Al-Hawary, 2021). Some of the factors that can influence organizational performance include organizational culture, leadership, strategy implementation, resource management, and market conditions (George et al., 2019). While job performance focuses on individual performance, organizational performance looks at the broader picture of the organization's overall performance. Therefore, it can be concluded that better job performance of individual employees could contribute to the creation of better organizational performance.

Three aspects of evaluating and understanding employee effectiveness and contribution are *task performance* (refers to the effectiveness and efficiency of individuals or groups in performing a specific task or group of tasks. Task performance is a key determinant of overall job performance (Ellington et al., 2014). *Adaptive Performance* (refers to an employee's ability to adapt and respond effectively to challenges, changes, and unexpected situations in the work environment. Adaptive performance encompasses employees' flexibility, creativity, problem-solving skills, and willingness to learn and grow (Charbonnier-Voirin & Roussel, 2012). *Contextual performance* (reflects employees' commitment to the organization and their willingness to go beyond formal job requirements to contribute to the overall success of the team or company (Zaw & Takahashi, 2022). Assessing all three aspects allows for a comprehensive understanding of the overall performance and contribution of employees in the workplace.

One way to improve organizational performance is to focus on areas such as talent management, employee engagement, training and development, performance management systems, and creating a supportive work environment (Al Aina & Atan, 2020; Hongal & Kinange, 2020). Adequate investment in improving individual job performance can boost overall organizational success. Wang & Zeng (2017) emphasize that individual performance is the "micro-foundation" of organizational performance. Improving job performance can have positive effects on organizational performance if employees perform

tasks efficiently, leading to better productivity, quality, and innovation within the organization.

Relationship between Flexible work arrangements and Employee Performance

Based on a systematic literature review of theoretical and empirical findings on the effects of flexible work arrangements on employee performance using the Web of Science database with keywords, authors included 7 out of 18 reviewed studies in the research, excluding the remainder due to duplication or data not relevant to the study.

Ten Brummelhuis & Van Der Lippe (2010) on a sample of 482 employees in 24 organizations indicate that organizational support for work/family improved job performance among parents but decreased performance among singles. However, performance among singles improved when they had the opportunity to use flexible work arrangements, while couples benefited from supervisorial social support. Dasgupta et al. (2014) conducted two consecutive studies (qualitative and quantitative) to investigate the impact of managerial communication on employee attitudes and behaviours. Results indicate that flexible work arrangements, collaborative approaches, trust, respect and recognition, clear direction, autonomy, and challenging tasks are significant indicators of positively affecting employees, making them happier, and leading to superior performance. Conversely, lack of flexible work arrangement implementation, humiliation, excessive supervision, and biased approaches are detrimental to employee performance. De Menezes & Kelliher (2016) found that formal flexible work time arrangements were negatively associated with performance, but a source of greater job satisfaction, while informal telecommuting arrangements had positive indirect effects through organizational commitment and job satisfaction on job performance. Ramakrishnan & Arokiasamy (2019) noted that various workplace factors influence employee performance, with the implementation of different forms of flexible work arrangements being one of the most important factors. The authors aimed to identify the impact of flexible work arrangements on employee performance in organizations in Malaysia, focusing on white-collar employees aged 24 to 60 years. Results indicated positive effects of FWAs on EP. Bhusan & Sar (2020) emphasized that workplace flexibility is a significant factor in improving organizational performance if employees are

satisfied. On the other hand, they argue that excessive work pressure from employers during the implementation of various flexible work arrangements adversely affects employee performance. Narrative and relevant descriptions highlighted the importance of workplace flexibility in enhancing employee performance and consequently organizational performance. In a sample of 70 employees in the banking sector in Indonesia, Rahman and colleagues (2020) found that employees' perceptions of the flexible work arrangements they use negatively impact employee performance, innovative work behaviour positively affects employee performance, and innovative work behaviour mediates the relationship between flexible work arrangements and employee performance. Sekhar & Patwardhan (2021), on a sample of 214 employees in 46 service companies in India, determined that supervisor support mediates the relationship between flexible work arrangements and work performance. Supervisor support affects employees so that they feel more valued, which automatically reflects on their improved performance.

Based on a systematic literature review, a conceptual framework for the study was developed, and a research hypothesis was formulated (Figure 1).

H1: Flexible work arrangements have positive effects on employee performance in the Republic of Serbia.

METHODOLOGY

After formulating the research hypothesis, the authors searched for standardized questionnaires and created an electronic version to collect the necessary responses. Once the sample was collected, the data were coded and processed using the SmartPLS program to test the hypothesis. This section includes a description of the questionnaire, the method of sample collection, as well as a tabular presentation of the sample. The third part is dedicated to statistical data analysis and hypothesis testing.

The questionnaire

The questionnaire is composed of three parts. The first part focuses on control questions regarding the sociodemographic and organizational characteristics of the respondents, such as gender, age, level of education, position in the company, and the size of the company they are employed in. The second part

of the questionnaire focuses on the independent variable "Flexible Work Arrangements" which consists of 11 statements (Albion, 2004). Based on the conducted factor analysis, the statements were divided into two groups. The first group consists of statements related to family "Flexible Work Arrangements - Family" (FWAs1, FWAs5, FWAs6, and FWAs7), while the second group consists of statements related to work "Flexible Work Arrangements - Job" (FWAs2R, FWAs3R, FWAs4R, FWAs8R, FWAs9R, FWAs10R, and

FWAs11). The third part of the question relates to the assessment of the dependent variable "Employee Performance" as a dimension of employee behaviour. This variable was measured using a standardized questionnaire consisting of 5 (EP1 – EP5R) statements taken from the scientific paper by Janssen & Van Yperen (2004). Likert scale from 1 to 5 has been used. For statements marked with (R), it was necessary to reverse the coding.

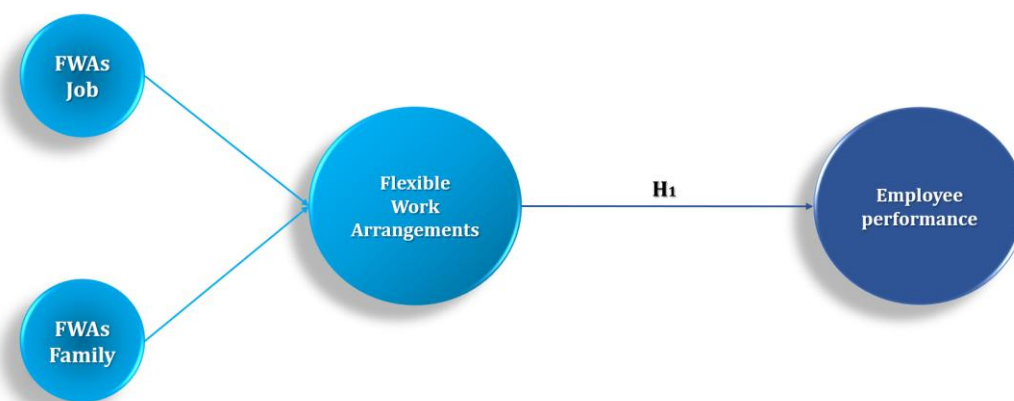


Figure 1: Contextual framework of research

Source: The authors' research

Sampling procedure

Based on the defined subject and goal of the research, the authors created an electronic version of the questionnaire. A total sample of 582 employees was used for the analysis. Respondents were employees who work in Serbia, and who could apply flexible work arrangements. According to the work of Hair et al. (2017), the minimum sample size for researching relationships using the PLS-SEM method is defined by the "10 times more rule," which implies that the minimum sample should contain 10 times more elements than the number of relationships between the observed variables. As mentioned in the first paragraph, the total number of respondents who completed the questionnaire is 582 employees, thus meeting this criterion.

The sample

After the sample was collected, data coding and processing were performed using descriptive statistics, and the sample presentation is as follows (Table 1):

Table 1: Sample characteristics

Gender	Number	Percent
Male	294	50.5
Female	288	49.5
Age structure	Number	Percent
Less than 25	53	9.1
25 - 34	265	45.5
35 - 44	173	29.7
45 - 55	68	11.7
More than 55	23	4
Level of education	Number	Percent
Vocational studies	48	8.2
Bachelor	173	29.7
Master	283	48.6
Magister	19	3.3
Ph.D.	59	10.1
Position in company	Number	Percent
Manager	136	23.4
Professional worker	389	66.8
Administrative worker	57	9.8
Size of organization	Number	Percent
Small	171	29.4
Medium	228	39.2
Large	183	31.4
Sector	Number	Percent
Public	171	29.4
Private	411	70.6

Source: The authors' research

Based on the presented sample, it can be concluded that out of the total 582 employees, there is a relatively balanced gender distribution, with a slightly higher number of male employees (N=294; 50.5%), while the rest are female (N=288; 49.5%). Analysing the age structure, it can be observed that the majority are younger employees, with the highest percentage being between 25 and 34 years old (N=265; 45.5%), followed by those between 35 and 44 (N=173; 29.7%), 45 and 55 (N=68; 11.7%), less than 25 (N=53; 9.1%), and more than 55 (N=23; 4%). In terms of educational level, it can be established that the sample consists of highly educated employees, with the largest number of respondents having a master's degree (N=283; 48.6%), followed by those with a bachelor's degree (N=173; 29.7%), PhD degree (N=59; 10.1%), vocational studies (N=48; 8.2%), and the fewest having completed a magister (N=19; 3.3%). Comparing the positions within the company, it can be concluded that the majority are professional workers (N=389; 66.8%), followed by managers (N=136; 23.4%), and administrative workers (N=57; 9.8%). Comparing the size of the

organization in which the respondents are employed, the largest number work in medium-sized organizations (N=228; 39.2%), followed by small organizations (N=183; 31.4%), and large organizations (N=171; 29.4%). Finally, comparing employment in the private or public sector, the majority are employed in the private sector (N=411; 70.6%), with the remainder in the public sector (N=171; 29.4%).

RESEARCH AND DISCUSSION

The analysis of the direct effects of FWAs on EP was conducted using the PLS-SEM model. The model consists of a second-order formative construct of flexible work arrangements, composed of two first-order reflective constructs (flexible work arrangements related to the job and flexible work arrangements related to family), while employee performance is represented by first-order reflective constructs (reflected through indicators). These relationships are illustrated in Figure 2.

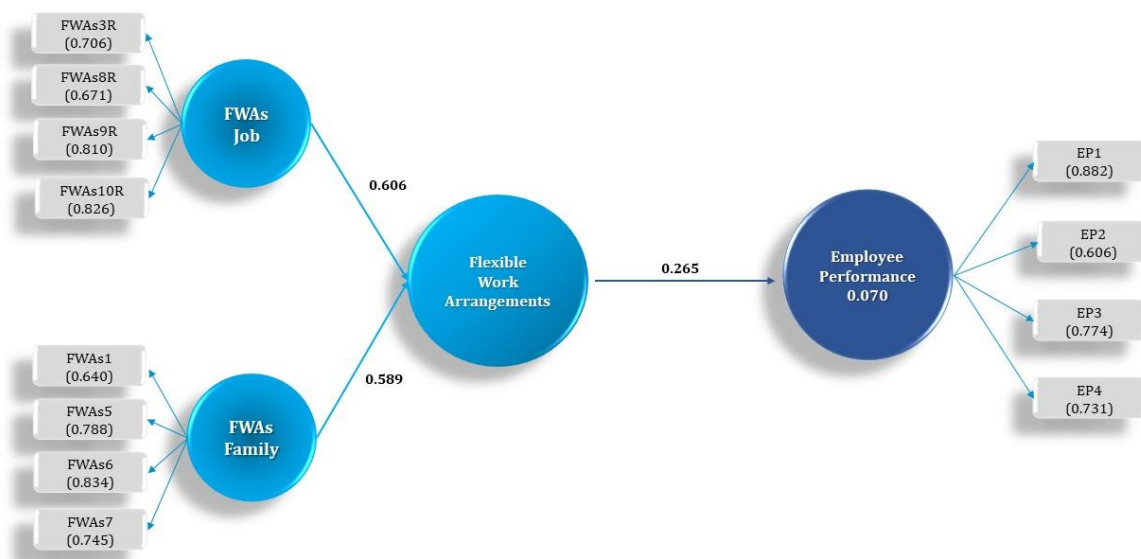


Figure 2: Path coefficient estimates

Source: The authors' research

Table 2: Analysis of formative constructs in the outer model

Relation of the formative construct of FWAs	Outer weights	St. Dev.	T - statistics	p - values
FWAs - Job -> Flexible work arrangements	8.5	0,025	24	0
FWAs - Family -> Flexible work arrangements	0,589	0,027	21,49	0

Source: The authors' research

The first part of the analysis focuses on the reliability of the measurement model, while the second part concerns testing the structural model

(establishing relationships between flexible work arrangements and employee performance). The analysis of the measurement model reliability

involves examining formative and reflective constructs (outer model analysis). Below is a presentation of the analysis of the formative constructs FWAs - Job and FWAs – Family (Table 2 and Table 3).

Table 3: Analysis of variance inflation factor of formative construct

Formative construct	Variance inflation factor – VIF	Criterion
FWAs – Job	1,191	<5 (Hair, Ringle & Sarstedt, 2011)
FWAs - Family	1,191	

Source: The authors' research

The results of the analysis of the formative construct presented in Tables 2 and 3 indicate that both first-order constructs (FWAs – Job and FWAs – Family) have statistically significant relationships with the second-order formative construct (FWAs), as the p-value is <0.05. Additionally, the VIF values of the formative construct are <5, which meets the criteria outlined by Hair et al. (2011). The next section pertains to the analysis of the reflective construct. To test the reflective constructs in the model, reflective indicators, internal consistency reliability, convergent validity, and discriminant validity were analysed. Table 4. represents the results of outer loadings, Cronbach's Alpha, composite reliability, average variance extracted, and VIF are presented.

Table 4: Outer loadings, assessment of Measurement Model Reliability (Internal Consistency and Convergent Validity), and VIF

	FWAs Job	FWAs Family	Employee performance	Cronbach's α	Composite reliability	Average Variance Extracted (AVE)	VIF
FWAs3R	0,706			0,747	0,841	0,572	1,260
FWAs8R	0,671						1,297
FWAs9R	0,810						1,764
FWAs10R	0,826						1,804
FWAs1		0,640		0,744	0,840	0,570	1,182
FWAs5		0,788					1,867
FWAs6		0,834					2,031
FWAs7		0,745					1,362
EP1			0,882	0,743	0,839	0,570	1,874
EP2			0,606				1,195
EP3			0,774				1,567
EP4			0,731				1,548

Source: The authors' research

Gašić & Berber (2024) emphasize that the lowest eligibility limit for factor loading is 0.708, but according to Hair et al. (2019) indicators with outer loading between 0.4 and 0.708, it's important to consider removing an indicator only when its deletion leads to an increase in internal consistency reliability or convergent validity above the proposed threshold value. If not, then they should be removed. Through the analysis of outer loadings, items FWAs2R, FWAs4R, FWAs11, and EP5R were removed from further analysis because their loading levels didn't satisfy the criterion. The Cronbach's alpha values met the criterion > 0.6 (Dakduk et al., 2019, pp. 7) and ranged from 0.743 (Employee performance) to 0.747 (FWAs – Job). The composite reliability criterion of >0.700, as highlighted in Hair et al. (2017), was satisfied, with values ranging from 0.839 (Employee performance) to 0.841 (FWAs – Job). The Average Variance Extracted (AVE)

criterion, where values should be >0.5 as stated by Dash & Paul (2021), was also met, with AVE values ranging from 0.570 (FWAs – Family and Employee performance) to 0.572 (FWAs – Job). The lower acceptable limit for VIF, according to Hair et al. (2011), is <5. Based on the VIF analysis of the reflective construct, it can be concluded that the criterion was satisfied.

The analysis of discriminant validity was conducted by calculating the Fornell-Larcker criterion, and Heterotrait-Monotrait (HTMT) ratios. The values are presented in the following three tables (Table 5, Table 6, and Table 7):

Based on the obtained results of discriminant validity using the Fornell-Larcker criterion, it can be concluded that the criterion is satisfied since the square root of AVE for each variable on the diagonal

is higher than the observed values below it (Hilkenmeier et al., 2020).

Based on the obtained results of discriminant validity using one of the newer approaches considered a stricter test of discriminant validity, it can be concluded that the criterion is satisfied because according to Hair et al. (2021, pp. 79), all values are < 0.9.

After confirming that the measurement model is reliable, the next step involves testing and analysing the structural model, specifically examining the direct effect of FWAs on EP.

Table 7. indicates statistically significant positive relationships between flexible work arrangements and employee performance ($\beta = 0.265$; $t = 7.174$; $p = 0.000$). These relationships are depicted in Figure 3.

Table 5: Discriminant validity – results of Fornell-Larcker criterion

	Employee performance	FWAs - Family	FWAs - Job
Employee performance	0.755		
FWAs - Family	0.213	0.755	
FWAs - Job	0.229	0.401	0.756

Source: The authors' research

Table 6: Discriminant validity – results of HTMT criterion

	Employee performance	FWAs - Family	FWAs - Job
Employee performance			
FWAs - Family	0.284		
FWAs - Job	0.291	0.53	

Source: The authors' research

Table 7: Results of testing the direct effect of FWAs on EP in Serbia using bootstrapping analysis

Relationship	β	St. dev.	T - statistics	p	Hypothesis
Flexible work arrangements - Employee performance	0,265	0,037	7,174	0,000	✓

Source: The authors' research

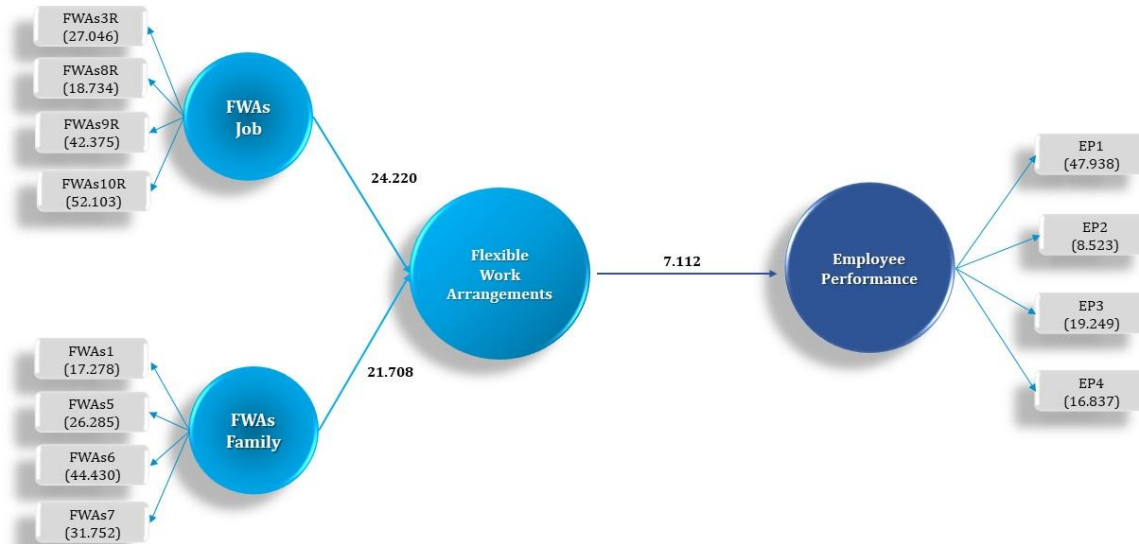


Figure 3: Results of testing the direct effect of flexible work arrangements on employee performance in Serbia using bootstrapping analysis

Source: The authors' research

CONCLUSION

Flexible work arrangements are an essential phenomenon in today's digital society, where

organizations face various challenges such as the digitalization of business, globalization, and crises such as health (COVID-19 pandemic), economic, energy, and war (conflicts between Russia and

Ukraine). These challenges force organizations to change their behaviour patterns and adapt accordingly to positively influence employee attitudes and behaviours, and consequently, employee performance, which directly impacts organizational performance. The research aimed to determine the effects that flexible work arrangements have on employee performance using a sample of 582 employees in the Republic of Serbia. The creation of the conceptual framework and formulation of research hypotheses were based on a systematic review of the literature using WoS. The research was conducted using the PLS-SEM model in the SmartPLS program.

The research indicated that FWAs have a positive direct effect on employee performance in the Republic of Serbia. The positive effect of FWAs on employee performance has been confirmed in the works of other authors (Bhusan & Sar, 2020; Dasgupta, Suar & Singh, 2014; De Menezes & Kelliher, 2016; Rahman, Kistyanto & Surjanti, 2020; Ramakrishnan & Arokiasamy, 2019; Sekhar & Patwardhan, 2021; ten Brummelhuis & Van Der Lippe, 2010). This further emphasizes the importance of applying such work arrangements, especially given the challenges organizations face with.

The studies highlighted the significant implications of applying FWAs on employee performance. Accordingly, organizations should be adequately informed about the significance and impact of these arrangements on employee performance to organize their operations effectively and become desirable companies. Some significant impacts of flexible work arrangements on employee performance include increased productivity (employees with flexibility often work more efficiently as they can adjust their working hours to periods when they are most productive). Better work-life balance (flexible work arrangements allow employees to better balance their work obligations with personal life, leading to greater job satisfaction and less stress). Reduced stress (the ability to work from different locations and adjust working hours can reduce daily stress associated with commuting and rigid work schedules). Increased motivation and engagement (when employees are given autonomy and flexibility, they often exhibit higher levels of motivation and commitment to their work). Reduced employee turnover (employees with the option for flexible work are more likely to stay longer with the organization, reducing recruitment and training

costs). All these advantages contribute to an overall improvement in employee performance, which positively affects the productivity and success of the organization.

In order to positively influence employee performance, organizations should implement the following recommendations regarding the application of flexible work arrangements:

- Organizations should define clear guidelines and policies for flexible work arrangements so that employees and managers understand expectations and responsibilities.
- Provide adequate technology and tools for remote work, including secure networks, collaboration software, and home office equipment.
- Provide adequate training for employees and managers on best practices for remote work, time management, and the use of digital tools.
- Offer flexible working hours to allow employees to work when they are most productive and to better balance their work and personal obligations.
- Ensure that managers support and promote flexible work arrangements, including regular communication and feedback.
- Establish clear metrics for measuring employee performance based not on presence but on results and achievements.
- Support the mental health of employees through wellness programs, flexible scheduling, and access to mental health resources.
- Organize regular virtual meetings and activities to strengthen team spirit and maintain communication among team members.
- Adapt flexible work arrangements to the needs of employees and job specifics, considering different preferences and work styles.
- Regularly evaluate the effectiveness of flexible work arrangements and gather feedback from employees to continuously improve working conditions.

Recommendations for future research are directed towards a larger number of respondents, focusing on specific groups of employees and analysing other variables such as organizational performance, employee satisfaction, work engagement, commitment, and the application of different variables as mediators in the relationship between flexible work arrangements and employee performance.

The limitations of research are the number of respondents, and insufficient number of studies on this topic in the Republic of Serbia, hence the impossibility of comparison. Another limitation is the number of variables explored in the study. Even though this research represents a significant scientific contribution to the effect of FWAs on employee performance.

ACKNOWLEDGEMENT

This paper is a part of the research project „Effects of Flexible Working Arrangement on the Performance and Sustainability of Organizations" financed by the Provincial Secretariat for Higher Education and Scientific Research of the Autonomous Province of Vojvodina, Republic of Serbia. Project Number: 000885375 2024 09418 003 000 000 001 04 002

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ODNOSI IZMEĐU FLEKSIBILNIH RADNIH ARANŽMANA I PERFORMANSI ZAPOSLENIH U SRPSKIM KOMPANIJAMA

Fleksibilni radni aranžmani (FRA) predstavljaju ključni fenomen savremenog digitalnog društva, gde se kompanije suočavaju sa različitim unutrašnjim i spoljašnjim izazovima koji ih primoravaju da analiziraju i primenjuju različite oblike fleksibilnih radnih aranžmana. Ovi aranžmani pomažu kompanijama da prevaziđu izazove i pozitivno utiču na stavove i ponašanja zaposlenih. Performanse zaposlenih odnose se na ponašanja povezana sa efikasnošću i kvalitetom izvršenja zadataka, uključujući kreativnost, efikasnost, produktivnost, tačnost i ukupni doprinos ciljevima kompanije. Visoke performanse zaposlenih (PZ) često rezultiraju boljim poslovnim ishodima, inovacijama i konkurentskom prednošću za kompaniju. Ovo istraživanje ispituje odnos između fleksibilnih radnih aranžmana i performansi zaposlenih u kompanijama iz Srbije, koristeći uzorak od 582 zaposlenih. Za analizu je korišćen program SmartPLS, primenjujući metodu parcijalnog najmanjeg kvadrata za modelovanje strukturalnih jednačina (PLS-SEM). Rezultati ukazuju na pozitivan direktan efekat fleksibilnih radnih aranžmana na performanse zaposlenih. Ovo otkriće naglašava značaj implementacije fleksibilnih radnih politika radi povećanja produktivnosti i ukupnih performansi na radnom mestu. Razmatrane su implikacije za menadžment i donosiocce odluka, ističući potencijalne koristi od usvajanja fleksibilnih radnih aranžmana u srpskom poslovnom kontekstu.

Ključne reči: Fleksibilni radni aranžmani; Performanse zaposlenih; Ponašanje zaposlenih; Republika Srbija; SEM.