

Agile Work Arrangements and Employee Performance: A Generation Z Perspective

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ABSTRACT

The contemporary workplace faces significant disruption due to rapid technological advances and new employee expectations, especially from Generation Z. Unlike previous generations, Gen Z workers emphasise independence, flexibility, and work-life balance. To meet these changing objectives, organisations use tactics such as reduced work hours, remote work, agile schedules, and other work arrangements. The goal of such practices is to attract and retain the most talented people of the digital generation as well as raise productivity levels. The current paper investigates the influence of work-from-home and agile working hour tactics on productivity and concentrates on Pakistani Gen Z workers. Such a comparative analysis makes it possible to conduct a comparison. The survey was carried out using a Likert-type questionnaire for receiving the data from young professionals that work in corporate organisations in Karachi. The data received were analysed using descriptive statistics for smoothness, slope, and correlation coefficients using SPSS. The research shows that agile working is very effective when it comes to attracting the attention of Gen Z workers and increasing their enthusiasm, satisfaction, and productivity.

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INTRODUCTION

The workplace is undergoing a significant transformation as a result of technological advancements and the growing number of Generation Z workers (born between 1997 and 2012). These workers bring distinctive tastes to the office. Work-life balance, autonomy, purpose, and digital connectivity are more important to Generation Z employees than to previous generations (2024 *Gen Z and Millennial survey*, 2024).

In an effort to attract and retain this generation, many companies are introducing agile work arrangements such as flextime, telecommuting, hybrid models, and compressed schedules. Studies show that 80% of Gen Z employees choose flexible or hybrid work arrangements, which are consistent with their desire for autonomy over their workplace and schedule (*Work Trend Index: The next great disruption is hybrid work – Are we ready?*, 2024). According to a Deloitte Global 2024 Survey, 86% of Gen Z professionals believe that having a sense of purpose in their work is critical to job happiness and productivity.

This issue has become especially relevant due to the increasing involvement of Generation Z in the working environment. According to the results of recent research, Generation Z gives high priority to such aspects as flexibility, work-life balance, teleworking, and different working conditions while assessing their employment environment (Pauli, 2025). Moreover, recent findings suggest that the interest of Gen Z in a hybrid working model is associated with the importance of flexibility and a positive perception of remote working, although it might differ from one working organisation to another.

This poses an important issue in terms of researching Generation Z. While previous studies have explored the expectations of Gen Z towards flexible and hybrid work, little consideration has been given to whether particular kinds of agile work settings relate to employee performance among Gen Z. Current literature is concerned mainly with the work-related expectations, flexibility requirements, work-life balance, and attraction to hybrid work settings among Gen Z (Pauli, 2025).

It presents a major research question regarding Generation Z. While there have been some existing studies on how the expectations of Gen Z employees concerning flexible and hybrid working relate to their productivity, comparatively less attention has been paid to the possibility that particular types of agile work practices relate to the performance of the members of this generation. The existing literature has mostly focused on the expectations of Gen Z employees, their preference for flexibility, their work-life balance, and their appeal to a hybrid working environment (Pauli, 2025).

As an outcome, the pressure on human resources management is rapidly increasing to establish flexible workplace policies to cater for the demands of the evolving period. According to *How Gen Z wants to work and live* (2023) it time to modify the attendance system, evaluations criteria, and learning and development opportunities and it tailored to digital populations. These modifications are vital, particularly in countries like Pakistan, where Gen Z is progressively contributing to the metropolitan labour market. Establishments in Pakistan are initiating to embrace hybrid policies and culture-driven attempts to accord with the values of youthful specialists (Khan & Ahmed, 2024).

Modern studies suggest that Gen Z values face-to-face interaction even if they have a strong preference toward flexibility. According to *Middle managers are caught in the RTO crossfire. Here's how they can handle the clash* (2025), many Gen Z workers are seeking a hybrid structure that grants independence while sustaining opportunities for mentoring and professional socialisation. Companies therefore face a contest in reaching a balance among presenting flexibility and adopting engagement, purpose, and professional development. Sustaining steady output with a minority of employees in today's energetic workplace is a significant challenge for the manager of the human resources department, notably in light of the volatile economy.

This research has provided an entirely new perspective through studying the nature of Gen Z workers' performance in the unique structure and culture of Pakistan. The challenges created by the transformational qualities of Gen Z workers, the young professionals who value self-reliance, adaptability, tech integration, and a sense of decisiveness in their work, increase this difficulty. Just like their counterparts from around the world, Pakistani organisations need to change their approach and adopt new methods to be suitable and viable. Flexible scheduling and working from home have already become common ways not only to cater to the needs of Gen Z employees but also to offer human resource departments an effective way of increasing the involvement of workers and productivity.

In this study, it will be attempted to find out whether the managers of human resource management departments in Pakistani firms believe that telecommuting and flexible scheduling are viable options for dealing with today's workplaces. It examines what drives HR specialists to use these strategies, specifically in response to shifting labour demands and operational obstacles. The study also investigates how these agile work schedules can improve employee engagement, motivational level, and employees' morale, all of which ultimately advance overall employees' performance and support businesses in attaining their tactical aims and objectives.

LITERATURE REVIEW

This segment covers the increasing number of earlier studies, particularly on agile work arrangements and schedules and work-from-home policies, predominantly as it concerns how they influence workers' productivity and their performance in organisations and businesses. The approach to the organisation of the company was substantially influenced by the increase in intensity in the total number of employees and workforce of the Z category. The salaried class of this cluster questions the morals pertinent to the office in which the business is functioning, in order to familiarize to them, as they are digital tubes that necessitate autonomy, elasticity, equilibrium amongst professional lifespan and private lifecycle and employment concerned with to the cell.

Organisations are now adopting remote work methods, flextime, and hybrid models as substitutes for strict 9–5 timetables and on-site presence due to this generational evolution. As per the researches and studies, Gen Z favors organizations who support flexibility and enable their access and door to technology and modern features, educational prospects and opportunities, and intellectual strength (2024 *Gen Z and Millennial survey*, 2024; *How Gen Z wants to work and live*, 2023). Jabbar, Sajjad, and Buksh's recent study from 2025 delivers more facts that agile work schedules and arrangements enhance employee as well as the workforce reactions. They discovered that agile work schedules substantially enhance job satisfaction, largely due to the mediating effect of work-life balance in their roles (Jabbar et al., 2025).

According to a recent review of 21 empirical studies, flexible working arrangements are positively and significantly related to employee performance, while also being shown to positively relate to productivity, job satisfaction, work-family balance, and organisational commitment (Çivilidağ & Durmaz, 2024).

Although agile working hours and shift schedules can enhance employee engagement and pleasure, on the other hand, these strategies have a few disadvantages attached i.e. loneliness, social connection losses, moreover obstacles in creating trust among the workforce and belonging in virtual contexts (Cooper & Kurland, 2002; Golden et al., 2008). Particularly, this is more crucial for the young workforce, Generation Z, who complement their expertise with digital technology, mentorship, long for community, and teamwork. Organisational reactions to these pressures have turned to a repeated emphasis on producing comprehensive and flexible HR policies and procedures that increase performance and reflect the generational beliefs of this new labour force. Agile work schedules and shift arrangement are not only realistic but also strategically fundamental to engage, retain, and improve the productivity and performance of Gen Z workforces in contemporary corporate

settings, conferring to a rising body of research and study.

Theoretical Framework

This is the major concern of all organisations throughout the world about managing their employees' performance, particularly during this challenging period. The businesses have typically two choices to manage their operation smoothly, i.e. in the interim period they halt their operations or adopt contemporary strategies, by implementing the agile working models like remote working or working from homes.

According to the research analysis, organisational actions could result in gains of quantifiable values by adopting remote working strategies and improving workforce performance. The organisation's performance, results, and productivity level have all significantly improved, according to a preliminary study, which supports the promotion of agile work schedules and work environments.

The benefits and drawbacks of work-from-home and agile scheduling have been covered in this study, along with how they affect employee performance and overall organisational productivity. Although studies conducted in Indonesia by Rehaman et al. (2020) also revealed a positive correlation between workforce performance and shift flexibility, the Pakistani corporate sector is specifically included in this study to investigate the relationship in this context, covering specific regional insights and their implications for devising HR policies and strategies.

This study aims to investigate how the performance of Pakistani workers in their companies is impacted by work-from-home and Agile shift arrangements.

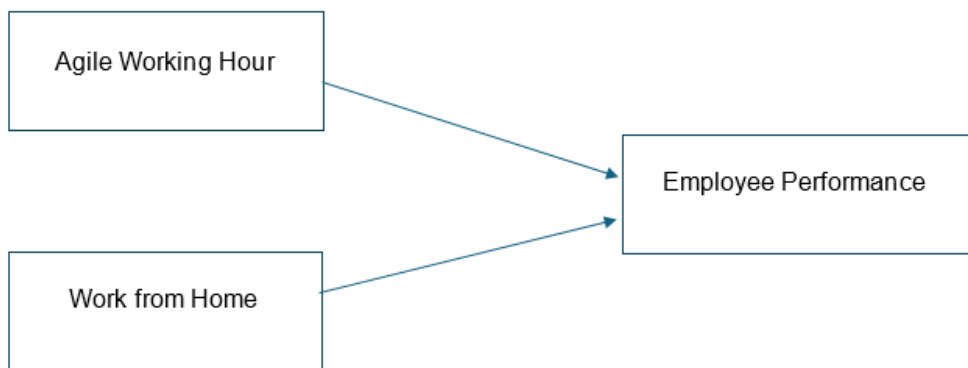


Figure 1: *Model*

AGILE WORK ARRANGEMENTS AND EMPLOYEE PERFORMANCE

Since the hybrid work cultures and remote working environment have enched in popular agile working hours (AWH) and work from home (WFH) have become increasingly important in modern workforce management, especially since remote and hybrid work cultures have increased in popularity.

Hill et al. (2008) claim FSAs have a positive effect on employee happiness and organisational productivity. Masuda et al. (2012) divide agile work alternatives into four main categories: telecommuting (also called flexplace), part-time employment, shortened workweeks, and flextime. Despite the widespread interchangeability of FWH, FWA (Flexible Working Arrangements), and workplace flexibility, the terminology around flexibility is still unclear (Taibah & Ho, 2023).

The importance of flexible working arrangements has been brought to light by the presence of Generation Z in the current workforce. It is common knowledge in academic literature that Generation Z workers have been brought up in an environment rich in technology and are commonly described based on their perceptions of flexibility, autonomy, work-life balance, and technology-based work environments. For instance, the preference of Generation Z for hybrid work in both corporate, family business, and entrepreneurial environments and noted that flexibility and benefits associated with remote work are critical factors in the work environment preferred by this particular generation. Nonetheless, the preference for flexible work by employees does not necessarily imply that flexible work enhances performance.

Employers and employees usually reach mutually accepted agreements to offer agile working hours in order to provide benefits that are equitable to both parties (Galea & Houkes, 2013). Workplace flexibility has transformed from an innovative idea to a strategic imperative in today's fiercely competitive and globalised culture (*The impact of COVID-19 on productivity and wellbeing. Organisation for Economic Co-operation and Development*, 2021). According to Coenen and Kok (2014) and Scandizzo and Knudsen (2024), businesses that adopt fair and well-thought-out flexibility policies report higher work satisfaction, lower employee churn, and enhanced productivity. Therefore, the company's long-term competitiveness and viability, as well as the welfare of workers, depend on the successful adoption of agile work practices.

Flexibility of the work schedule allows employees to have more control over the place and timing of their work tasks. This type of autonomy may help employees coordinate their work around times of peak productivity, simplify the challenges of commuting, and balance work responsibilities with personal commitments. There's evidence supporting this assumption. In their research with administrative staff in higher education institutions, Eshun and Segbenya

(2024) demonstrated that there is a significant link between flexible work schedules and work-life balance and work performance. Similarly, Az-Zahra et al. (2024) showed that flexible schedules are linked to job performance, with work-life balance as the connection.

Relationship between Agile Working Hours and Employee Performance

The deliberate utilisation of agile work hours to enhance the performance of employees and overall organisational success and accomplishment is becoming more broadly recognised and acknowledged. By giving workforces more flexibility in their shift schedules, these provisions permit individuals healthier balance work and their personal responsibilities and duties, which drops workplace stress and increases physical and mental health (Bhate, 2013; Hashim et al., 2017; Rastogi et al., 2015). Workers may relate their personal lives without losing their work obligations and responsibilities, appreciate compressed workweeks and decreased working hours, and shift timings in the organisation, which boosts the level of motivation and their job satisfaction. According to the claim of Hashim et al. (2017), these modern period strategies and approaches facilitate organisations and firms by improving employee engagement, recruitment results, staff stability and productivity level, employee commitment, involvement, ownership and retention rate,

The agile working environment and shift schedules are now becoming inexpensive personnel management approaches and strategies which promote and enhance employees' morale, helping to reduce turnover-related costs and enhance retention rates, and promote high-performance organisational cultures (Abid & Barech, 2017). The impact of agile working hours and shift schedules in developing and promoting business diversity and transforming HR policies and procedures to fulfil transforming workforce pressures is also highlighted by Cecilie (2013). By considering all the related factors, executing agile work models and shift schedules facilitates and establishes a flexible and more dynamic workplace that connects progressive needs for employee satisfaction and gratification, long-term performance outcomes, and diversity in the organisation.

Employees get greater flexibility to complete their assigned tasks and duties by acquiring flex time within their designated work hours, according to Hooks and Higgs (2020). Elvira-Zorzo et al. (2024) found that agile shift scheduling and working hours promote family-life balance and improve the performance of employees in their organisations (Giovanis, 2015; Mert, 2023). As they have greater control over their workspace and don't have to commute, telecommuting has the potential to improve employee performance. Thus, the following

hypothesis:

H1: There is a significant relationship between agile working hours and the performance of Generation Z employees.

Work from Home

The work-from-home and remote working models are not new ideas; rather, it has become the crucial elements of modern organization. The global health crisis has greatly expedited the popularity of telecommuting and remote work in organisations, turning it from a flexible choice into an essential operational approach and methodology.

The remote work and WFH strategies provide employees' flexibility over their work schedules and workplaces, which improves work-life balance, lowers stress, and increases job satisfaction (Ma, 2018). The majority of organisations agreed that it maintained their employees' operational performance and efficiency while reducing office distractions and commutes.

According to Dockery and Bawa (2018), remote working and shift schedules encourage more equitable family chore distribution, which strengthens interpersonal ties. However, there are also some related problems. When working remotely without institutional support, people may feel socially isolated and worry about their professional growth and visibility in organisations (Cantera et al., 2009). It becomes clear that the cooperation of both employees and employers is extremely crucial in developing such policies and procedures concerning remote and telework. In order to ensure the flexibility and involvement of organisations, hybrid systems combining telework and off-site work became popular (Bosua et al., 2012). Working at home also reduces work-related stress and absence and is associated with welfare Jansen et al. (2006).

The possible connection between remote work and employee performance can be explained using a few mechanisms. Working from home has the potential to save employees a lot of time they would have spent on commuting and distracting conversations at work. The flexibility of remote work allows employees to balance their work and family life, leading to a lot of benefits. Research proves this idea. (Toscano et al., 2025), who conducted a diary study among employees working in a hybrid culture, found that WFH have an indirect relationship with job performance through concentration and work engagement. The authors proved that the location where employees work influences their performance through basic work experience and not the mere fact of working from home. This conclusion is supported by recent research which explored the role of concentration as a mechanism of the influence of remote work on job performance (Toscano et al., 2025).

Nonetheless, in order to ensure accountability and consistent productivity among distant workers, there is a need for efficient performance measurement and communication. In the future, telecommuting will remain a highly influential aspect of performance and worker engagement as companies adapt to meet the evolving needs of the workforce, particularly the digitally savvy generations.

Connection between Work from Home and Employee Performance

It is widely understood that work-from-home solutions boost employee productivity, support business commitments, and aid in retaining top personnel. According to Martin and MacDonnell (2012), remote work significantly improves employee performance within the company and supports sustainability benefits such as lower travel-related carbon footprints, lower office supply and utility costs, and lower carbon emissions (Guyot & Sawhill, 2020). Additionally, WFH strategies have been linked to improved work-family balance, increased productivity, and a decrease in employee stress (Baert et al., 2020). Coenen and Kok (2014) claim that remote workers also improve the calibre and speed of the jobs they are given. Govender et al. (2018) found a significant positive link between WFH employee performance in their firm and agile working hours.

However, there are some advantages and drawbacks of WFH. The lack of opportunities for career advancement, the scarcity of opportunities to develop leadership and interpersonal skills, and the absence of mentorship, team-building, social bonding, and corporate events are some of the negative feelings that employees experience. In addition, it has been observed that several organisations do not possess the means to tackle such problems (Ahmad, 2020; Belzunegui-Eraso & Erro-Garcés, 2020; Martin & MacDonnell, 2012). Such instances are common in the domain of data security, cybersecurity, and remote IT infrastructure.

The agile working schedules were found to boost employee job satisfaction, retention, and productivity in a study that was carried out in South Africa in the Durban Westville division of Eskom. Though there have been some problems, the concept of working from home can be very beneficial. As such, the current study has explored whether WFH is significantly related to performance in the case of Generation Z workers employed in corporations based in Karachi. Instead of taking for granted that remote work improves performance, the study empirically explores the link between WFH and the performance of Generation Z employees in Pakistan.

Fauzi et al. (2022) discovered that work-from-home policies during the COVID-19 pandemic in Indonesia had a significant impact on employee performance in their company and productivity level, displaying both advantages and practical

obstacles.

H2: The performance of Gen-Z employees is positively correlated with working from home.

RESEARCH METHODOLOGY

This section provides a description of the research technique. The process used in this study gives us the methods for gathering and analysing data. In addition to specific methodologies and tools used in data collection and inquiry, this chapter offers an overview of the overall research methodology and procedures employed in this study.

Research Design

The research design of the current study was quantitative and cross-sectional. Quantitative methodology seemed to be suitable for this particular research since the purpose of this study was to explore the relationships between various measurable constructs, that is, work-from-home arrangement, agile/flexible working hours, and employee performance. Primary data were collected directly from the Generation Z employees of corporate organisations located in Karachi through a structured questionnaire. The research design of the current study is cross-sectional. This means that the data have been collected from the respondents once, at one point in time. It allows researchers to estimate the existing perceptions and experiences of employees about flexible work arrangements and their relationship with employee performance. The design of the research is in line with its objectives since it allows the researcher to test hypotheses empirically.

It should be noted that the research is non-experimental in its nature. None of the variables has been manipulated by the researcher; the respondents provided information about their experiences and perceptions about work arrangements and their own work performance.

Research Approach

This research adopts the deductive method. Specifically, it formulates the hypotheses based on theories and previous empirical work before testing these hypotheses based on primary data. The study starts with existing theories regarding employee performance, autonomy at work, flexibility at work and other related theories, and tests whether they hold when it comes to Generation Z workers in Karachi. The use of a deductive approach is appropriate for this

research as the research is focused on testing certain hypotheses aimed at determining the relationship between home office practices, flexible working hours and employee performance.

Study Population

The target population of the current research is composed of Gen Z employees of corporate organisations situated in Karachi, Pakistan. The reason for selecting employees of Generation Z as the target population is that this generation is entering the workforce in an era marked by digitisation, agile work, and remote work.

The organisational setting of this research includes employees of manufacturing and service sector organisations situated in Karachi. The organisations include a variety of industrial sectors and workplaces in which employees can experience different types of agile working, such as working from home and flexible working hours. Respondents of this research include employees who have enough organisational experience to give knowledgeable feedback about their work arrangement and performance. Therefore, respondents have been selected from employees who work in formal organisations instead of selecting students, unemployed people, or self-employed people.

The scope of this study includes all businesses and organisations based in Karachi. The management cadre employees of all industrial and service organisations were chosen as the study's population. Several Karachi-based manufacturing and service companies have been used as examples, and generalisations were made to the population, which is made up of all Karachi-based manufacturing and service companies. Furthermore, the information has only been collected from the diverse manufacturing and service businesses situated in different industrial zones of Karachi.

Unit of Analysis

The unit of analysis in this research is the individual employee. Information was collected from individual members of Generation Z since the research focuses on individual employees' perceptions and experiences of working from home, agile/flexible working hours, and work performance of the employees. Thus, every questionnaire filled out by individual respondents becomes one unit of analysis.

Sampling Technique

Due to the unavailability of an extensive sampling frame of all Generation Z employees operating within manufacturing and service firms of Karachi, non-probability sampling was conducted using the convenience sampling method. Convenience sampling is when respondents selected for participation have to be convenient for the researcher while meeting the predetermined inclusion criteria. The use of this sampling technique was deemed appropriate owing to the difficulty faced by the researcher in locating and randomly selecting Generation Z employees from the vast number of organisations found in Karachi.

In order to increase the sample's validity, respondents had to satisfy certain inclusion criteria. Specifically, participants had to belong to Generation Z, be employed at a corporate company based in Karachi, and have experience with modern workplace practices, such as working from home, hybrid working, or agile working. Even though the convenience sampling method restricts the generalizability of the results to a certain degree, this sampling method is frequently employed in organisational studies due to the lack of the sampling frame. For that reason, the results of this study should be considered in light of the sampled Generation Z employees and companies.

Sample Size

A total of 234 questionnaires were collected that met the criteria for validity, including those from Generation Z employees working in the manufacturing and service sector organisations situated in Karachi. Only those questionnaires that were judged to fulfil the necessary conditions for understanding of the research problem and to be complete were deemed valid and considered for inclusion in the analysis.

Data Collection Procedure

The primary data were collected through a structured questionnaire designed to be answered by the participants themselves. The questionnaire was administered to Generation Z employees working in both manufacturing and service organisations located in Karachi.

Before answering the questionnaire, respondents were informed about the research purpose and assured that participation in the research was voluntary and that their answers would remain confidential and be used only for academic purposes. Moreover, no personally identifiable information was requested from the participants.

The questionnaire has been administered through appropriate organisational channels as well as professional channels. Employees were encouraged to fill out the questionnaire themselves and base their responses on their own experience. In order to ensure high quality of collected data, respondents were provided with detailed instructions concerning the completion of the questionnaire and response scale.

Research Instrument

The main instrument for gathering data was a structured questionnaire. The initial section sought information regarding the demographic and employment background of the respondents, while the second portion of the questionnaire collected information about the research variables. The measurement items for the major variables of interest were developed using a five-point Likert scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree. The use of the Likert scale was appropriate since it enabled the respondents to express the extent of their agreement or disagreement regarding their experiences and perceptions in relation to their jobs. Whenever feasible, the exact wording of the measurement items was borrowed from previously used questionnaires and scales. Minor amendments were made wherever necessary to make the meaning of the questions suitable to the context of the Pakistani organisations and persons from the Generation Z group.

DATA ANALYSIS

The data gathered from the samples via a disseminated questionnaire served as the basis for the detailed study. A variety of software programs, including Microsoft Excel and SPSS, have been used to analyse the data.

Several phases of investigation were conducted on the gathered data. The analysis of the twenty-four questions was followed by the use of regression to determine the relationship between the independent variables (work from home), agile work hours, and shift hours, and the dependent variable (employee performance). Finally, the results were addressed.

Reliability Analysis

To evaluate the internal consistency of the construct, a reliability study was carried out. The reliability of the scale is demonstrated by the total Cronbach's Alpha value of 0.82. Table 1 presents a summary of the results.

Table 1.
Reliability Analysis

Cronbach's Alpha	N of Items
0.82	24

Note. The 24-item instrument demonstrated good internal consistency, with a Cronbach's alpha of .82.

A Cronbach's Alpha reliability test was performed to ensure the internal consistency of the measuring tool used in this study. The study of Cronbach's alpha values, which included 0.82, revealed a significant degree of dependency among all 24 components. According to Nunnally (1978), Cronbach's alpha levels over 0.7 are considered suitable for conducting social science research; however, values over 0.80 indicate strong internal consistency. Therefore, it can be considered that the instrument is reliable and suitable for deeper statistical analysis based on the results.

Descriptive Statistics Analysis

The following describes the specifics of the analysis of the descriptive data related to work-from-home and agile working hours and methods, as well as how they affect employee performance inside the company:

Table 2.
Descriptive Statistics

	N	Mean	Skewness		Kurtosis	
Emp_Per	234	21.4706	0.150	0.403	-0.445	0.788
WFH	234	24.4412	-0.405	0.403	-0.975	0.788
FWH	234	36.5882	1.366	0.403	1.959	0.788

Note: Data were collected using a 1-to-7 Likert scale. The mean values above represent the summed composite scores of the items making up each variable construct.

Distribution and central trends of the variables used in this study were examined using the descriptive statistics in Table 2. The sample consists of 234 respondents from the numerous organisations served as the basis for the statistical analysis.

Employee perceived performance was at a moderate level, as shown by the mean score of 21.47. The data appears to be roughly normally distributed with a minor positive skew and a generally flat distribution, according to the skewness

value of 0.150 and kurtosis value of -0.445.

The Work from Home (WFH) variable has a mean of 24.44, skewness of -0.405, and kurtosis of -0.975. The majority of employees consistently evaluated WFH more highly, with fewer extreme responses, as evidenced by the platykurtic curve (flatter than normal) and somewhat negatively skewed distribution shown by these data.

Agile Working Hours (AWH), on the other hand, had a higher mean score of 36.59, indicating that respondents thought AWH was better than other factors. The data are right-skewed with a higher peak, as indicated by the skewness value of 1.366 and kurtosis of 1.959, which show a positively skewed and leptokurtic distribution. This suggests that although the majority of participants gave FWH high ratings, a small number of outliers gave it very high ratings.

A majority of the data show sufficient normality for statistical analysis and demonstrate that workers surveyed had positive opinions of agile work schedules, particularly FWH.

Demographic Statistics

The following are the demographics of efforts on agile scheduling and work from home, as well as how they affect employee performance inside the company:

Table 3.
Demographic Statistics – Experience

	Frequency	Percent	Valid %	Cumulative %
0-3 Years	144	62.15	62.15	62.15
4-6 Years	85	36.32	36.32	97.86
Valid6-10 Years	5	2.14	2.14	100
Total	234	100.0	100.0	

In Table 3, the majority of respondents (62.15%) had 0–3 years of work experience, revealing that the workforce is dominated by early-career professionals, Gen Z, who may lead to new initiatives but need to have a lot of growth and training and development programs, according to the respondents’ experience distribution (N = 234). A notable 36.32% of the workforce fall into the 4–6 year working experience range, indicating that they are becoming more stable and constant in their professions. The experience having 06-10 years percentage is just 2.14 per cent.

Taking all into account, it appears that the statistics reflect the presence of a young labour force profile that centres on early career levels, emphasising the

need for career development initiatives in their organisations.

Table 4.
Demographics Statistics – Gender

	Frequency	Percent	Valid %	Cumulative %
Male	124	52.99	52.99	52.99
Female	110	47.01	47.01	100.0
Total	234	100.0	100.0	

The second variable is gender. The 124 (one hundred and twenty-four) male and 110 (one hundred and ten) female participants in this study are listed in Table 4.

Table 5.
Demographic Statistics – Education

	Frequency	Percent	Valid %	Cumulative %
Intermediate	12	5.1	5.1	5.1
Graduation	174	74.3	74.3	79.4
Masters	44	18.8	18.8	98.2
MS/PH D	4	1.8	1.8	100
Total	234	100.0	100.0	

According to the educational distribution of the sample (N = 234), the majority of respondents (74.3%) held a graduation degree, indicating that undergraduate education is the most prevalent educational level (Education Table 5). While a smaller but significant 18.8% have a Master’s degree, suggesting higher academic preparation, only 1.8% have an MS/PhD, indicating a low representation of highly specialised qualifications. Additionally, 5.1% had barely finished intermediate school, suggesting a slight preponderance of lower educational backgrounds.

Regressions Analysis

According to Gaur and Gaur (2006), multiple regressions are used when one dependent variable depends on one or more independent factors. This method more clearly illustrates how the value of the dependent variable changes when one of the independent factors is altered while the other independent variables stay the same (Gaur & Gaur, 2006).

Table 6 displays the model’s fitness. The values of R, R Square, and Adjusted R Squared are shown in this table.

Table 6.
Regression Coefficient

Model	R	R Square	Adjusted R ²	SE
1	.558 ^a	0.31	0.26	3.06
Note: Predictors were work-from-home (WFH) and flexible working hours (FWH). The model explained 31.0% of the variance in employee performance (R ² = .310; adjusted R ² = .260).				

The information included in the model summary in Table 6 indicates that both Work From Home (WFH) and Flexible Working Hours (FWH) together account for a significant part of the variance of Overall Employee Performance. The multiple correlation coefficient ($R = .558$) represents a moderate positive correlation between the actual and predicted values of employee performance. The coefficient of determination ($R^2 = .310$) shows that the combination of WFH and FWH results in the explanation of 31.0% of employee performance variance. After factoring in the number of predictors used in the model, the adjusted R^2 accounts for .260, indicating that approximately 26.0% of the value of employee performance variance is accounted for in the model.

The Standard Error of the Estimate (3.06) is an indication of the average difference between the actual and estimated values for employee performance expressed in the original units of measurement. Lower standard error normally implies greater predictive accuracy. In total, WFH and FWH together account for 31.0% of the variance in employee performance ($R^2 = .310$), showing considerable predictive power of the model. The results clearly show that both flexible work modes have some explanatory power regarding the performance of Generation Z employees. However, due to the cross-sectional nature of the study, the results do not show causality.

Table 7.
ANOVA

		Sum of Squares	Df	Mean	F	Sig.
1	Regression	131.49	2	65.747	7.00	.003 ^b
	Residual	290.97	31	9.386		
	Total	422.47	33			

Analysis of Variance (ANOVA) was used to test the significance of the entire regression model. The outcomes of the ANOVA are shown in Table 7 below; the regression model is found to be statistically significant at a p-value (Sig.) and F-

value of 0.003 and 7.00, respectively. The sum of squares in regression explains how much variance in employee performance is explained by the independent variables (work from home/WFH and agile working hours/AWH). In the above case, the sum of squares in regression is 131.49, while that of residual is 290.97. Combining the explained and unexplained variation in the dependent variable yields a total sum of squares of 422.47.

The model is deemed statistically significant since $p < 0.05$. This indicates that FWH and WFH work together to forecast employee performance in a meaningful way, and there is extremely little possibility that this outcome would happen by accident.

Regression Coefficients Interpretation

The coefficients table sheds light on how Work from Home (WFH) and Agile Working Hours (AWH) each contribute to the prediction of employee performance. When both WFH and AWH are equal to zero, the constant (intercept) is 5.807, which represents the expected value of employee performance. The constant does not, however, independently add anything important to the model, as seen by its p-value of 0.178, which indicates that it is not statistically significant.

At the 0.02 level, Work from Home (WFH) has a statistically significant unstandardized coefficient (B) of 0.306. When all other factors are held constant, this indicates that employee performance increases by 0.306 units for each unit increase in WFH. The variable WFH, as indicated by its standardised beta coefficient, is 0.36, has a moderately positive impact on the performance of the employees in the organisation.

Similarly, the Agile working hours (AWH) also has a statistically significant impact on employee performance, with an unstandardised coefficient of 0.22 and a p-value of 0.01. It shows that employee performance in the company increases by 0.22 units for every unit increase in FWH, assuming all other factors hold the same. FWH's standardised beta value of 0.386 indicates that it has a marginally greater impact on worker performance than WFH.

In conclusion, standardised coefficients show that both WFH and FWH are substantial positive predictors of employee performance, with FWH having a marginally larger influence.

Based on the regression model overview, it can be concluded that WFH together with FWH sufficiently accounts for the variance in overall employee performance. At 0.558, the multiple correlation coefficient shows that a moderate positive relationship exists between the observed values of employees' performance and the predicted values of employees' performance.

Table 8.
Coefficients

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Decision
		B		Beta			
	(Constant)	5.80	4.218		1.370	.17	
1	WFH	0.30	0.127	0.361	2.406	.02	Accepted
	FWH	0.22	0.087	0.386	2.574	.01	Accepted

At the same time, the coefficient of determination ($R^2=0.310$) indicates that the whole WFH and WFM can explain only 31.0% of the variance of employee performance. The adjusted coefficient of determination ($R^2=0.260$) indicates that the model accounts for approximately 26.0% of what remains after adjusting for the number of predictors in the model. When it comes to the standard error of estimate being equal to 3.06, it can be interpreted as the average size of the prediction error in the original units of measurement of the dependent variable.

In addition, the regression coefficients show that there is a statistically significant positive relationship between the predictors and employee performance. WFH has a positive relationship ($B = .30, \beta = .361, t = 2.406, p = .020$). This implies that there is an increase in employee performance with an increase in WFH, with FWH being held constant. This means that H1 is supported. Additionally, FWH has a positive relationship with employee performance ($B = .22, \beta = .386, t = 2.574, p = .010$), thus supporting H2. With regard to the standardised coefficients, FWH ($\beta = .386$) has a stronger statistical relationship with employee performance than WFH ($\beta = .361$).

The regression equation can be expressed as:

$$OEP = 5.80 + 0.30(WFH) + 0.22(FWH)$$

Where OEP denotes Overall Employee Performance. The unstandardized coefficients (B) are applied in the regression equation for their ability to show the expected difference in employee performance caused by an increase of one unit in each predictor, with all other predictors unchanged. This is different from standardised beta coefficients (β), which express the role of predictors using one and the same standard deviation scale, allowing comparison of their relative significance with respect to employee performance. High statistical t and p values testify to the fact that both WFH and FWH have a significant impact on employee performance.

Hypothesis Testing For Employee Performance

The findings for the regression analysis are presented in Table 9 below. The regression analysis tested the individual effects of Agile/Flexible Working Hours (FWH) and Work From Home (WFH) on employee performance within Generation Z.

H1: There is a significant relationship between agile working hours and performance of Generation Z employees.

According to the findings, WFH has a positive and significant relationship with employee performance ($t = 2.574$, $p = .010$). As such, since the p-value is less than .05, H1 is supported.

H2: There is a strong link between work-from-home arrangements and Generation Z workers' performance.

Results show that work-from-home has a positive and statistically significant relationship with employees' performance ($t = 2.406$, $p = .020$). Since the p-value is below .05, H2 can be accepted. This means that, in terms of Generation Z, having access to work-from-home is significantly and strongly related to employee performance. Therefore, the current results indicate support for both H1 and H2 to the extent that flexible hours and work-from-home arrangements are significantly correlated with employee performance. These results indicate that flexible working hours are probably relevant organisational practices when it comes to employee performance of Generation Z employees. The study design is cross-sectional, which hinders the current results from being interpreted as causal effects.

DISCUSSIONS

Based on the results of the study, this section addresses how work from home and agile work schedules affect corporate sector employees' performance. Two statistical methods, regression and correlation, were used to find the relationship between the variables; the results were also supported by the assumptions.

When Gen Z has the access to relevant and reasonable information, they perform better because of their comfort level with technology (Taibah & Ho, 2023). The outcome of this research supports the other research results, indicating that the Gen Z workforce is more motivated and dedicated, as well as engaged in their jobs, which provide them with autonomy, flexibility and schedule-controlled shifts (2024 *Gen Z and Millennial survey*, 2024; *How Gen Z wants to work and live*, 2023). According to the overall regression model, agile work arrangements have a considerable impact on employee performance in

the company due to their reasonably strong predictive capacity.

The research and outcomes are particularly relevant to Generation Z, a rapidly growing workforce in the corporate sector that prioritises digital integration, autonomy, flexibility, and fulfilling work experiences. A recent meta-analysis (Çivilidağ & Durmaz, 2024) found a modest and substantial positive correlation ($r = .60$, $p < .05$) between employee performance and agile work arrangements and shift schedules, representing the efficiency and productivity advances of flexibility in numerous circumstances.

There was statistical evidence at $p < 0.05$ indicating a significant correlation between employee performance and working remotely. This is an example of the psychological effect of increased work on the employee performance outcome that has been proved by the first hypothesis. These findings are in line with Martin and MacDonnell (2012), whose research indicated that work-from-home policies improve the dedication, efficiency, and capacity of organisations to keep their best talents among employees. For Generation Z employees, who are digital natives and always ask for remote work as part of their work, flexibility is important for engaging in work and being satisfied with work. Working in freedom and on one's own conditions appeals to Gen Z employees.

As can be seen from the findings above, the use of agile hours has a strong impact on improving worker performance at work, supported by the low p-value below 0.05. Thus, this is an indication that the second hypothesis is correct and agrees with the research conducted by Abid and Barech (2017), indicating that agile working has a positive influence on workers' job satisfaction and quality of life.

Gen Z will be more interested in working in such fields due to their greater emphasis on work-life balance, mental wellness, and general wellness compared to other generations. According to Cecilie (2013), flexibility in the workplace is not only very advantageous but also helps in promoting equality and inclusion—two aspects of Gen Z that are highly valued.

The results of the research indicate that the FWH and WFH models have a significant effect on how well employees perform their work and also play a significant role in helping identify the requirements and expectations of Generation Z. Companies should implement some form of agile work arrangement or weekly schedule if they want to keep and retain talent and improve the morale and productivity of their employees.

CONCLUSION

The research conclusion and the applicable suggestions are based on the findings of the study presented in this section. A sizable sample of data was collected from people who are currently employed in various manufacturing and services organisations to examine the effects of the independent variables, Agile Working Hours and Work from Home, on the dependent variable, Gen Z Employee performance, in this contemporary period. According to the results of the data, both independent variables have significant positive effects on employee performance in the organisation. The Generation Z emerging workforce is shifting workplace norms; this research is particularly relevant for them. They pay the superior value and prioritize the autonomy, digital proficiency, flexibilities and work-life balance at work in their professional life. These trends are pressing organizations to reassess conventional labor arrangements and embrace more flexible strategies and shift schedules.

Working from home and shift schedules are powerful tactics that help to the workforce, particularly Gen Z professionals, manage their roles and responsibilities in improved ways. From the employer's viewpoint, WFH and agile working hours and shift scheduling safeguard company stability and enhance working performance and productivity levels. These strategies motivate the workforce to better balance their individual and professional responsibilities.

Furthermore, it has been determined that agile work schedules and shift arrangements are a valuable approach for improving worker satisfaction and productivity levels in the organisations. Permitting employees and the workforce to select work schedules that adjust to their lifestyle requirements and efficiency peaks supports employee commitment and engagement, lowers work-related stress, and increases job satisfaction among them. This flexibility is not only valuable to Generation Z, but it is also a fundamental obligation of modern workplaces.

Recommendations

The researcher has proposed significant recommendations for the Pakistani corporate sector on the basis of the conclusion of the research. To enhance the employee performance, dedication, engagement and satisfaction level at work particularly among the Generation Z workforce, who value independence and technological flexibility, a variety of work- from-home (WFH) programs have been demonstrated. The corporate sector in this period must consider the implementation of work-from-home and remote working options where can be applied. Furthermore, formalising Agile Working Hours (AWH) and shift arrangements can enhance organisational efficiency and worker well-being.

To meet the shifting needs of the existing workforce, the agile work arrangements and shift schedules enhance organizational flexibility, efficiency, productivity and talent retention. It is recommended that organizations incorporate the Work from home, Agile Working hours, remote working arrangements into their long-term HR strategic framework.

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