



PLANNING MALAYSIA:
Journal of the Malaysian Institute of Planners
VOLUME 24 ISSUE 5 (2026), Page 995 – 1013

INTEGRATING FLEXIBLE WORK ARRANGEMENTS FEATURES INTO BANKING OFFICE ENVIRONMENTS: EVIDENCE FROM KUALA LUMPUR CITY CENTRE

**Shirley Jin Lin Chua¹, Kasturi Anpalanan², Azlan Shah Ali³,
Nik Elyna Myeda⁴**

^{1,2,3,4}*Department of Building Surveying, Faculty of Built Environment,
UNIVERSITI MALAYA*

^{1,3,4}*Centre for Building, Construction and Tropical Architecture (BuCTA),
Faculty of Built Environment,
UNIVERSITI MALAYA*

Abstract

The rapid adoption of Flexible Work Arrangements (FWAs) has transformed workplace planning and office design, requiring organisations to develop work environments that better support evolving employee needs. Although the banking sector has increasingly embraced hybrid and flexible working models, limited research has examined the integration of FWAs features within urban banking offices. This study investigates the implementation of FWAs features in commercial banking offices in Kuala Lumpur, Malaysia, to identify workplace characteristics associated with employee satisfaction and inform future workplace planning strategies. A quantitative approach was adopted using a structured questionnaire survey administered to 250 employees working in commercial bank headquarters located in Kuala Lumpur City Centre. Descriptive statistics were used to evaluate employees' perceived satisfaction and expectations, followed by gap analysis to identify discrepancies between current workplace provision and employee expectations. Pearson correlation analysis was subsequently conducted to examine the relationships between FWAs features and employee satisfaction, followed by multiple linear regression analysis to identify the unique predictive contribution of individual FWAs features. The findings indicate that although FWAs features are moderately available, employees consistently reported higher expectations than their current workplace experiences. Substantial expectation–experience gaps were identified across all six FWAs features, particularly in smart workplace technologies, wellness spaces, collaboration zones, and privacy and focus areas. Furthermore, all FWAs features demonstrated significant positive relationships with employee satisfaction, while multiple regression analysis showed that Smart Tools and

¹ Corresponding author. Email: shirleychua88@um.edu.my

Technology Support, Flexible Workstations, Privacy and Focus Areas, and Remote Work Support were significant positive predictors of employee satisfaction. This study contributes to workplace planning and office design literature by providing empirical evidence on the FWAs features associated with and significantly predicting employee satisfaction in the Malaysian banking sector. The findings offer practical guidance for office designers, facilities managers, HR departments and banking organisations in developing more flexible, employee-centred, and hybrid work supportive office environments through closer alignment between physical workplace design and FWA policies.

Keywords: Flexible Work Arrangement, workspace arrangements, employee satisfaction, banking, features

INTRODUCTION

Flexible Work Arrangements (FWAs) have become an integral component of contemporary workplace strategies, particularly following the COVID-19 pandemic, which accelerated the transformation of traditional office practices (Chua et al., 2022). FWAs provide employees with greater autonomy over when and where work is performed through practices such as hybrid working, flexitime, teleworking, compressed workweeks, and job sharing (Allen et al., 2013). Beyond offering flexibility, FWAs are increasingly recognised as a strategic organisational approach that enhances employee satisfaction and productivity, while strengthening talent attraction and retention (Hasim et al., 2024). In Malaysia, this shift is further reinforced through amendments to the Employment Act 1955, which grant employees the right to request flexible working arrangements, reflecting the government's commitment to fostering more adaptive and resilient workplaces (Othman et al., 2019). Consequently, FWAs have evolved from temporary workplace responses into a long-term organisational strategy.

Despite the growing adoption of Flexible Work Arrangements (FWAs), their successful implementation extends beyond organisational policies and requires workplace environments that effectively support flexible working practices. Contemporary workplace research highlights that the physical office environment plays a critical role in shaping employee wellbeing, collaboration, productivity, and workplace experiences, particularly within hybrid working contexts (Kazlauskaitė et al., 2023). The effectiveness of FWAs therefore depends not only on employees having flexibility over when and where work is performed but also on the availability of workplace features that support diverse work activities, including collaboration spaces, quiet zones, digital connectivity, and areas for focused work (Wohlers & Hertel, 2017). Furthermore, although FWAs have been consistently associated with improved job satisfaction and

organisational commitment, these benefits are significantly reduced when office environments fail to provide appropriate spatial support and activity-based workplace settings (Chen & Fulmer, 2018). Recent evidence further suggests that well-designed activity-based offices can enhance collaboration and employee wellbeing, although careful workplace planning is required to balance interaction, privacy, and autonomy (Lauterbach & Borge, 2026). Inadequate workplace provisions, such as poorly designed hot-desking systems and insufficient supporting facilities, may reduce employee satisfaction and negatively affect work performance (Tulenheimo-Eklund et al., 2025). Consequently, integrating flexible workspace features—including activity-based workspaces, collaborative zones, quiet spaces, and hybrid working facilities—into office design has become increasingly important to maximise the effectiveness of FWAs (Davidescu et al., 2020).

The integration of FWAs supportive workplace features is particularly important in the banking sector, where operational efficiency, information security, regulatory compliance, and customer service must be balanced with evolving employee expectations. As digital transformation and hybrid work continue to reshape banking operations, financial institutions are increasingly required to redesign workplace environments that support both organisational performance and employee collaboration while maintaining high standards of security and service delivery (Lóska & Uotila, 2023). Nevertheless, although many banks have adopted flexible working practices, the physical design of office environments often continues to reflect conventional workplace layouts that inadequately support hybrid and activity-based work. Contemporary workplace research further highlights a growing shift towards employee-centred and activity-based workplace planning, emphasising the importance of providing diverse work settings that facilitate collaboration, focused work, wellbeing, and flexibility (Kazlauskaitė et al., 2023). Consequently, understanding employees' perceptions of existing FWAs supportive workplace features is essential for developing effective workplace strategies that align organisational objectives with evolving workforce expectations.

While previous studies have extensively examined the organisational benefits of Flexible Work Arrangements (FWAs), including enhanced employee commitment, retention, and performance (Hasim et al., 2024), comparatively little research has examined whether the physical workplace features intended to support FWAs adequately meet employees' expectations, particularly within the banking sector. Recent workplace studies suggest that the effectiveness of hybrid and activity-based work environments depends largely on employees' perceptions of how well workplace features support different work activities, collaboration, concentration, and overall productivity (Bergefurt et al., 2024). Moreover, empirical evidence from the banking sector indicates that employee acceptance

of activity-based workplaces is closely related to the extent to which workplace design aligns with employees' work requirements and expectations (Jasińska-Słowik et al., 2023). These findings highlight a significant research gap regarding the alignment between FWAs supportive workplace features and employee expectations, particularly in highly regulated office environments such as banking.

Therefore, this study investigates the integration of Flexible Work Arrangement (FWA) features within banking offices in Kuala Lumpur, Malaysia. Specifically, the study aims to identify the key FWAs features incorporated into contemporary banking workplaces, evaluate employees' satisfaction by examining the gap between their expectations and perceived workplace experiences, and propose strategies to enhance the implementation of FWAs supportive workplace features. By providing empirical evidence from employees' perspectives, this research contributes to workplace planning and office design literature by offering practical recommendations for creating adaptive, employee-centred office environments that better support flexible working practices, improve workplace satisfaction, and enhance organisational performance within the banking sector.

LITERATURE REVIEW

Flexible Work Arrangements (FWAs) refer to organisational practices that provide employees with greater flexibility regarding when, where, and how work is performed while maintaining organisational effectiveness (Shinde, 2024). FWAs have evolved from an employee benefit into a strategic organisational approach that enhances workforce flexibility, improves job satisfaction and work–life balance, and supports talent attraction and retention (Awang & Nadzri, 2023). Understanding the concept and dimensions of FWAs is therefore essential for designing workplace environments that effectively support contemporary work practices.

A. FWAs Features

The successful implementation of FWAs depends not only on organisational policies but also on workplace environments that effectively support flexible work practices. As organisations increasingly adopt hybrid and flexible working models, office design has evolved from traditional fixed workspaces towards employee-centred environments that accommodate diverse work activities and preferences. Contemporary workplace planning emphasises the provision of adaptable spaces that support collaboration, individual concentration, digital connectivity, and employee well-being, enabling employees to select work settings that best suit their tasks (Kazlauskaitė et al., 2023; Schuller et al., 2025). This shift is particularly important in the banking sector, where workplace design

must balance operational efficiency, regulatory compliance, and evolving employee expectations (Tulenheimo-Eklund et al., 2025). Accordingly, several workplace features have been identified as essential for supporting FWAs, including remote work support, flexible workstations, collaboration zones, privacy and focus areas, wellness spaces, and smart technologies.

a. Remote Work Support

Remote work areas to support private work activities

Dedicated remote work areas provide employees with private and distraction-free environments for individual tasks and confidential activities. Such spaces support effective hybrid working by improving concentration and productivity. These facilities are particularly important in banking organisations where employees frequently handle sensitive information and require secure work settings (Chua et al., 2022).

Phone booths or enclosed meeting pods to support short-duration virtual meetings and online communication

Phone booths and enclosed meeting pods provide private spaces for virtual meetings and online discussions within shared workplaces. These facilities minimise noise disturbance and interruptions while improving communication effectiveness. They are especially valuable in hybrid workplaces where employees frequently participate in digital meetings requiring privacy and confidentiality (Babapour Chafi & Rolfö, 2019).

b. Flexible Workstations

Hot-desking areas are available with ergonomic and comfortable setups

Hot-desking areas allow employees to select workspaces based on their daily activities rather than assigned desks. Providing ergonomic furniture and comfortable workstation arrangements is essential to maintain employee satisfaction, physical comfort, and productivity in flexible working environments (Schuller et al., 2025).

Shared workplace equipped with reliable booking or reservation system

Workspace booking systems enable employees to reserve shared workstations efficiently while improving workplace utilisation. Such systems reduce uncertainty associated with hot-desking arrangements and support smoother implementation of flexible working practices through better workplace management and resource allocation (Hoendervanger et al., 2016).

c. Collaboration Zones

Designated collaboration spaces to support group interactions and teamwork

Collaboration spaces facilitate teamwork, knowledge exchange, and face-to-face interaction through flexible layouts and supportive technologies. These areas are increasingly important in hybrid workplaces as they encourage meaningful interaction, collective problem-solving, and organisational connectivity among employees (Schuller et al., 2025).

d. Privacy and Focus Areas

Individual work areas to support focused and independent work activities

Quiet and individual work areas provide employees with suitable environments for concentration-intensive tasks and confidential activities. These spaces help reduce workplace distractions and improve productivity, particularly in open-plan offices where noise and interruptions may negatively affect employee performance (Seddigh et al., 2015).

e. Wellness Spaces

Dedicated wellness spaces to support employee relaxation and recovery during working hours

Wellness spaces provide employees with opportunities for relaxation, recovery, and stress reduction during working hours. Facilities such as relaxation areas and breakout spaces contribute to improved employee well-being, satisfaction, and engagement by supporting healthier workplace experiences (Kazlauskaitė et al., 2023).

Wellness areas are functional, comfortable, and conveniently located

The effectiveness of wellness facilities depends on their functionality, comfortability and accessibility. Conveniently located and well-designed wellness spaces encourage employee utilisation and contribute to workplace environments that support physical and psychological well-being (Appel-Meulenbroek & Danivska, 2021).

f. Smart Tools and Technology Support

Smart workplace tools and digital solutions to support flexible working practices

Smart workplace tools, including digital communication platforms and workplace management systems, enable employees to work effectively across different locations. These technologies enhance flexibility, communication, and coordination while supporting the implementation of hybrid working practices (Chua et al., 2022).

Technology-enabled workplace facilities support hybrid working and virtual collaboration

Technology-enabled facilities, such as video conferencing systems and digital collaboration platforms, support seamless communication between office-based and remote employees. Integrating workplace technologies enhances collaboration, productivity, and adaptability in hybrid work environments (Appel-Meulenbroek & Danivska, 2021).

B. Perceived Satisfaction with FWAs Features

Employee satisfaction with FWAs features plays an important role in shaping workplace experiences, particularly in highly regulated sectors such as banking. In addition to policy-based flexibility, supportive workplace features further enhance employees' sense of empowerment and workplace value. Such environments can improve employee retention, reduce turnover intentions, and alleviate workplace stress, particularly in competitive labour markets (Berber et al., 2022). Therefore, satisfaction with FWAs features represents not only a functional workplace benefit but also a psychological factor influencing employee engagement, organisational loyalty, and well-being (Davidescu et al., 2020).

C. Expectations Towards Future FWAs Enhancements

The continued evolution of work practices has increased expectations for workplaces that support FWAs through adaptive, human-centred, and digitally integrated environments. In the banking sector, where employees operate within high-pressure and compliance-driven conditions, future workplaces are expected to provide not only flexibility in work location and scheduling but also greater autonomy, comfort, and technological support (Khalequzzaman et al., 2025). Recent studies highlight the importance of diverse workplace configurations that allow employees to transition between collaborative areas and focused workspaces according to task requirements and personal preferences (Pan et al., 2023). Such flexibility enables employees to better manage cognitive demands and maintain performance in roles involving prolonged digital work, complex decision-making, and confidentiality requirements. Future banking workplaces are therefore expected to integrate advanced digital solutions, including smart scheduling systems, collaborative technologies, and intelligent workplace management platforms. Emerging technologies can further optimise workplace utilisation, environmental conditions, and employee comfort (Zhang et al., 2021). Additionally, incorporating ergonomic and psychological considerations into workplace design can promote inclusivity and employee well-being across diverse workforce groups (Simões et al., 2022). Consequently, future FWAs enhancements should move beyond flexible policies towards intelligent

workplace ecosystems that dynamically support employee productivity, engagement, and long-term retention.

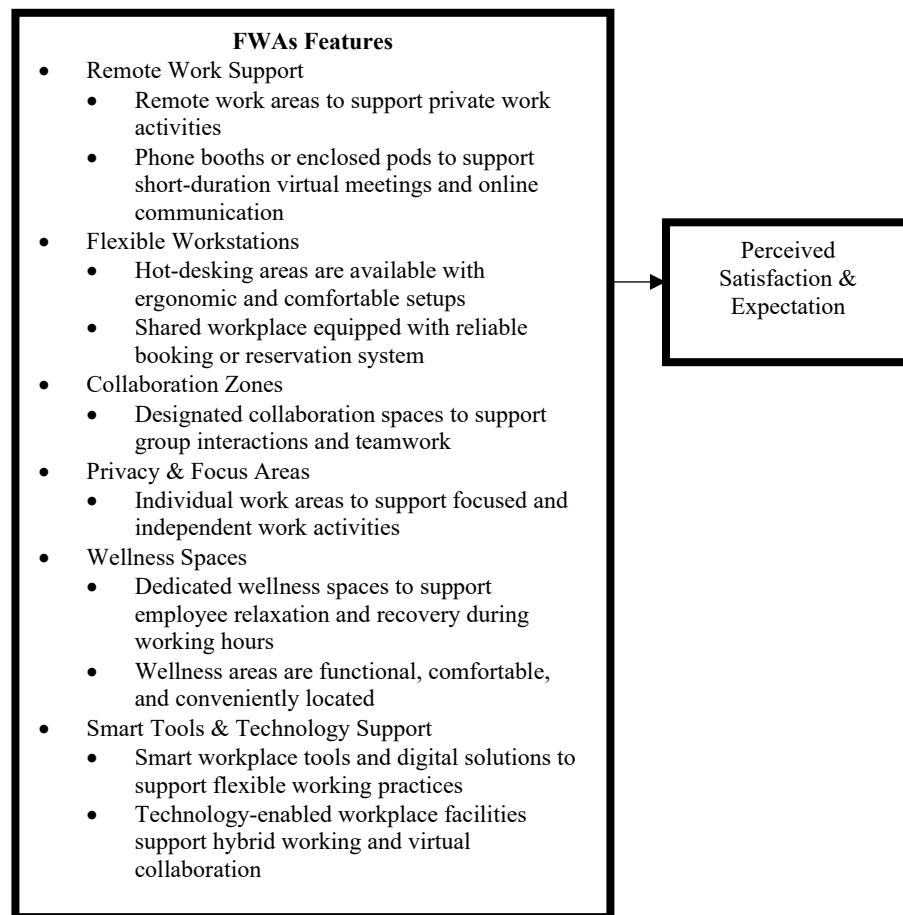


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This study adopted a quantitative approach to analyse the features of FWAs integrated in Kuala Lumpur bank physical offices, with a focus on the employees' perception experiences as well as their expectations. Quantitative approaches are appropriate when numerical data are required to statistically examine patterns, relationships, and variations among variables (Creswell & Plano Clark, 2023; Robinson, 2007). In this study, the quantitative design enables systematic assessment of how workplace features influence employees' experiences within

banking environments. This study focused on bank employees working in commercial bank headquarters located in Kuala Lumpur City Centre, where workplace environments increasingly incorporate FWA supportive features. The target population consists of employees from middle management, back-end support, and frontline operations departments who work in FWAs supportive settings like quiet pods, hot-desking areas, collaborative hubs, and wellness-integrated workspaces. According to the Association of Banks in Malaysia (2025), there are 24 commercial banks with their headquarters situated in Kuala Lumpur city centre, and there are 271 commercial bank branches operating throughout the Federal Territory of Kuala Lumpur as of 2025. Due to the absence of publicly available employee headcount information among commercial bank headquarters in Kuala Lumpur City Centre, the sample size was determined based on the research objectives, statistical requirements, and accessibility of respondents. Sekaran and Bougie (2009) emphasised that sample size determination should consider the purpose of the study, research design, and practical feasibility of obtaining responses. As a complete sampling frame of employees across the commercial bank headquarters was not publicly available, and access to internal employee databases was restricted by confidentiality requirements within banking organisations (Saunders et al., 2023), individual random selection of employees was not feasible. Therefore, respondents were recruited through the researcher's professional banking network and screened according to predefined inclusion criteria. The inclusion criteria required respondents to be employees of commercial banks headquartered in Kuala Lumpur City Centre and to work in office environments incorporating FWAs related workplace features. Primary data were collected through a structured questionnaire, which enables the systematic collection of standardised quantitative information from the sample for statistical evaluation of employees' expectation, perceptions and relationships among variables (Saunders et al., 2023). The questionnaire was distributed digitally through Google Forms using the researcher's professional banking network. Contacts within eligible banks were requested to circulate the survey to employees meeting the inclusion criteria. A stratified non-probability sampling approach was adopted to obtain representation across the relevant bank employee groups, including middle management, back-end support, and frontline operations departments. Because complete employee lists were not accessible, individual random selection of respondents could not be undertaken. The research was conducted with strict confidentiality, and participation was completely voluntary. The collected data were analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive analysis was conducted using frequencies, percentages, mean scores, and standard deviations to summarise respondent characteristics and evaluate the perceived satisfaction, and expectations towards FWAs features. Each item was

measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), with higher mean scores indicating stronger agreement or satisfaction. Gap analysis was subsequently performed by comparing the mean scores of employees' perceived satisfaction and expectations for each FWAs feature to identify areas where current workplace provision falls short of employee expectations. Larger gap values indicate greater discrepancies and highlight priority areas for workplace improvement. Pearson correlation analysis was applied to determine the strength and direction of relationships between FWAs features and employee perceived satisfaction.

ANALYSIS AND DISCUSSION

A total of 285 questionnaires were distributed to employees working in commercial banks within Kuala Lumpur City Centre. Of these, 250 completed questionnaires were returned and deemed valid for subsequent statistical analysis.

The internal consistency of the six (6) FWAs feature constructs was assessed using Cronbach's alpha coefficients. The Cronbach's alpha values ranged from 0.832 to 0.913 across the six constructs, exceeding the recommended threshold of 0.60 (Sekaran, 2003). These findings indicate acceptable to good internal consistency across all FWAs feature constructs, supporting their use in subsequent statistical analyses.

Table 1: Reliability of FWAs Feature Constructs

No	Variable	Number of Items	Cronbach's α
1	Remote Work Support	2	0.889
2	Flexible Workstations	2	0.857
3	Collaboration Zones	1	0.913
4	Privacy & Focus Areas	1	0.832
5	Wellness Spaces	2	0.893
6	Smart Tools & Technology Support	2	0.893

The respondents were predominantly female (61.6%), with most aged 30–39 years (48.0%), followed by 20–29 years (24.8%). Managers or assistant managers constituted the largest occupational group (30.4%), while clerical/administrative support (23.6%) and non-managerial officers/executives (23.2%) represented comparable proportions. The sample was almost equally distributed between local (50.4%) and foreign banks (49.6%). Most respondents had worked in their current organisation for more than six years (35.6%) or four to six years (32.8%), indicating substantial organisational experience. Additionally, 68.0% of respondents reported working in bank-owned office buildings, while 32.0% were employed in leased office premises. The

demographic profile indicates that the sample comprised employees from diverse organisational roles and banking institutions, providing a representative basis for subsequent analyses (Table 2).

Table 2: Respondent Profile

Demographic Information	Frequency (N = 250)	Percentage (%)
1. Gender		
Male	86	34.4
Female	154	61.6
Prefer not to say	10	4.0
2. Age Group		
20 - 29	62	24.8
30 - 39	120	48.0
40 - 49	52	20.8
50 and above	16	6.4
3. Job Role		
Teller / Counter Staff	23	9.2
Clerical / Administrative Support	59	23.6
Officer / Executive (Non-Managerial)	58	23.2
Manager / Assistant Manager	76	30.4
Department Head / Senior Leadership	22	8.8
Other	12	4.8
4. Type of Bank		
Local	126	50.4
Foreign	124	49.6
5. Years in Current Organization		
Less than 1 year	24	9.6
1–3 years	55	22.0
4–6 years	82	32.8
More than 6 years	89	35.6
6. Office Ownership		
Owns	170	68.0
Leases	80	32.0

Gap Analysis of FWAs Office Design Features

Table 3 compares employees' perceived satisfaction with the current provision of FWAs features against their expectations. Overall, respondents reported only moderate satisfaction with the existing workplace provision (mean = 3.24–3.36), whereas expectations for all FWAs features were consistently high (mean = 4.04–4.08), indicating that existing office environments have yet to fully support employees' evolving workplace needs.

Table 3: Gap Analysis of Employees' Perceived Satisfaction and Expectations towards FWAs Features

FWAs Features	Perceived Satisfaction Mean	Expectation Mean	Gap (E-S)	Rank
Remote Work Support				
Remote work areas to support private work activities	3.37	4.05	0.68	7
Phone booths or enclosed pods to support short-duration virtual meetings and online communication	3.35	4.02	0.67	8
Overall Mean	3.36	4.04	0.68	6
Flexible Workstations				
Hot-desking areas are available with ergonomic and comfortable setups	3.32	4.00	0.68	7
Shared workplace equipped with reliable booking or reservation system	3.26	4.08	0.82	4
Overall Mean	3.29	4.04	0.75	4
Collaboration Zones				
Designated collaboration spaces to support group interactions and teamwork	3.25	4.09	0.84	2
Overall Mean	3.25	4.09	0.84	1
Privacy & Focus Areas				
Individual work areas to support focused and independent work activities	3.22	4.05	0.83	3
Overall Mean	3.22	4.05	0.83	2
Wellness Spaces				
Dedicated wellness spaces to support employee relaxation and recovery during working hours	3.28	4.04	0.76	6
Wellness areas are functional, comfortable, and conveniently located	3.26	4.11	0.85	1
Overall Mean	3.27	4.07	0.80	3
Smart Tools & Technology Support				
Smart workplace tools and digital solutions to support flexible working practices	3.38	4.04	0.66	9
Technology-enabled workplace facilities support hybrid working and virtual collaboration	3.34	4.13	0.79	5
Overall Mean	3.36	4.08	0.72	5

At the construct level, Collaboration Zones recorded the largest expectation–experience gap (Gap = 0.84), followed by Privacy & Focus Areas (Gap = 0.83), Wellness Spaces (Gap = 0.80), Flexible Workstations (Gap = 0.75), Smart Tools & Technology Support (Gap = 0.72), and Remote Work Support (Gap = 0.68). These findings indicate that collaborative work environments, dedicated focus spaces, and employee wellbeing facilities warrant greater attention in future workplace planning to better support flexible working practices in banking offices. The substantial gaps observed for these features indicate that existing office environments have not fully adapted to the evolving spatial requirements of hybrid work. Previous studies have similarly reported that flexible workplaces should provide a balanced combination of collaborative areas and quiet spaces to accommodate both teamwork and individual concentration, thereby enhancing employee productivity and workplace satisfaction (Babapour Chafi & Rolfö, 2019; Seddigh et al., 2015). Furthermore, workplace environments that integrate wellbeing facilities and employee-centred design have been shown to improve comfort, engagement, and overall user experience while supporting organisational performance (Appel-Meulenbroek & Danivska, 2021). Given the collaborative and knowledge-intensive nature of banking operations, these findings suggest that future office planning should prioritise multifunctional workspaces that simultaneously support interaction, focused work, and employee wellbeing to better align workplace provision with employees' expectations.

At the item level, the largest gaps were associated with the availability of wellness spaces that are functional, comfortable, and conveniently located (Gap = 0.85) and designated collaboration spaces (Gap = 0.84), followed by individual work areas to support focused and independent work activities (Gap = 0.83) and reliable workstation booking systems (Gap = 0.82). Conversely, relatively smaller gaps were observed for the provision of smart workplace tools (Gap = 0.66) and phone booths for virtual meetings (Gap = 0.67), suggesting that these features are comparatively better aligned with employees' expectations.

Overall, the gap analysis indicates that while banking organisations have begun incorporating FWAs supportive workplace features, substantial improvements are required to create office environments that effectively support collaboration, focused work, employee wellbeing, and flexible workspace management.

Relationship between FWAs Features and Employee Perceived Satisfaction

Pearson correlation analysis was conducted to examine the relationship between the six FWAs features and employee perceived satisfaction. As presented in Table 4, all six FWAs main features were positively and significantly correlated

with employee perceived satisfaction ($p < 0.05$), thereby supporting H_{11} and lead to rejection of H_{01} .

H_{01} : There is no significant relationship between FWAs features and employee perceived satisfaction.

H_{11} : There is a significant relationship between FWAs features and employee perceived satisfaction.

Table 4: Pearson Correlation between FWAs Features and Employee Perceived Satisfaction (n=250)

FWAs Features	Satisfaction with FWAs Features	
	Correlation Coefficient, r	Significance Value, p
Remote Work Support	0.792*	0.000
Flexible Workstations	0.818*	0.000
Collaboration Zones	0.781*	0.000
Privacy & Focus Areas	0.788*	0.000
Wellness Spaces	0.786*	0.000
Smart Tools & Technology Support	0.800*	0.000

*Correlation is significant at the 0.05 level (2-tailed).

Among the six FWAs features, Flexible Workstations demonstrated the strongest positive relationship with employee perceived satisfaction ($r = 0.818$), followed by Smart Tools and Technology Support ($r = 0.800$), Remote Work Support ($r = 0.792$), Privacy and Focus Areas ($r = 0.788$), Wellness Spaces ($r = 0.786$), and Collaboration Zones ($r = 0.781$). The correlation coefficients indicate strong positive associations, suggesting that improvements in the provision of FWAs workplace features are associated with higher levels of employee satisfaction.

The findings highlight the importance of workplace flexibility in shaping employees' experiences within contemporary banking offices. In particular, the strong relationship between flexible workstations and employee perceived satisfaction suggests that adaptable work settings, supported by ergonomic furniture and efficient workspace reservation systems, play a critical role in accommodating diverse work activities. Similarly, the positive association between smart workplace technologies and employee perceived satisfaction reflects the increasing reliance on digital infrastructure to facilitate hybrid working, virtual collaboration, and seamless workplace interactions. These findings are consistent with previous studies, which emphasise that flexible workplaces should provide an appropriate balance between collaborative environments, individual focus spaces, and technology-enabled work settings to

enhance employee satisfaction and workplace performance (Berber et al., 2022; Seddigh et al., 2015).

Overall, the results demonstrate that the successful integration of FWAs features contributes positively to employees' workplace experiences. The consistently strong correlations across all six dimensions indicate that banking organisations should adopt a holistic workplace strategy that integrates flexible workstations, collaborative environments, privacy and focus areas, wellness facilities, remote work support, and smart workplace technologies to better meet employees' evolving expectations and support flexible working practices.

Multiple Linear Regression: FWAs Features Predicting Employee Satisfaction

Multiple linear regression analysis was conducted to further examine the extent to which the individual FWAs feature predict employee satisfaction. Six spatial features were entered into the regression model: remote work support, flexible workstations, collaboration zones, privacy and focus areas, wellness spaces, and smart tools and technology support. The results are presented in Table 5.

Table 5: Multiple Linear Regression Analysis of Individual FWAs Features Predicting Employee Satisfaction

FWAs features	B	SE	β	<i>t</i>	<i>p</i>
Constant	0.343	0.116	—	—	—
Remote Work Support	0.168	0.071	0.172	2.383	0.018*
Flexible Workstations	0.205	0.078	0.222	2.644	0.009*
Collaboration Zones	0.080	0.064	0.092	1.243	0.215
Privacy and Focus Areas	0.181	0.071	0.193	2.558	0.011*
Wellness Spaces	0.014	0.082	0.015	0.173	0.863
Smart Tools and Technology Support	0.202	0.061	0.232	3.332	0.001*
R ²	0.739				
F	114.706				
Significant	0.000				

Significance level: 0.05 (2-tailed)

Dependent Variable: Employee Satisfaction

The regression model was statistically significant, $F(6, 243) = 114.706$, $p = 0.000 < 0.050$, and explained 73.9% of the variance in employee satisfaction ($R^2 = 0.739$). Examination of the individual predictors showed that four FWAs features significantly and positively predicted employee satisfaction. Remote Work Support was a significant predictor ($B = 0.168$, $\beta = 0.172$, $t = 2.383$, $p = 0.018$), as was Flexible Workstations ($B = 0.205$, $\beta = 0.222$, $t = 2.644$, $p = 0.009$). Privacy and Focus Areas also significantly predicted employee satisfaction ($B = 0.181$, $\beta = 0.193$, $t = 2.558$, $p = 0.011$), while Smart Tools and Technology Support showed a significant positive relationship ($B = 0.202$, $\beta = 0.232$, $t = 3.332$, $p = 0.001$).

In contrast, Collaboration Zones ($B = 0.080$, $\beta = 0.092$, $t = 1.243$, $p = 0.215$) and Wellness Spaces ($B = 0.014$, $\beta = 0.015$, $t = 0.173$, $p = 0.863$) were not significant predictors of employee satisfaction. Based on the standardized coefficients, Smart Tools and Technology Support had the largest relative contribution to the prediction of employee satisfaction ($\beta = 0.232$), followed by Flexible Workstations ($\beta = 0.222$), Privacy and Focus Areas ($\beta = 0.193$), and Remote Work Support ($\beta = 0.172$). Overall, four of the six individual spatial features emerged as significant positive predictors of employee satisfaction, while Collaboration Zones and Wellness Spaces were not significant predictors.

CONCLUSION

This study examined the integration of FWAs features within commercial bank offices in Kuala Lumpur City Centre and their influence on employee satisfaction. The findings indicate that although FWAs features are moderately available, employees consistently reported higher expectations than their current workplace experiences across all six spatial dimensions. Gap analysis revealed that the largest discrepancies were associated with collaboration zones, privacy and focus areas, wellness spaces, flexible workstations, and smart workplace technologies, highlighting these as priority areas for future workplace improvement. Pearson correlation analysis further demonstrated that all FWAs features were positively and significantly associated with employee satisfaction, indicating that employees' perceptions of these workplace features were generally related to higher satisfaction. The multiple linear regression analysis provided further insight into the unique predictive contribution of each FWAs feature. Four features which include Smart Tools and Technology Support, Flexible Workstations, Privacy and Focus Areas, and Remote Work Support were significant positive predictors of employee satisfaction, whereas Collaboration Zones and Wellness Spaces were not significant predictors when all six features were considered simultaneously.

The findings suggest that successful implementation of FWAs extends beyond providing digital technologies and remote working capabilities. While technology-enabled infrastructure and remote work support are important, attention should also be given to flexible workstations and spaces that support privacy and focused work. The non-significant regression results for collaboration zones and wellness spaces should not be interpreted as indicating that these features are unimportant; rather, their unique predictive effects were not statistically significant after accounting for the other FWAs features in the model. Equal attention should be given to creating balanced workplace environments that integrate collaborative spaces, focused work areas, flexible workstations, wellness facilities, and technology-enabled infrastructure to support evolving hybrid work practices. Importantly, physical workplace design

should be aligned with organisational FWAs policies to ensure that the spaces, technologies, and work arrangements provided are mutually supportive. For office designers, this highlights the need to translate FWAs requirements into adaptable spatial configurations that accommodate different work modes. Facilities managers can support this alignment through ongoing assessment of space utilisation, workplace performance and employee needs, enabling workplace provisions to be adjusted as FWAs practices evolve. HR departments can contribute by aligning FWAs policies with workplace requirements and employee needs, while banking organisations can integrate workplace planning, technology investment, and FWAs policies into a coordinated approach to support employee satisfaction and effective hybrid working.

These implications suggest that FWAs implementation should be approached as an integrated organisational and workplace strategy rather than solely as a policy or physical workplace intervention. These findings provide practical guidance for workplace planners, facilities managers, HR departments and banking organisations seeking to develop more flexible and employee-centred office environments. More broadly, the study contributes to the growing body of workplace design literature by providing empirical evidence on the relationship between FWAs features and employee satisfaction, as well as identifying the features that demonstrate significant unique predictive effects in the Malaysian banking sector while offering a foundation for future research on flexible workplace planning.

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Received: 31st July 2026. Accepted: 9th September 2026