

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Master's Thesis

**Impact of Flexible Work Arrangements on Employee
Performance and Job Satisfaction**

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DIPLOMA THESIS ASSIGNMENT

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Business Administration

Thesis title

Impact of Flexible Work Arrangements on Employee Performance

Objectives of thesis

The aim of the diploma thesis is to research the influence of Flexible Work Arrangements (FWA) on employee performance, aiming to provide a comprehensive understanding of the dynamic relationship between modern workplace flexibility and various aspects of professional effectiveness. The research is guided by a thorough literature review, incorporating relevant theories to establish a conceptual framework for work performance and satisfaction.

Methodology

The diploma thesis methodology involves a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather data from a diverse and randomized sample of participants. The instrument development process ensures the validity and reliability of measures assessing employee performance and the impact of FWA.

Data analysis employs statistical tools for quantitative data and thematic analysis for qualitative insights. The results, presented with clarity through visual aids (for example, Normal graph, Pareto chart, and Multiple regression equations), contribute to the discussion on the effects of FWA on productivity, job satisfaction, and work-life balance.

The proposed extent of the thesis

60-80 pages

Keywords

remote work, flexible scheduling, employee performance, job satisfaction, work-life balance, productivity, organizational performance.

Recommended information sources

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Declaration

I declare that I have worked on my master's thesis titled "Impact of Flexible Work Arrangements on Employee Performance and Job Satisfaction" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on date of submission

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Impact of Flexible Work Arrangements on Employee Performance and Job Satisfaction

Abstract

Employees at present are preoccupied not only by the obligations of their jobs but also with a multitude of personal issues as well as family duties. To be more precise, many people are unable to effectively handle every one of these responsibilities, which causes an imbalance in their private as well as professional lives consequently lowers productivity at work. That's the reason why companies are placing an increasing amount of value on the well-being and satisfaction of their staff members. Because of the advantages that come with flexibility for employees as well as employers, many businesses now provide flexible work schedules to their staff. Enhanced employee and organizational performance is a frequently seen advantage. It also promotes a healthy work-life balance, which lowers stress and improves wellness for staff members while also lowering absenteeism and employee turnover for the company. Therefore, the present research aims to study the impact of flexible work arrangements on employee performance and job satisfaction. The present research is a qualitative study, conducted with the help of primary as well as secondary data. The secondary data is collected for the literature review purpose from various secondary sources like research articles, research paper in journals, websites, magazines, reference books, blogs, etc. While primary data is collected with the help of questionnaire survey method. A structured questionnaire is made with the help of google forms and the link to the questionnaire is circulated to the respondents with the help of social media networking sites like WhatsApp, Facebook, Instagram, etc. making use of non-probability convenience sampling method. Primary data is collected from 126 respondents and data gathered is analysed making use of correlation techniques with the help of SPSS software. Microsoft excel is used for the purpose of Tabulation and Graphical representation of the data gathered for the easy understanding.

Keywords: Flexible work arrangements, Employee performance, Job satisfaction, Work-life balance, Remote work, Telecommuting, Organizational behavior

Vliv flexibilních pracovních úvazků na výkon zaměstnanců a pracovní spokojenost

Abstrakt

Zaměstnanci jsou v současné době zaneprázdněni nejen povinnostmi vyplývajícími z jejich práce, ale také řadou osobních a rodinných povinností. Přesněji řečeno, mnoho lidí nedokáže efektivně zvládnout každou z těchto povinností, což způsobuje nerovnováhu v jejich soukromém i profesním životě a následně snižuje produktivitu v práci. To je důvod, proč společnosti kladou stále větší důraz na pohodu a spokojenost svých zaměstnanců. Kvůli výhodám, které přináší flexibilita pro zaměstnance i zaměstnavatele, nyní mnoho podniků poskytuje svým zaměstnancům flexibilní pracovní rozvrhy. Zvýšený výkon zaměstnanců a organizace je často viděnou výhodou. Podporuje také zdravou rovnováhu mezi pracovním a soukromým životem, což snižuje stres a zlepšuje pohodu zaměstnanců a zároveň snižuje absenci a fluktuaci zaměstnanců ve společnosti. Tento výzkum si proto klade za cíl studovat dopad flexibilních pracovních úvazků na výkon zaměstnanců a spokojenost s prací. Současný výzkum je kvalitativní studií, prováděnou s pomocí primárních i sekundárních dat. Sekundární data jsou shromažďována pro účely přehledu literatury z různých sekundárních zdrojů, jako jsou výzkumné články, výzkumné články v časopisech, webových stránkách, časopisech, referenčních knihách, blozích atd. Zatímco primární data jsou sbírána pomocí metody dotazníkového šetření. Strukturovaný dotazník je vytvořen pomocí google formulářů a odkaz na dotazník je šířen respondentům pomocí sociálních sítí jako WhatsApp, Facebook, Instagram atd. s využitím nepravděpodobné metody vzorkování. Primární data jsou sbírána od 126 respondentů a získaná data jsou analyzována pomocí korelačních technik pomocí softwaru SPSS. Microsoft excel se používá pro účely tabulkového a grafického znázornění shromážděných dat pro snadné porozumění

Klíčová slova: Flexibilní uspořádání práce, Výkon zaměstnanců, Spokojenost s prací, Rovnováha mezi pracovním a soukromým životem, Práce na dálku, Práce z domova, Organizační chování.

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1 Introduction

To remain competitive in the ever-evolving corporate landscape, employees must possess both specialized and creative talents. Employees are challenged to maintain their high level of performance. Extended hours at work can lead to a variety of problems, such as decreased productivity over time, anxiety and fatigue, an unbalanced work-life balance, and difficulty making timely and suitable choices. Nonetheless, managers use the need of longer workdays to try to meet irrational planning and production goals. It could also be advantageous for employees' skill and capability development. Since employees have more opportunities to integrate into the organization's culture the longer they work there, it may also serve as a source of dedication and loyalty. Consequently, studies are needed to identify variables that could enhance workers' output and performance (Aziz-Ur-Rehman and Siddiqui, 2019).

As humans, we tend to be fairly devoted to our profession as well as our private lives, giving them similar priority at both ends. This is the difficulty that the work-life balance notion pushes upon us. In other words, it's about helping workers balance their personal and professional obligations. Whether in the personal and professional spheres, it increases fulfillment. Any institution's performance, which is contingent upon a number of criteria, is what determines its success. In service industries such as banking and education, work-life balance is considered the cornerstone of job contentment (Hafeez and Akbar, 2015).

Flexible work arrangements enable staff members stabilize both their professional and personal lives. They were first implemented to support workers who were finding it difficult to find ways to divide their time across work and life because of personal obligations like childcare. Additionally, flexible work arrangements reduce absenteeism and turnover, which boosts profitability as well as productivity within the company (Setia and Shah, 2015).

Studying flexible work schedules is becoming more popular since it has a favorable impact on both employee and organizational outcomes. An HR tactic or technique for luring, keeping, and inspiring highly skilled workers is the implementation of flexible scheduling. Due to increasing workplace demands and the number of dual-earners, single-parent households, and women and men responsible for providing elder care, employers are encouraged to give these flexibilities (Mee Choo, Desa and Abu Hassan Asaari, 2016).

Therefore, the present research aims to study the impact of flexible work arrangements on employee's performance and their job satisfaction. The research tries to evaluate the extent of adoption and implementation of flexible work arrangements, the impact of flexible work policies on employee well-being and work-life balance. The research also tries to understand the correlation between the flexible work arrangements and individual as well as team performance. Also it tries to identify the challenges and the success factors associated with the integration of flexible work arrangements. The research makes use of primary as well as secondary data. Whereby, secondary data is utilised to understand the theories pertaining to Job Satisfaction, Job Performance, Motivation and Work-Life Balance. Moreover the secondary literature review is focusing on the above mentioned concepts & highlighting their importance in an organisation. The primary data is collected with the help of survey method through google forms. The link to the questionnaire is circulated amongst the respondents with the help of social media networking sites and data collected is analysed making use of statistical tools like Percentages, graph charts with the help of SPSS and Excel.

2 Objectives and Methodology

2.1 Objectives

The main aim of the study is to analyse the impact of flexible work arrangements on Employee performance and Job Satisfaction. In order to accomplish the above objective, following sub-objectives have been framed:

- To evaluate the extent of adoption and implementation of flexible work arrangements.
- To Assess the impact of flexible work policies on employee job satisfaction, well-being, and work-life balance.
- To Analyze the correlation between flexible work arrangements and individual as well as team performance metrics.
- To Identify challenges and success factors associated with the integration of flexible work arrangements.

2.2 Methodology

In order to accomplish the above-mentioned research objectives, the following methodology has been framed:

Thesis will be divided into two sections, section first comprising of theoretical part. While section second comprising of the practical part. The first section comprises theories focusing on Job Performance, Job Satisfaction and Work-Life Balance. It helps to clear the concepts of Work-Life Balance, Employee Performance, Job Satisfaction, Flexible Work Arrangements. It also focuses on various perspectives on the impact of flexible work arrangements on job satisfaction and performance. Exploration of studies highlighting the relationship between flexible work policies and organizational outcomes.

While the practical section comprises of the primary data collected with the help of survey method via questionnaire through google forms. A close ended questionnaire is created in google forms and the link to the questionnaire is circulated amongst the employees a total of 126 responses are collected. The sampling techniques employed here is non-probability convenience sampling, The collected responses are analysed utilizing SPSS version 26 and Microsoft excel for the graphical and tabular presentation of the raw data collected. Statistical tools like correlation and regressions analysis have been utilised

and conclusion have been drawn based on the research results and discussions. Results and discussions from the present research will contribute to gaining deeper insight regarding the impact of flexible working on Employee performance and job satisfaction. It also discusses as to how to improve the performance and job satisfaction of the employee working so as to retain employees in an organisation.

2.3 Hypothesis Testing

Following hypothesis have been framed and tested by making use of Pearson's correlation statistics. It helps to identify the strength, nature and significance of the variables under study.

- **To check the association between Gender and Awareness about Celebrity Endorsement.**

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction.

- **To check the association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.**

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

- **To check the association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.**

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

- **To check the association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance.**

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance.

- **To check the association between Current Work Life Balance and Individual Performance.**

H₀- There is no association between Current Work Life Balance and Individual Performance.

H₁- There is association between Current Work Life Balance and Individual Performance.

- **To check the association between Level of Adoption & Implementation of flexible work arrangement and Team Performance.**

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Team Performance.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Team Performance.

- **To check the association between Individual Performance and Job Satisfaction.**

H₀- There is no association between Individual Performance and Job Satisfaction.

H₁- There is association between Individual Performance and Job Satisfaction.

- **To check the association between Current Work Life Balance and Job Satisfaction.**

H₀- There is no association between Current Work Life Balance and Job Satisfaction.

H₁- There is association between Current Work Life Balance and Job Satisfaction.

3 Literature Review

3.1 Theories for Job Satisfaction, Motivation & Work Performance

Work and family studies have traditionally concentrated on examining the tensions that exist between the many roles that people play in their society, particularly between their responsibilities as family members and employees (Adams, King and King, 1996). Theoretical framework is essential for researchers to support a research title. The present research is based upon pertinent theories which are as follows.

3.1.1 Spill Over Theory

Piotrkowski introduced the concept of spill over theory in 1979. Working and family life are genuinely discussed in the theory. In order to ensure that workers are productive, satisfy customers, feel satisfied in their place of employment, and manage turnover among staff members, the author said that work-related and family-related elements should be in balance. The idea behind the theory was to manage stress from job or family life to prevent it from negatively affecting either. endorsed the idea and, in fact, added a few more variables that affect how well employees perform. He discussed attitude, stress, and emotions and stated that, while work-life balance is important, the latter problems should be managed. This indicates that societal inequality has an impact on each worker's productivity and effectiveness at work. (Beutell, 2010).

(Glowinkowski and Cooper, 1987) said that spillover occurs as a result of one environment's activities having an impact on another environment. According to the spillover idea, employees bring their family life's attitude, abilities, emotions, and behaviors into their professional positions and vice versa (Lambert, 1990). Fulfilling work and family duties is significantly impacted by spillover theory, either positively or adversely (Chen, Powell and Greenhaus, 2009). Both positive as well as negative spillover have been recognized by previous studies. Positive spillover is characterized as characteristics from a single domain impacting performance in another, while negative spillover is when characteristics from one domain hinder the satisfaction of needs in another domain (Allen et al., 2013).

3.1.2 Hertzberg's Two Factor Theory

Using variables of satisfaction and discontent as a focal point, this theory attempts to explain motivation and satisfaction inside the organization. In addition to asserting that the elements that contribute to contentment differ from those that lead to discontent, Hertzberg's thesis relates motivation and satisfaction. Additionally, according to Hertzberg, elements related to motivation and hygiene both promote performance and increase work satisfaction among staff members (Herzberg, 2003). The terms "satisfiers" or "motivators" refer to elements that have an impact on work satisfaction. One of the several elements that particularly stood out for significant levels of job satisfaction was working circumstances, since the setting in which people work affects the degree of pride, they develop in both themselves and the task they accomplish (Marsland, Ulmer and Syptak, 1999).

The two-factor framework developed by Frederic Hertzberg as well as Maslow's idea of the hierarchy of needs are closely related. The two components are classified as motivators and hygiene, resulting in inner and extrinsic satisfaction, accordingly. The concepts of acknowledgment, opportunity for development and progress, accountability, success, and labor are all motivators. Jobs, pay, relationships at work and at home, and job stability are all included in the category of hygiene. According to Hertzberg, the presence of hygiene elements was what led to job unhappiness while the lack of motivators might lead to job contentment. Moreover, whereas a decline in hygiene variables leads to job discontent, job happiness does not always follow from their presence (Marsland, Ulmer and Syptak, 1999).

3.1.3 Alderfer's ERG Theory

The requirements of existence, growth, as well as relatedness were recognized in Alderfer's ERG theory. Maslow's social and esteem requirements are contrasted to relatedness because relatedness is defined as the need to maintain a high degree of connections with others, which is crucial for personal growth (Alderfer, 1969). The way it classifies the needs of individuals is different from Maslow's theory in that it uses three categories instead of Maslow's five. The three types of wants are relatedness needs, growth needs, and existence needs. According to (Alderfer, 1969), when a person is unable to consistently achieve their higher level wants, their lower-level needs are likely to play a significant role in determining their motivation. It is evident from Alderfer's suggestion that the ERG theory differs from the Maslow hierarchy of needs in that it implies that people's

motivation shifts between these various levels, meaning that the low level needs do not have to be fully met before the top level needs are met (Ramprasad, 2013). Existence needs comprise of material as well as physiological wants including food, clothes, safety, love, and attention. They are comparable to the first two categories of the Maslow's hierarchy of needs. The third and fourth sections of Maslow's hierarchy of requirements—which encompass connections with family, friends, and one's workplace—are comparable to relatedness needs. Growth needs, which include self-actualization along with internal esteem, are comparable with the fourth and fifth categories in Maslow's hierarchy of needs (Lucille, 2017).

3.1.4 Vroom's Theory

The connection amongst personal and professional elements was examined by Vroom's theory of job satisfaction. As to Vroom's formula, satisfaction with work, motivation, as well as performance are influenced by three factors: valence, expectation, and instrumentality (Vroom, 1995). According to (Vroom, 1995), employees experience a decrease in drive and productivity at work when these three characteristics are low. Conversely, when these factors are strong, employees report increased levels of motivation as well as fulfillment in work. Additionally, according to Vroom, a company may improve employee performance by adhering to the requirements of its employees.

3.1.5 Boundary Theory

The majority of the early research in this field used boundary theory to examine how professional and personal lives relate to one another (Olsen, 1983). (Pleck, 1977) is among the pioneering writers who expounded on the utilization of boundary theory in examining the limitations and tensions within the work-family dynamic. His primary worry was the detrimental impact of the work-family dynamic, which resulted from personal limitations and role conflicts. (Olsen, 1983) expanded on the use of boundary theory in researching both personal and professional life, even if the primary focus of her research was on organizational reforms and transformations from the perspectives of gender, law, along with ideology. The two distinct but interdependent domains of their professional and personal lives, or what author refers to as the "market," comprise social life as seen through the lens of border theory. People typically participate in role transformation because they have distinct responsibilities in their personal and professional lives (Chen et al., 2005). It

implies that individuals must step out of one character and assume a new one. This idea holds that no one can play multiple roles in the framework of their relationships with their family and job at simultaneously moment (Ashforth, Kreiner and Fugate, 2000).

3.1.6 Border Theory

In contrast to boundary theory, border theory is a more recent theory that enhances the comprehension of how work and family interact in contemporary communities (Chen et al., 2005). Like boundary theory, border theory views personal and professional life as two distinct spheres, but it places more emphasis on realizing the impact that one sphere has upon the other (Chen et al., 2005). In order to achieve a balance between duties connected to the home and the workplace, this theory emphasizes on locating the variables that lead to conflict between the two. It also attempts to establish strategies for managing the boundaries between the two domains (Desrochers and Sargent, 2004).

Individuals can choose various border management techniques on a spectrum spanning from segmentation to integration, according to (Nippert-Eng, 1996), who bases this explanation on an explicit analysis of these two key ideas. Put differently, people can adopt one of two divisional strategies: either integrate both professional and personal lives and attempt to maintain a balance concerning these two realms, or maintain a physical distance within their professional and personal lives and deal with both of these responsibilities as distinct roles that must be fulfilled in order to fulfill one role (Rothbard, Phillips and Dumas, 2005).

3.2 Workplace Flexibility

From the late 1980s, several businesses have promoted flexible working policies, including variable working hours and days, working from home, as well as non-standard start and finish dates. Originally, these initiatives were designed for retaining bright female professionals, particularly working moms (Almer and Single, 2004). Flexible work schedules provide employees more schedule flexibility to carry out their job duties. The most popular of these options is schedules that are flexible, which offer employees significantly more control over the hours they start and stop work as long as they complete the whole number of hours mandated by the company. Compressed work weeks, job-sharing, telecommuting, and work shifts are some other popular flexible work schedules (Aziz-Ur-Rehman and Siddiqui, 2019).

Studies on flexible work arrangements have been expanding in the last several years due to strong evidence that they benefit both the company along with the individual. The capacity of workers to alter where, when, and how much time they devote on work-related tasks is known as workplace flexibility (Rau and Hyland, 2002). Flexibility in the workplace is becoming increasingly popular, particularly among younger generations. According to recent research, most millennials prefer telecommuting as well as flexible hours. Flexible working is expected to emerge as the standard in most occupations in the near future (Chung and van der Lippe, 2020).

(Gerdenitsch, Kubicek and Korunka, 2015) outlined how flexible schedule working techniques have taken the place of fixed working, giving employees a greater degree of autonomy with regards to their occupations. This gives employees more alternatives for where to complete tasks and when to work inside a company. They found that the effects of flexible work schedules on job-related outcomes vary. Flexible work schedules can occasionally improve job satisfaction and preserve work-life balance, but they can also occasionally lead to increased workloads and conflicts between work and personal life. The study found that flexible working is a requirement for internal as well as external stakeholders, and not only a personal preference among employees. (Shagvaliyeva and Yazdanifard, 2014) stated that workers are more likely to stay with companies that offer flexible work schedules because these policies show how much a company values its workers' well-being with regard to the time, place, and manner in which they complete their work. Additionally, the acceptance of these policies is growing quickly as they enable workers to balance their obligations to their families and careers.

(Caillier, 2018) concluded that teleworking did not, in general, lower transfers and turnover. The lack of correlation seen suggests a negative link amongst job satisfaction, work schedules that are flexible, and turnover of staff in organizations. Nevertheless, it was discovered that varying schedules at work reduce transfers and turnover. Both positive and negative attribute are referred to as flexible. Two reasons for this are the deliberate move by employers to expand the business needs of the company and the need on the part of employees to manage their personal and professional lives (Wojcak et al., 2016).

Additionally, the government encourages numerous businesses to provide their staff members with flexible work arrangements, such as part-time employment alternatives, flexible or remote work locations, and flexible hours. As a result, firms now provide flexible working arrangements as a benefit to their staff members.

3.2.1 Flexible Hours

(Yang and Zheng, 2011) outlined the benefits of a family-friendly enhancement program with flexible scheduling, which allows employees to select their own start and stop times for work. First of all, it is assumed that these workers were productive and successful. Second, it assisted in reducing issues inside the business such as stress at work, staff turnover, and absenteeism. Thirdly, it increased the percentage of employee retention, and lastly, it promoted a good and proper balance between both personal and professional lives. Additionally, they presented all available data showing that there is occasionally no correlation at all or a favourable impact between flexible hours as well as productivity. It was determined that the organizational de-coupling of flexible hours must be taken into account when evaluating the effects of flextime on workers' effectiveness and efficiency. The flexibility to choose when to start and end your workday is provided by the flexible hours plan. It makes it easier for workers to complete their non-work obligations, such as taking care of children, doing housework, or engaging in personal hobbies (Giovanis, 2018).

Employees with flexible work schedules can adjust their job hours between certain boundaries. As long as they report for work during designated "core" hours, flextime can have certain advantages. For example, it allows employees to better manage their personal obligations at the conclusion of the workday (Cole, 2013). Employee productivity is typically increased by flexible working, which results in good performance. Because they are less likely to experience stress and burnout than individuals with stable jobs, workers on flexible programs will be more productive. For a company to be profitable and competitive over the long term, productivity is essential (Irene Hau-siu Chow and Irene Keng-Howe Chew, 2006).

(Breugh, 2008) studied at the relationship between family-friendly workplace practices and work-family conflict. Flextime, paid time off, work shifts, scheduling flexibility, and family leaves are examples of family-friendly workplace practices. The study's conclusions indicated that family-friendly policies are particularly advisable for companies that are worried about work-family conflict. Supervisory assistance and flexible work schedules to help.

(Irene Hau-siu Chow and Irene Keng-Howe Chew, 2006) demonstrated that employees perform better and exhibit higher levels of attention in work environments where employee engagement is encouraged. It follows that having flexible work

arrangements is critical to improving staff dedication, the provision of high-quality services in public hospitals, and ultimately, patient happiness.

3.2.2 Contractual Working

Contractual workings are also known as contingent workings. Workers engaged under contingent working arrangements are engaged under time-limited, temporary contracts (Ashoush, Elsayed and Younis, 2015). Temporary contracts are difficult to quantify since their worth is determined by the tasks assigned to them. Regarding the costs and advantages of contractual work, opinions are divided. Different opinions based on infidelity, insecurity, low self-esteem, high absenteeism, and low productivity have resulted from this. Although it may be utilized in industries where employment is subject to fluctuations to maintain balance or fulfill job requirements, it can also be taken into account when evaluating an employee for future consideration and to prevent managers from making poor judgments (Kipkoech, 2018).

(Gary, 2010) mentioned that while hiring and training may prove more efficient as well as less expensive, the total cost is higher overall by 20 percent to 50 percent as compared to certain permanent employees. Temporary contracts are difficult to evaluate due to their job-specific nature. The benefits and costs of temporary work have not been clearly understood. This has developed a split opinion concerning lack of commitment, instability, costly, low esteem, frequent absenteeism, as well as poor performance. It may be used to evaluate employees and help managers make informed decisions. It can also be utilized in work-fluctuating sectors to maintain balance and fulfill job responsibilities. (Armstrong, 2006).

3.2.3 Work Shifts

(Kipkoech, 2018) revealed that combining many shifts into a workday—for example, three blocks of eight hours, two blocks of eight hours, two blocks of twelve hours, or any other combination—allows for the consumption of additional time in a day. Another benefit of work in shifts is that it may offer coverage for a full twenty-four hours a day. Compared to the conventional day work paradigm, it allows for the completion of more human hours. It happens after the official business hours of 8.30 a.m. to 5 p.m. It may take the shape of a rotational shift, an evening, an early morning, or a night shift. This kind of

flexible work arrangement is made to ensure that hospital services are available around-the-clock and that urgent concerns are addressed.

(Hinterseer, 2013) according to the survey, the tendency towards a greater degree of flexibility is also demonstrated by the reality that just 46% of Austrian workers have regular work hours. Merely 52% of workers have set start and finish hours. Between 1998 and 2008, the percentage of employees who worked in shift contracts and rotating employment types climbed from 15% to 19%. The future of labor will be two-tracked, with intense and repetitive industrial systems coexisting with new types of flexible and independent "knowledge work."

3.2.4 Telecommuting/Working from Home

A type of work arrangement known as "telecommuting" or "e-commuting" involves using technology to get over geographical barriers. It enables workers to carry out their duties even when they are not in the workplace. Only a small group of employees are granted access to this facility. For a comparatively longer amount of time, they might work from home. For example, employees who are ill, pregnant, or on a lengthy trip may be eligible to use e-commuting. Offering this capability to staff members is deemed practical and handy by many software businesses. Businesses that have e-commuting policies as well as procedures are benefiting in a number of ways. Among them are increased output, less attrition and absenteeism, operational efficiency, and, most importantly, a strong sense of dedication and job satisfaction (Durai, 2011).

(Caillier, 2018) determined that there are less employees quitting since there are more teleworkers in agencies. In addition to allowing them to manage work-family conflicts, he suggested increasing the number of teleworkers employed since it will lower the staff turnover rate. This telecommuting arrangement, however, won't stop transfers; in fact, since teleworking is permitted across all agencies, personnel who plan to switch might feel as though they are moving to another organization that will also look out for their welfare.

(Aguilera et al., 2016) stated that while telecommuting has benefits, there are immediate drawbacks, making it a very uncommon working option. Teleworking, also known as telecommuting, is the practice of employees performing paid tasks at a different place of work that has been approved by their employer or just working from somewhere different from a traditional work site and connecting to a company's site via the use of

information and communication technologies (ICT). Reducing stress, burnout, and exhaustion is the major goal of the flexibility provided to employees. They went on to define teleworkers as persons who perform their duties from a fixed place irrespective of their employer's office or area, whether they do so regularly or not. As a result, those who are self-employed have been excluded in this definition.

An employee may operate at the customer's location, at home, in a vehicle, in a cafe, on a plane, or on a train, all owing to information telecommunication technology. These scenarios collectively make up the work arrangement wherein the employee is seen as working "from distance," or known as a teleworker (Wojcak et al., 2016).

Nevertheless, there are a few flaws in e-commuting that often prevent it from becoming a significant phenomena. These flaws include: (i) a lack of camaraderie and a sense of teamwork among workers; (ii) the incapacity to set up efficient oversight and control over workers; (iii) the expensive initial cost of infrastructure; and (iv) issues with assessing these workers' performance (Durai, 2011).

3.3 Job Satisfaction

(Armstrong, 2006) emphasized that an employee's attitude as well as sentiment regarding their work determine their level of job satisfaction. These can be classified into two categories: good attitudes and negative attitudes. A light-hearted demeanour and upbeat outlook indicate that staff members are content, but an irritating demeanour indicates that staff members are not.

Satisfaction with one's job is an occupational perspective that describes the general feelings that individuals have about their occupations. It is significant because it expresses a general judgment of the state of an employee's well-being and how it relates to key results like effectiveness as well as participation at work. In job satisfaction study, one method focuses on certain aspects that are collectively seen as the cause of an employee's satisfaction. These aspects include, but are not limited to, compensation, benefits, chances for advancement, supervisors, coworkers, as well as the nature of the position itself (Baeza, Gonzalez and Wang, 2018).

The degree of contentment an individual has with their employment is known as job satisfaction. The primary foundation of this emotion is a person's sense of contentment. The degree of communication within an organization, the management style, and an individual's capacity to do certain responsibilities can all have an impact on job

satisfaction. Two types of job satisfaction exist: emotive and cognitive. An individual's overall emotional response to their work is known as affective job satisfaction. When it comes to things like compensation, perks, or working hours, employees' level of contentment with their jobs is known as cognitive job satisfaction (Adikaram and Jayatilake, 2016).

Numerous studies have examined the connection between job fulfilment, commitment to the organization, communication within organizations, work performance, as well as life accomplishment. A person's favourable feelings and attitude toward their employment are combined to create job satisfaction. With a high level of job satisfaction, one can conclude that the individual enjoys their work and has a positive attitude towards it. It may additionally be described as an emotional state of mind and a good mood, or as the harmony that comes from the task itself. All of the job-related aspects contribute to the development of satisfaction with one's job in this way. Since the notion of job satisfaction was developed for its identification in earlier studies, the categorization of job satisfaction could be broken down into categories. They employed coworkers, managerial abilities, job and working circumstances, promotions, compensation, and the surrounding environment (Özpehlivan and Acar, 2015).

(Azar, Khan and Van Eerde, 2018) mentioned in the research they conducted, which links increased work-life conflict along with low job satisfaction to withdrawal theory, which views absenteeism as a resignation from unfavourable working conditions. Research has discovered evidence to support this notion. In addition to being correlated with low absence rates, job satisfaction is a good indicator of workers' intention to stick around. This suggests that if workers are having a lot of work-life conflict, they may consider leaving the company. Satisfied employees produce increased output of greater standards than dissatisfied ones, which boosts an organization's profitability, productivity, as well as competitiveness. Conversely, disgruntled employees are more likely to be called in sick, be late for work, and be asked to quit the company (Andrade, Westover and Kupka, 2019).

3.3.1 Factors Affecting Job Satisfaction

(Spector, 1997) has separated the elements that influence work satisfaction into two major categories: environmental variables and personal characteristics. Personal aspects include things like seniority and demographics, whereas environmental factors include things like working conditions, chances for personal growth, rewards, colleagues, and

communication. Studies have emphasized that a mix of several elements contribute to work satisfaction. Sense of accomplishment, relationships with managers, supervisors, and coworkers, job stability, responsibility, pay, opportunity for advancement, position clarity, participation in decision-making, friendly work atmosphere, etc. are some of these characteristics. Additionally, they have come to the conclusion that there are a variety of elements that affect work satisfaction (Halil Zaim, Kurt and Selman Tetik, 2012). Following are some of the factors which affect the satisfaction of employees and their retention rates:

Figure 1 Factors Affecting Job Satisfaction



Source: Researcher's own compilation from the literature.

Working Condition

(Green, 2000) has determined that the element influencing job satisfaction is the workplace environment. The two categories of working circumstances are social as well as physical components of the workplace. Employees comfort levels are higher in a laid-back, secure, hygienic, along with well-equipped work environment, the research emphasized an ideal working environment also has the right temperature, lighting, as well as noise level. An atmosphere at work where employees are sufficiently motivated and satisfied is fostered by employee safety. Employees generally assume that their employers will provide a safer work environment. When these expectations are met, workers frequently feel motivated and satisfied in their jobs (Durai, 2011).

Reward

Establishing a suitable compensation structure to motivate staff to report on time for work. Inadequate payment for the work that the employees perform. Employees may believe there is a disconnect between what they put in at work and what the company rewards. Inadequate human resources policies pertaining to compensation, benefits, and incentive schemes may be the root reasons of employees discontent and turnover. (Durai, 2011). (Zehir, Erdogan and Basar, 2011) has determined that the incentive is what drives them. He has emphasized that there are two types of rewards: intrinsic and extrinsic. Extrinsic incentives consist of compensation, advancement, and perks. A sense of accomplishment, contributing to the success of the team, and receiving praise and acknowledgment from superiors are examples of intrinsic benefits.

Welfare Measures

Employee wellness programs are an important move in the right direction since satisfied employees tend to be productive employees. Implementing health care policies for employees can reduce the amount of time they miss work due to illness. To identify and address employee health issues early on, organizations can do routine health examinations. Welfare facilities actually help a business increase employee engagement and commitment by meeting their requirements and maintaining their satisfaction. It makes sense that a high level of dedication and engagement results in higher levels of output and efficiency. Welfare facilities help a company foster a happy work environment for its staff, which increases their level of job satisfaction. Employees may feel no need to leave the company and continue working there for an extended period of time if they are not experiencing any

significant unhappiness. Employee welfare facilities therefore increase employee retention and lower labor turnover (Durai, 2011).

Motivation

(Uduji, 2013) advised that in order to lower employee unhappiness and boost employee engagement, managers should take their workers' demands into account while developing their strategy. Furthermore, a contented workforce is the outcome of motivation as well as organizational strategy being in sync. In contrast, high work satisfaction levels are associated with increased motivation and performance as well as decreased turnover, absenteeism, and attendance issues (Richardson, 2014).

Good Relationship with co-workers

(Yang, Wan and Fu, 2012) have discovered in their research that an employee's degree of satisfaction with their work is favorably impacted by their relationships with their coworkers, given that they spend the majority of their time with them. (Tehseen and Ul Hadi, 2015) said that improved productivity along with retention rates are a direct effect of satisfaction at work among employees. In a study aimed at investigating the relationships between professional workplace relationships, promotions and compensation, equality as well as employment safety, as well as working conditions, it was discovered that the most important factors contributing to job satisfaction consisted pay, favorable connections with coworkers, efficiency at work, as well as supervision (Khalid, Zohaib Irshad and Mahmood, 2011).

(Holmes, 2010) furthermore observed that these damaging deeds are a reflection of verbal behavioral insults that workers endure from coworkers. Negative conduct may make coworkers uncomfortable and have an impact on how well others function at work.

Social & Emotional Support

In the form of a positive work environment, cohesive groups, friendly relationships between superiors and subordinates, and peaceful industrial relations, managers providing their staff with good social assistance will create satisfaction amongst the employees (Durai, 2011).

Scope of Growth

Employees want to become more competent. They may not be satisfied or may quit the company if their requirements for advancement are not met by it through recurring training and other professional development initiatives. Thus, management should make sure that there is adequate scope for growth and advancement would in turn result into job

satisfaction and less turnover amongst the employees (Durai, 2011). (Stewart et al., 2010) by continuing working toward objectives or be highly productive. Ordinary recruiting practices won't be enough to retain staff if executives inside the firm have little opportunity to grow.

Training

Supervisors must be taught by managers to treat employees fairly, humanely, and sympathetically. Employees should get effective training in order to become capable, skilled, self-assured, and eager workers which in turn would lead to increase job satisfaction amongst the employees (Durai, 2011). In order to keep employees, organizational leaders can wish to look into life programs, training, along with additional incentives. further mentioned that giving workers the tools and training they need to do their jobs boosts their enthusiasm and morale. Because employee participation techniques inspire employees, they have positive effects on both individuals and enterprises (Wegner, 2011).

Grievance Removal

Management need to have an appropriate system in place to recognize and address employee complaints so that workers don't have any excuses for missing work and this enhances employee satisfaction (Durai, 2011).

Proper Recruitment

The foundation of HR management is matching the right candidate with the appropriate position. Attrition of staff members or dissatisfaction amongst the employees may result from a mismatch between work needs and work suitability. By implementing proper recruitment and selection strategies organisations can promote better job satisfaction and low turnover amongst the employees (Durai, 2011).

Attendance Policy

(Gathungu and Wachira, 2013) assert that the things that employers undertake to keep their workers happy at work are the components of extrinsic job happiness. The two-factor hypothesis of job satisfaction developed by Herzberg explains extrinsic job satisfaction. Employers may enhance their workers' job happiness by implementing employee-friendly rules and processes, as per this notion. Effectively informing staff members about the company's attendance policy, which includes specific guidelines for absence. Organizations can implement child care centers, flexible work schedules, transportation options, etc. in this respect (Durai, 2011).

Work-Life Balance

Employers are required to assist employees in effectively balancing their personal and professional obligations. When employees find themselves unable to reconcile their obligations to both their employers and their own well-being they may have a feeling of discontent and may not perform with higher efficiencies. In this context, companies can implement things like flexible work schedules, child care centers, and transportation services and thus enable job satisfaction amongst the employees (Durai, 2011). Flexible work arrangements, which encompass an employee's choice of location, hours, and workload, are a crucial component that might impact their level of job satisfaction (Chen, 2015). (Caillier, 2012) studied the link between organizational loyalty and job fulfillment among workers who received work-life programs that included motivating features like childcare services, wellness and health care programs, along with telecommuting, revealed a favorable association between both variables.

3.3.2 Effects of Low Job Satisfaction

Enhancing employee happiness and morale begins with understanding what causes them to be dissatisfied. Bad behaviors at work can also be fostered by job unhappiness. It is important to consider the consequences of job discontent inside a company (Picincu, 2021). Following are some of the effects of low job satisfaction amongst the employees working in an organisation:

Figure 2 Effects of Low Job Satisfaction



Source: Researcher's own compilation from the literature.

Absenteeism

An association exists between absence and satisfaction. Employee dissatisfaction increases the likelihood of "mental health" days, or time off for personal or medical reasons. When there is poor satisfaction, absenteeism is high. Workers who consider their job to be significant typically log in on a frequent basis (Bako, 2012).

Unionization

The main motivation behind unionization is work dissatisfaction. Workers join unions for a variety of reasons, including work-related dissatisfaction with pay, job security, fortunate situations at work, opportunities for advancement, and leadership solutions. According to a mutual estimate, job dissatisfaction may influence a member's

decision to take action inside the union, such as filing a grievance or going on strike (Bako, 2012).

Job Stress

Employees who are dissatisfied with their jobs are more likely to report work-related difficulties. Specialists who are satisfied or happy at work are more likely to cite learning opportunities prompted by their job. The body's reaction to any element linked to a work that might upset an individual's balance is known as job stress. An employee may experience severe conditions including heart disease, ulcers, hazy eyesight, discomfort in the back, dermatitis, and muscular pains as a result of ongoing stress. Prolonged job dissatisfaction is a significant contributor to job stress. An employee who is stuck in an unsatisfactory position may leave the company or use strategies like excessive tardiness and absenteeism (Bako, 2012).

Poor Performance

When a worker becomes depressed while performing their job, the majority of other reps they interact with will be impacted by their attitude. If they witness someone who is so obviously hopeless, it will begin to color their perception of their own specific careers. Negative attitudes have the potential to spread quickly throughout the workplace, much like fires. If they are not improved, the representatives' overall confidence will precipitously decline (Bako, 2012).

Lack of Productivity

A lack of profitability in an organization is caused by poor worker commitment as well as inadequate employment satisfaction. A dissatisfied person finds it difficult to focus and doesn't give their everyday tasks sufficient thought. They find a plethora of activities that truly bring them joy, while simultaneously ignoring the work they should be performing. When one member of a group exhibits poor gainfulness, it is common for other members of the group to become dissatisfied as a result, and their revenue will also begin to decline. It is a very simple, never-ending loop (Bako, 2012).

High Employee Turnover Rates

Increased employee turnover are associated with micromanagement, work-related stress, poor management, as well as additional variables that lead to job dissatisfaction (Picincu, 2021). High employee turnover rates are also a result of low job satisfaction. The representative will eventually step down in order to pursue employment they truly like. Many businesses, such as those in the nutrition administration industry, suffer from

excessive employee turnover and a shortage of skilled workers. It is up to small business owners and managers to seek out how to increase job satisfaction, particularly in problematic businesses where employment is harsh and wages are poor. High representative turnover is a legitimate necessity for firms since it disrupts regular operations, undermines the trust of those who remain, and increases the cost associated with recruiting and preparing replacements. Therefore, in order to reduce turnover, the company's executive should ensure that the representatives are satisfied in the positions they hold (Bako, 2012).

Affects Customer Experience

Dissatisfied workers translate into dissatisfied clients. Employees who are stressed out or disengaged, particularly those who interact directly with customers, may not perform well at work or provide great customer service. This may impact a business's reputation, advertising campaigns, and financial results. Conversely, contented staff members put out great effort to either meet or surpass consumers' expectations. Because they are confident that their efforts will be repaid, they are more inclined to focus on specifics and look for original solutions (Picincu, 2021).

3.3.3 Work Place Flexibility & Job Satisfaction

(Andrade, Westover and Kupka, 2019) found that companies should adopt measures to improve work-life balance as well as job satisfaction utilizing schedules that are flexible along with rewards, both internal and external, since doing so will benefit the company and boost output. Reduce employee intents to leave the company, as well as organizational, career, as well as personal expenses. Boost stability in the home, workplace, and profession. Lessen its impact on the environment by driving less miles for commuting. Thus, one of the expected outcomes of human resource practices is the implementation of work schedules that are flexible. Likewise, they presented all available data showing a clear linear link between schedule flexibility and satisfaction among employees, i.e., that employees feel more satisfied when they perform their jobs from home, but not as satisfied when they work on weekends.

According to one definition, job satisfaction is the subjective or emotional response that employees have to their work when they contrast the intended and actual results. One of the results of flexible work arrangements that is most frequently researched is job satisfaction. In general, flexible work schedules have a favourable correlation with

employees' job happiness. The study contrasted these results favourably to the value percept theory that underpins theories of work satisfaction. According to the value perception hypothesis, workers are happier at work when their expectations are met (Azar, Khan and Van Eerde, 2018). According to (Wheatley, 2017), employees who utilizing flexible scheduling experience higher job satisfaction along with better work-life balance. Flexible working options benefit women more than males since work-life conflicts might negatively impact job satisfaction due to domestic responsibilities. Flexible arrangements may degrade work quality and impact workplace satisfaction. (Mas-Machuca, Berbegal-Mirabent and Alegre, 2016) conducted a research in Spanish pharmaceutical business and found that job flexibility from flexibility gives employees the freedom to manage their time and workload. Workplace cultures that promote families often have greater employee satisfaction levels. When managers back supervisors and give employees liberty in making decisions, employee outcomes immediately increase. (Kipkoech, 2018) claims that accommodating employees' needs for flexible hours and scheduling flexibility allows them to balance their obligations to their families and their jobs. Client satisfaction was thereby increased in public hospitals through increased participation, dedication, along with quality of service.

(Baeza, Gonzalez and Wang, 2018) determined that in a collectivistic as well as growing economy, flexibility in the workplace is a significant predicate to job satisfaction. Conflicts between work and family may be easier for women professionals in collective countries like India as well as Latin America compared to the west since family social support, especially assistance from grandparents as well as extended relatives, is prevalent and useful to women in these communities. Employees that have this beneficial influence on job satisfaction are very productive.

3.4 Work-Life Balance

The 1980s saw the introduction of the concepts of "work-life balance" and "work-family conflict." The boundaries between responsibilities to one's family and one's job are quite thin. Work-family conflicts are more common when work gets in the way of family time, especially for those who have caregiving or guardian obligations (Mee Choo, Desa and Abu Hassan Asaari, 2016). According to traditional roles, men should prioritize their work as breadwinners and women should prioritize their families. However, these prescribed roles are becoming less and less relevant in today's world. Since the majority of

men reject positions that are only focused on work, rival businesses are now attempting to recruit and keep workers by providing `family-friendly` advantages for both parents (Powell et al., 2019)

(Azar, Khan and Van Eerde, 2018) Work-life conflict along with work-family conflict have been utilized interchangeably, but the former has a wider application than the latter, according to his research, which also notes this observation. Given that employees who do not have family or childcare obligations are also subject to role conflicts in their professional and non-work domains—which may involve friends along with leisure time—it has been determined that the term "work-life conflict" seems more appropriate compared to "work-family conflict."

When one partner works nights, the pair is unable to join social gatherings that take place during those workdays. Families sometimes find it difficult to share meals or spend quality time together, particularly if spouses work in the evenings (Chait Barnett, Gareis and Brennan, 2024). A person's positive dedication to several roles is reflected in their work-life balance, which is a phenomena known as inter-role. He advocated for people to have a balanced approach to the various roles in their lives. Balance is defined as leading a fulfilling, healthy, and fruitful life that incorporates work, play, love, and other activities (Greenhaus, Collins and Shaw, 2003).

Flexible work schedules and work-life conflict have less of an association, even when gender is taken into consideration. Studies have indicated that a higher likelihood of work-family disputes is associated with remote employment (Chung and van der Lippe, 2020). Whether or not an employee has children to care for, work-life balance is important for them all since it allows them to have happy lives. This is true regardless of their relationship situation. Additionally, it was shown that there is a positive correlation amongst an employee's job performance as well as their balance between life and work. This means that when individuals are capable to effectively manage their personal obligations, their efficiency at work improves (Setia and Shah, 2015).

3.4.1 Importance of Work-Life Balance

Work Life Balance regulations increase employees' autonomy in arranging and combining their personal and professional life (Felstead et al., 2002). A healthy work-life balance helps people experience fewer anxieties about their ability to juggle work and personal obligations, which reduces their susceptibility to ideas that might exhaust their

physical and mental reserves (Rothbard, 2001). The following points highlights the importance of work-life balance:

Figure 3 Importance of Work-Life Balance



Source: Researcher's own compilation from the literature.

Better Performance

Individuals who suffer from pressure in the workplace are more likely to have mental health issues including stress as well as anxiety at work. Employees that lack motivation have a tendency to become distracted at work, which lowers their output. Consequently, the difficulties posed by an ineffective staff also affect companies. This problem is mostly resolved by maintaining a good work-life balance. Employees are more likely to concentrate on their work when they are at ease and happy in their jobs. They are

able to exert greater control over their job and provide the greatest outcomes as a consequence. Employers can accomplish their goals by enhancing productivity via better work-life balance and thereby ensuring that employees are focused on their task (Angshuman and Thadoi, 2019).

Reduce Conflicts

According to the study, job satisfaction as well as psychological health are negatively impacted by poor work-life balance (WLB) caused by significant levels of conflict between work and family life. Job satisfaction as well as psychological well-being were not shown to be negatively impacted by family-work conflict. It was also revealed by this study that rigid work schedules and long workweeks were the primary drivers of work-family problems. The adoption of family-friendly programs including flextime, time off in lieu of paid time off, shorter work weeks, childcare help, and eldercare support has been acknowledged as a means by which businesses might enhance WLB (Gautam and Jain, 2018).

Decrease in Employee Health Problem

A UCL study revealed that there was a 60% increased risk of heart-related issues among workers who put in three or more hours above their scheduled workday. Individuals have a finite capacity for endurance. Overwork may have catastrophic consequences for an employee's well-being, both mentally and physically, especially if they already find themselves under a great deal of stress. If these problems are not addressed in a timely manner, they may also lead to other chronic conditions. And each of these has an immediate impact on their ability to make decisions and be productive at work. Thus, it is imperative that employers push their staff to take action to maintain a positive work-life balance. therefore lowering their chance of contracting different ailments and assisting them in managing stress (Angshuman and Thadoi, 2019).

Strengthen Reputation of Organisation

Work/life programs enhance an organization's reputation as an employer of choice, encourage corporate responsibility, and assist with diversity programs (Lockwood, 2003). Providing work-life balance is a mark of pride that distinguishes the business in the employment market, not merely a benefit. Talented professionals gravitate toward companies that value their welfare. Contented workers translate into contented clients! Excellent customer service is more likely to be provided by contented staff, which will enhance the reputation of the organization (Santhosh, 2023).

Helps in Gaining Competitive Edge

An detailed meta-analysis of the available literature revealed that maintaining a balance between work and life is crucial for both the company as well as its employees, especially in the dynamic organizational circumstances of today. This represents a significant body of information regarding the concepts and procedures of work-life balance. It provides a competitive advantage to the company by enhancing morale, productivity, efficiency, and competitiveness. Likewise, work-life balance programs assist staff members by boosting their drive to work, improving their level of happiness, giving them more authority, and eventually increasing their loyalty to the group (Tariq et al., 2012). Research by (Perry-Smith and Blum, 2000) revealed that companies with a broader spectrum of work-life balance policies reported better perceived market performance, profit-sales growth, and overall business performance in a nationwide sample of 527 U.S. businesses.

Increased Engagement of Employees

The true assets of every company are motivated workers. Their individual firms succeed because of their efforts. However, insufficient work-life equilibrium frequently poses an obstacle to their ability to fully participate in the workplace. Among the issues preventing employees from participating fully in their job include exhaustion, sick days, and absenteeism. Workplace culture as a whole will be enhanced by encouraging staff members to strike an adequate equilibrium amongst their personal and professional lives. Enhanced employee engagement aids in luring top talent to the organization. highlighting the significance of having a good work-life balance (Angshuman and Thadoi, 2019).

Boosts Employee Morale

Studies reveal a strong correlation between an organization's dedication to work/life policies and the levels of motivation as well as efficiency exhibited by its workforce. This connection is demonstrated by a research on work, stress, and well-being that found that 45% of men and 50% of women would be inclined to turn down an increment if the new position they were offered would result in these individuals with fewer hours for their personal lives or family life (Gottlieb, Barham and E Kevin Kelloway, 1998).

Retention of Employees

One of the elements is work-life balance, which is becoming more and more crucial for keeping employees. The capacity of workers to fulfill their obligations to their families, their jobs, and other extracurricular activities is known as work-life balance (Parkes and

Langford, 2008). It is inevitable for some employees to give up part of their equilibrium between work and personal life in order to make spare time for the other facets of their lives. With so much liberty for their professional and personal lives, employees will become more devoted to the company. Policies promoting a work-life balance are seen by workers as an act of organizational care that strengthens their psychological ties to the company (Dockel, Basson and Coetzee, 2006).

Saves Employees Time

Employee time savings by accessing resources, like an Employee Assistance Program, to address and resolve personal issues constitutes one of the greatest obvious as well as quantifiable financial benefits of work/life programs. According to research done by WFD with clients in 300 different industries, using a consultancy that offered advice, connections, and research on topics like parenting, education, childcare services, adoption, and eldercare could save employees an average of 17 hours annually. This study indicates that due to the fact that most aid groups only remain open through normal working hours, at least 80% of the time that could have been saved would have been spent by employees focusing on personal issues throughout the day (Lockwood, 2003).

3.4.2 Workplace Flexibility & Work-Life Balance

Flexible work schedules make it easier for employees to manage work-life problems. Families have the ability to allocate time for other duties like parenting owing to such flexibility options. They demonstrated how flexible scheduling lessened problems between work and family. The conclusion reached by the researchers was that employees with families tend to embrace flexible work arrangements as a more advantageous solution to address] these inequalities (Azar, Khan and Van Eerde, 2018). (Son Yeon-jung, 2022) uses information obtained from the 23rd Korean Labor as well as Income Panel Study to investigate the association between flexible work schedules and employees' work-life balance, with a particular emphasis on the effects of working from home (WFH) amid the COVID-19 epidemic. The investigation revealed that WFH positively impacted satisfaction among employees, relationships with families satisfaction, satisfaction with work, commitment to the organization, especially job satisfaction connected to job stability for women.

Allowing employees to cope with any issues that arise amongst their professional duties as well as family demands is one of the key purposes of employing flexible working

arrangements. Research indicates that employees having higher levels of family commitments benefit better through flexible work schedules because they are better able to balance work and family obligations. They claim that though workplace factors are necessary for comprehending the usage of these flexible arrangements, studies also looked at other organizational elements that prevent the implementation of flexible scheduling, which include family-supportive supervision or culture (Shockley and Allen, 2010). (Demerouti et al., 2014) found that employees' families are significant, whereas telecommuting as well as flexible scheduling are best suited for single workers rather than those with couple or children. There are different effects of working from home upon work-family conflict. The more people work remotely, the less conflict there is between work and family, but there is more conflict between family and work. The effect of telecommuting on the family-to-work balancing was shown to be adversely correlated with the size of the family.

(Giovanis, 2018) found that flexible work schedules promote work-life balance, offers employees more authority over their professional lives, and boost job satisfaction, all of which lead to higher productivity. Scholars highlighted that workers who believe their organization to have a work culture that supports families are more inclined to encounter reduced conflicts between work and family life (Mee Choo, Desa and Abu Hassan Asaari, 2016).

3.4.3 Work-Life Balance & Job Satisfaction

(Mungania, Waiganjo and Kihoro, 2016) showed that work-life balance policies often improve productivity both for people and for organizations. When staff received flexible work arrangements (such as job sharing, flexible schedules, or telecommuting), Pfizer Canada reported a 30% boost in performance in its translation department. KPMG has revealed that enabling staff members to make use of emergency time off to respond to care obligations has been a major factor in retaining staff members and the delivery of excellent customer service. This finding particularly relates to customer service.

(Adikaram and Jayatilake, 2016) stated in their study that companies should offer work-life balance options to their employees in order to help them accomplish their responsibilities as well as steer the company toward attaining success. When employees are satisfied in their job, they show loyalty and commitment to the company. Additionally, they revealed that there is a correlation between work pressure and employees' job

performance in Sri-Lankan banking industry. Organizations may promote employee job satisfaction via allocating work duties based on the employee's talents and clearly outlining each person's responsibilities to ensure they can complete the tasks at hand on time as well as decrease work pressure. This is because workplace stress has a substantial influence on job satisfaction.

(Arif and Yasir Aftab Farooqi, 2014) said that their research revealed a relationship between recognition as well as work-life balance, which in turn affects employee happiness. Specifically, employees' satisfaction is a direct result of receiving acknowledgment or having their work recognized. Positive relationships exist between job tasks and work life. Compensation is correlated with the mediating element of work-life balance, which leads to employees being satisfied. When employees take advantage of work-life balance initiatives offered by their employers, they experience greater employment as well as family satisfaction.

(Gayathiri and Ramakrishnan, 2013) undertook research to examine the idea of work-life quality and examine the nature of the link between it along with job satisfaction. The findings suggest that there are several dimensions to the idea of work-life quality, and that these dimensions impact how employees use their knowledge, skills, relationships with others, and professional engagement and cooperation. There is a positive correlation between the level of quality of work as well as satisfaction with one's job.

4 Practical Part

4.1 Demographic Profile of Respondents

Demographic profile of the respondents like age, gender, job title, work tenure etc. plays an important role in affecting the performance of employees at their work place as well as their job satisfaction level. The demographic profile of the respondents has been studied with the help of the following information collected with the help of the questionnaire.

4.1.1 Age Frequencies

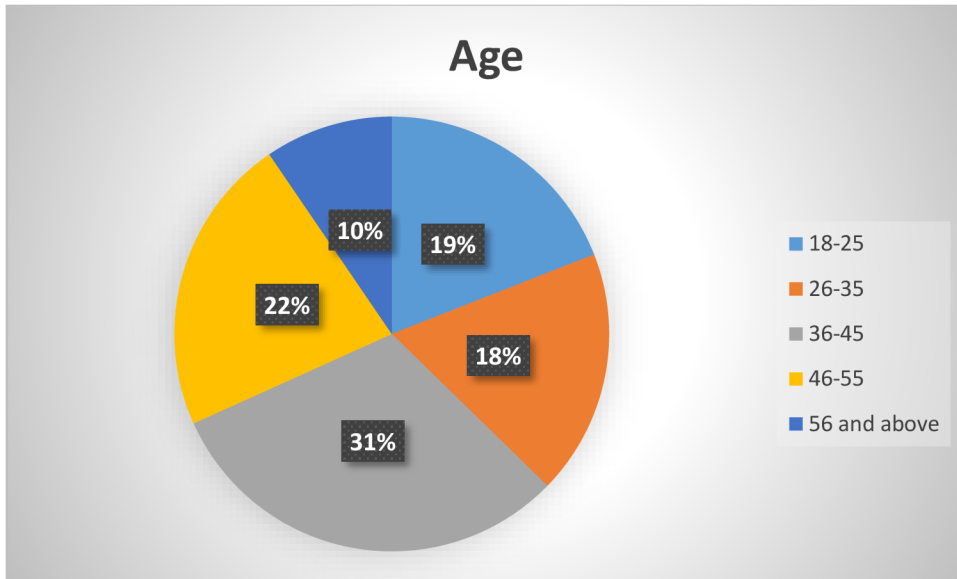
Table 1 Respondents Age

Age		
Age	Frequency	Percent
18-25	24	19.0
26-35	23	18.3
36-45	39	31.0
46-55	28	22.2
56 and above	12	9.5
Total	126	100.0

Source: Research's own findings

The frequency distribution of the age of the respondents is given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a pie chart:

Figure 4 Respondents Age



Source: Research's own findings

From the above figure it can be inferred that majority of the respondents are belonging to the age group of 36-45years i.e. 31% respondents. While 22% respondents belong to the age group of 46-55 years and 19% of the respondents belong to the age group of 18-25years. It is also observed that 18.3% respondents fall in the age group of 26-35. While, only 9.5% respondents are falling in the age group of 56years and above. Therefore, from the above figure it can be concluded that majority of the respondents are belonging to mid-age group i.e. 26-45years.

4.1.2 Gender

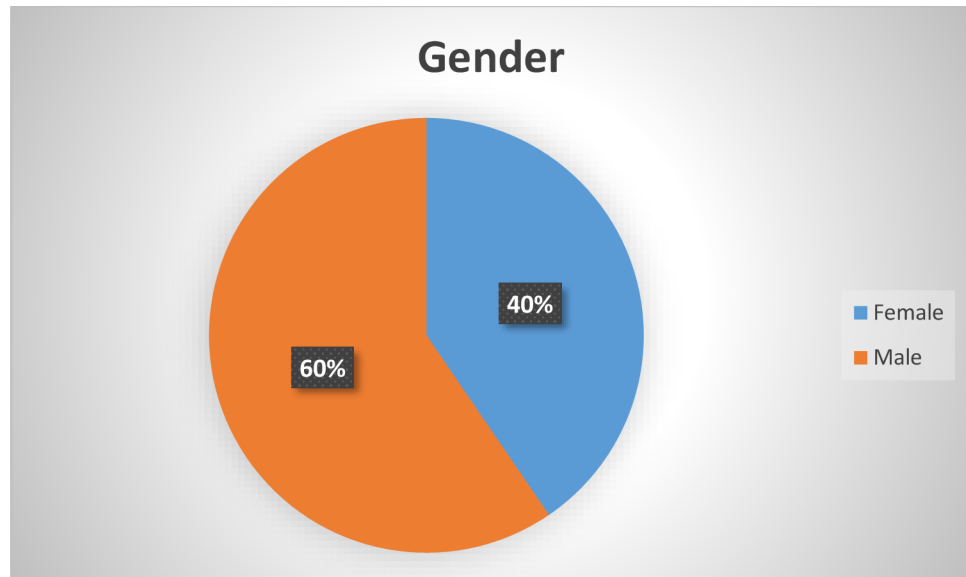
Table 2 Respondents Gender

Gender		
	Frequency	Percent
Female	51	40.5
Male	75	59.5
Total	126	100.0

Source: Research's own findings

The frequency distribution of the gender of the respondents is given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a pie chart:

Figure 5 Respondents Gender



Source: Research's own findings

From the above figure it can be observed that 59.5% of the respondents are belonging to category males. Whereas, 40.5% of the respondents are belonging to category female. Hence it can be inferred that majority of the respondents are males having influence over the research.

4.1.3 Job Title

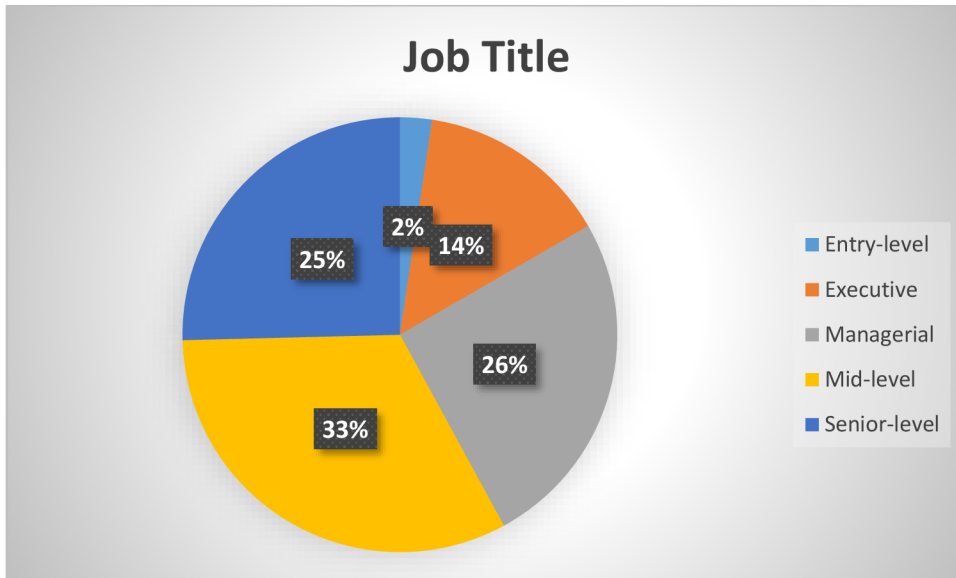
Table 3 Respondents Job Title

Job Title		
	Frequency	Percent
Entry-level	3	2.4
Executive	18	14.3
Managerial	32	25.4
Mid-level	41	32.5
Senior-level	32	25.4
Total	126	100.0

Source: Research's own findings

The frequency distribution of the job title of the respondents is given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a pie chart:

Figure 6 Respondents Job Title



Source: Research's own findings

From the above figure it can be observed that 32.5% of the respondents are working as a mid-level employee. While 25.4% employees are working at senior and managerial level each. It is also observed that 14.3% of the employees are working as an executive and only 2.4% of the employees are working at entry level. Thus, it can be concluded that majority of the respondents are working at senior or at mid-level position in their organisation.

4.1.4 Work Tenure

Question Relating to Work Tenure in the Questionnaire: How long have you been with the company?

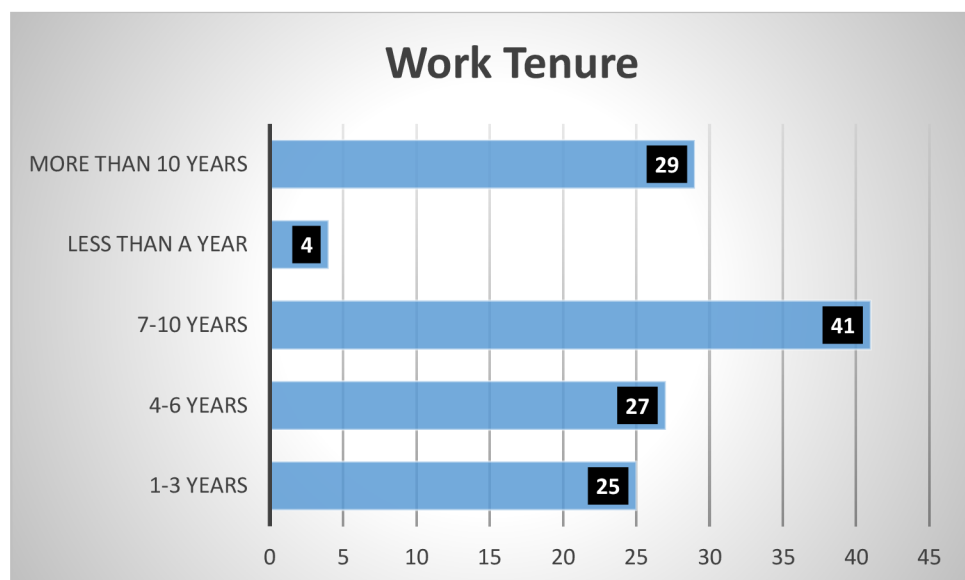
Table 4 Respondents Work Tenure

Work Tenure		
	Frequency	Percent
1-3 years	25	19.8
4-6 years	27	21.4
7-10 years	41	32.5
Less than a year	4	3.2
More than 10 years	29	23.0
Total	126	100.0

Source: Research's own findings

The frequency distribution of the work tenure of the employees is given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 7 Respondents Work Tenure



Source: Research's own findings

From the above figure it can be observed that majority of the respondents i.e. 32.5% have been working with their organisation from 7-10years. While, 23% of the respondents have been working with their organisation since more than 10 years. It is also seen that 21.4% of the respondents have been working for 4-6years and 19.8% of the respondents have been working since 1-3 years in the organisation. Whereas, only 3.2% of the respondents have been working less than a year with their organisation. Thus, it can be concluded that majority of the respondents have a longer duration of work experience with their organisation expect few of the respondents.

4.2 Adoption and Implementation of Flexible Work Arrangements

The adoption and implementation of flexible work arrangement in the organisations have been studied by gathering the following information from the employees, with the help of the questionnaire.

4.2.1 Adoption of Flexible Work Arrangements

Question Relating to Adoption of Flexible Work Arrangements in the Questionnaire: Are flexible work arrangements offered in your organization?

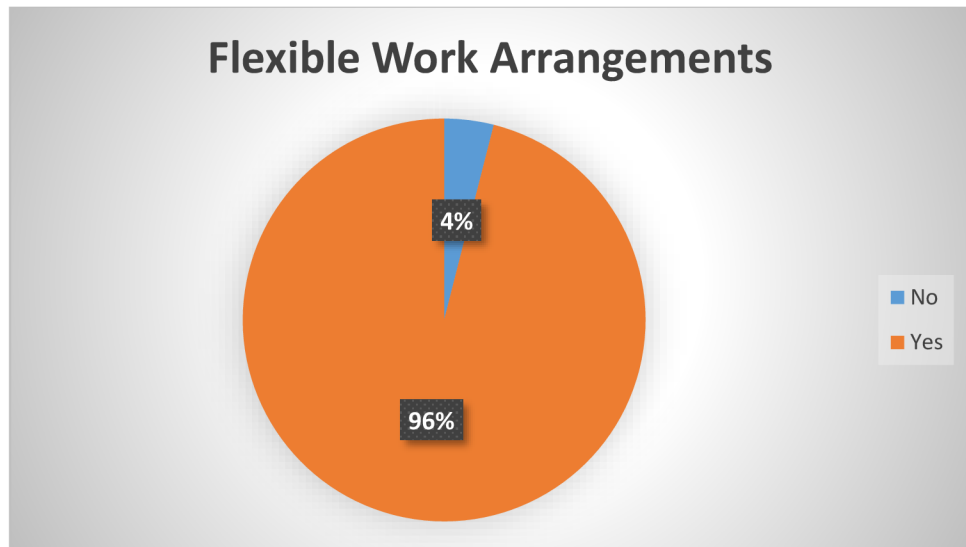
Table 5 Flexible Work Arrangements

Flexible Work Arrangements		
	Frequency	Percent
No	5	4.0
Yes	121	96.0
Total	126	100.0

Source: Research's own findings

The frequency distribution of the adoption of flexible work arrangements have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a pie chart:

Figure 8 Flexible Work Arrangements



Source: Research's own findings

From the above graph it can be observed that 96% of the respondents have reported that their organisation have adopted flexible work arrangement. While, only 4% of the respondents have disagreed that there is implementation of flexible work arrangements in their organisation. Thus, it can be concluded that majority of the respondent's organisation have adopted to flexible work arrangement.

4.2.2 Level of Adoption of Flexible Work Arrangements

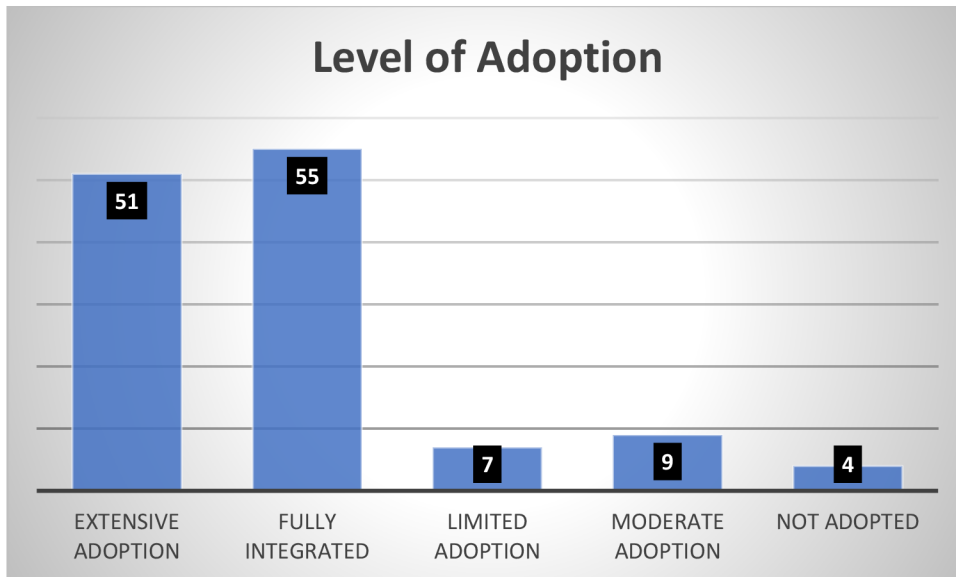
Question Relating to Level of Adoption of Flexible Work Arrangements in the Questionnaire: How would you rate the level of adoption and implementation of flexible work arrangements in your team/department?

Table 6 Level of Adoption

Level of Adoption		
	Frequency	Percent
Extensive adoption	51	40.5
Fully integrated	55	43.7
Limited adoption	7	5.6
Moderate adoption	9	7.1
Not adopted	4	3.2
Total	126	100.0

The frequency distribution of the level of adoption of flexible work arrangements have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 9 Level of Adoption



From the above figure it can be observed that for 43.7% of the respondents their organisation has fully integrated flexible work schedule. While 40.5% of the respondents have reported that their organisation has extensive adoption of flexible work arrangements. For 7.1% of the respondents, their organisation has moderate adoption and for 5.6% of the respondents their organisation has limited adoption of flexible work arrangement. Only 3.2% of the respondents have reported that in their organisation there is no adoption of flexible work arrangements. Thus, it can be concluded that for majority of the respondents their organisation has adopted extensive or full integration in their work arrangements.

4.3 Impact on Employee Job Satisfaction, Well-being, and Work-Life Balance

The impact of flexible work arrangements on employee job satisfaction, well-being and work life balance have been studied with the help of the following questions in the questionnaire.

4.3.1 Job Satisfaction

Question Relating to Job Satisfaction in the Questionnaire: On a scale of 1 to 5, how satisfied are you with your job?

Table 7 Job Satisfaction

Job Satisfaction		
	Frequency	Percent
1 (Very Dissatisfied)	3	2.4
2 (Dissatisfied)	2	1.6
3 (Neutral)	1	0.8
4 (Satisfied)	31	24.6
5 (Very satisfied)	89	70.6
Total	126	100.0

The frequency distribution of Job satisfaction have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 10 Job Satisfaction



From the above figure it can be observed that 70.6% of the respondents are very satisfied with their job and 24.6% of the respondents are satisfied. It is also found that 2.4% of the respondents are very dis-satisfied with their jobs. While 1.6% of the respondents are dis-satisfied. Only 0.8% of the respondents are neutral in their job satisfaction as reported by them. Thus, it can be concluded that majority of the employees working are very satisfied with their job.

4.3.2 Flexible Work Policies Impact on Job Satisfaction

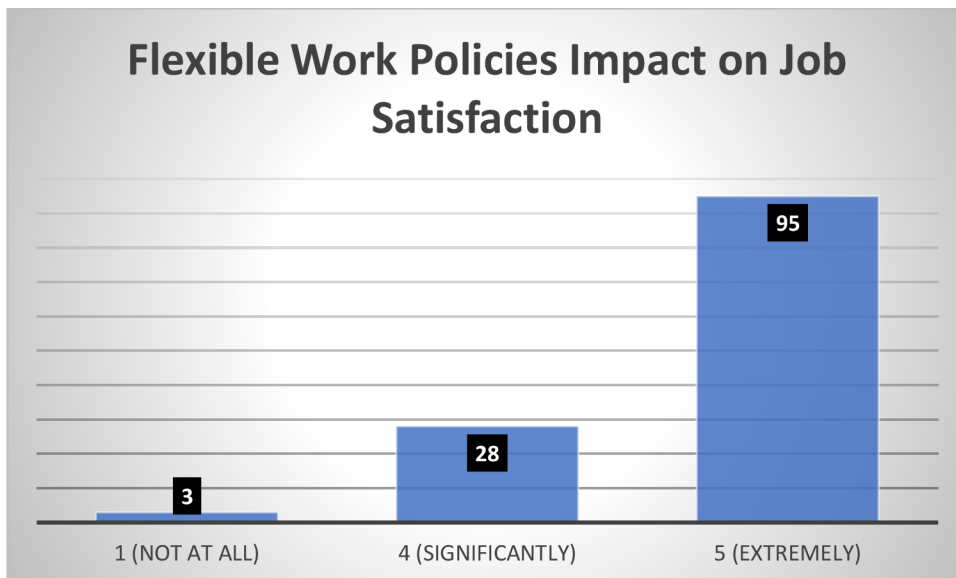
Question Relating to Flexible Work Policies Impact on Job Satisfaction in the Questionnaire: To what extent do you believe flexible work policies impact your job satisfaction?

Table 8 Flexible work policies Impact on Job satisfaction

Flexible Work Policies Impact on Job Satisfaction		
	Frequency	Percent
1 (Not at all)	3	2.4
4 (Significantly)	28	22.2
5 (Extremely)	95	75.4
Total	126	100.0

The frequency distribution of impact of flexible work arrangements on job satisfaction have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 11 Flexible work policies impact on job satisfaction



From the above figure it can be seen that 75.4% of the respondents have reported that by implementing flexible work arrangements it affects their job satisfaction extremely.

While, 22.2% of the respondents have reported that flexible work arrangement significantly impacts their job satisfaction. Only 2.4% respondents have reported that by implementing flexible work arrangement there is no impact at all over job satisfaction amongst the employees working in the organisation. Thus, it can be inferred that majority of the respondents have agreed that by implementing flexible work arrangement in their organisation have resulted extremely their job satisfaction.

4.3.3 Overall Well-Being

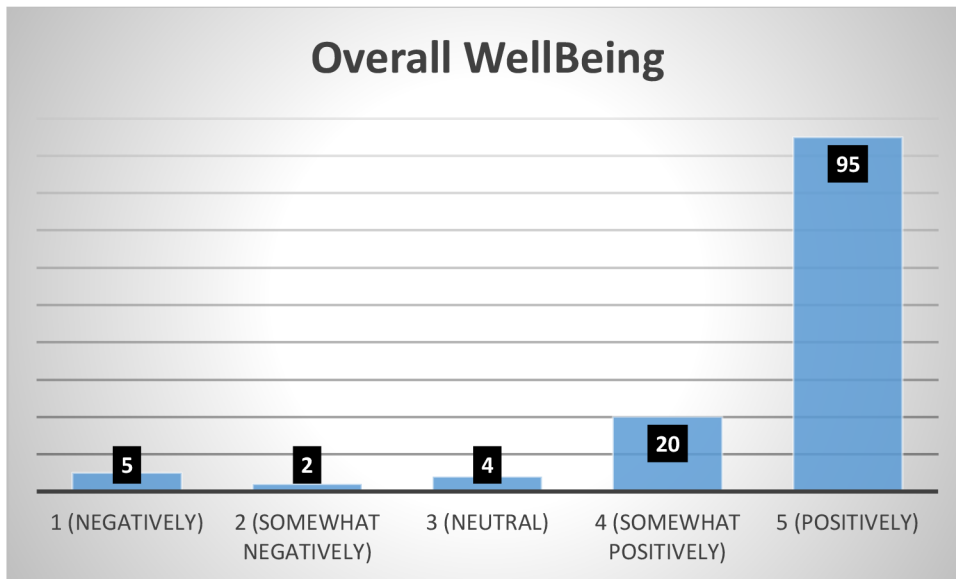
Question Relating to Overall Well-Being in the Questionnaire: How has flexible work arrangements affected your overall well-being?

Table 9 Overall wellbeing

Overall WellBeing		
	Frequency	Percent
1 (Negatively)	5	4.0
2 (Somewhat negatively)	2	1.6
3 (Neutral)	4	3.2
4 (Somewhat positively)	20	15.9
5 (Positively)	95	75.4
Total	126	100.0

The frequency distribution of impact of flexible work arrangements on the overall wellbeing of the employees have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 12 overall wellbeing



From the above figure it can be observed that 75.4% of the respondents have reported that with the implementation of flexible working arrangements in their organisations have resulted into positive overall wellbeing of employees. Whereas, 15.9% respondents have reported that by implementing flexible working arrangements have resulted into somewhat positive overall wellbeing and 3.2% of the respondents are neutral regarding the same. It can also be observed that 4% of the respondents have reported that there is a negative impact of flexible working arrangements on their overall wellbeing and 1.6% respondents are somewhat negative regarding the same. Thus, from the above it can be inferred that majority of the respondents have been positively impacted in their overall wellbeing with the implementation of flexible working arrangements in the organisation.

4.3.4 Current Work-Life Balance

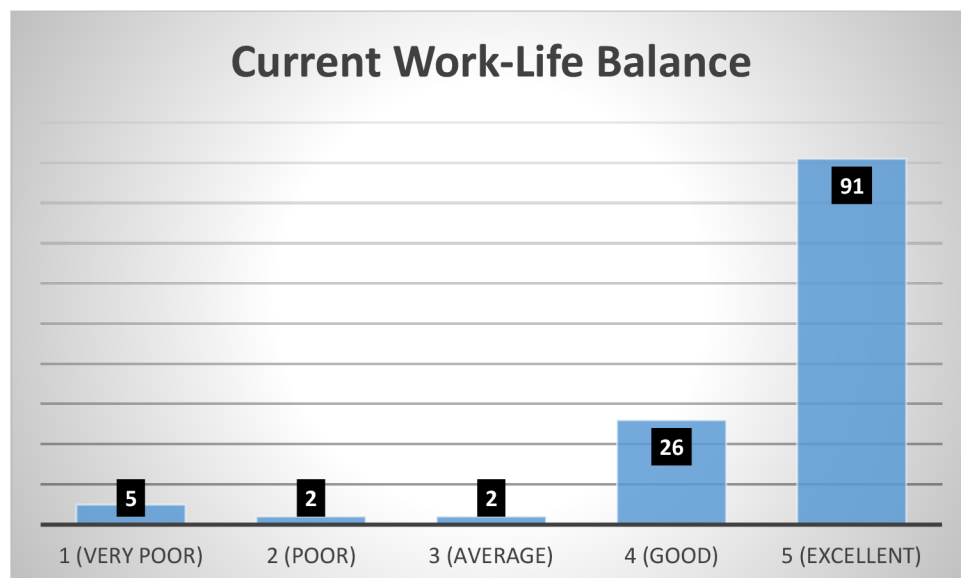
Question Relating to Current Work-Life Balance in the Questionnaire: How would you rate your current work-life balance?

Table 10 Current work life balance

Current Work-Life Balance		
	Frequency	Percent
1 (Very Poor)	5	4.0
2 (Poor)	2	1.6
3 (Average)	2	1.6
4 (Good)	26	20.6
5 (Excellent)	91	72.2
Total	126	100.0

The frequency distribution of impact of flexible work arrangements on the current work-life balance have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 13 Current work life balance



From the above figure it can be observed that 72.2% of the respondents have reported that with the implementation of flexible working arrangements in their organisations have resulted into excellent work-life balance. Whereas, 20.6% respondents

have reported that by implementing flexible working arrangements have resulted into good work-life balance and 1.6% of the respondents are neutral regarding the same. It can also be observed that 4% of the respondents have reported that with the implementation of flexible working arrangements their work-life balance is very poor and 1.6% respondents reported work-life balance as poor. Thus, from the above it can be inferred that majority of the respondents have reported that with the implementation of flexible working arrangements in the organisation their work-life balance has become excellent.

4.4 Correlation between Flexible Work Arrangements and Performance Metrics

The correlation between flexible work arrangements and performance metrics have been gathered from the employees as below:

4.4.1 Impact of Flexible work Arrangements on Individual Performance

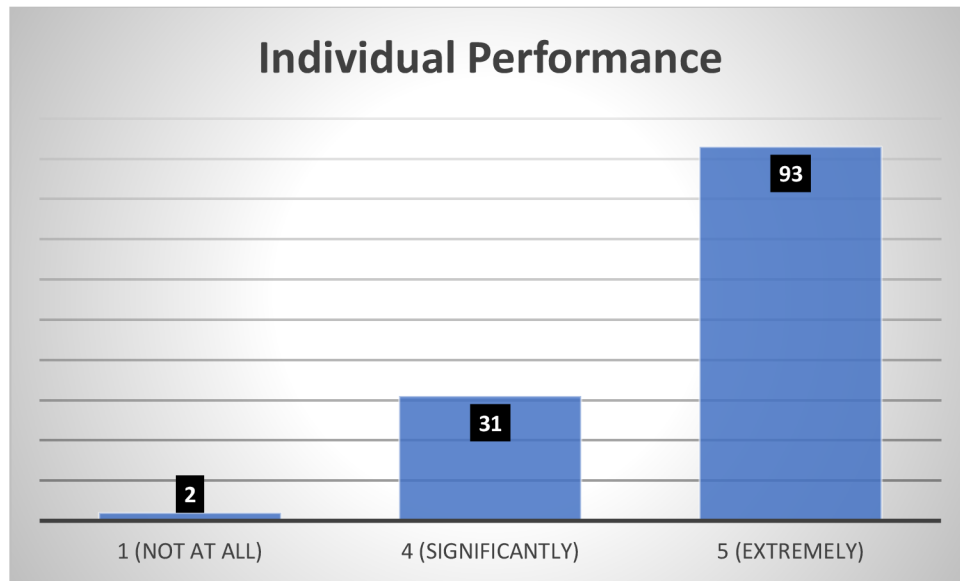
Question Relating to Impact of Flexible work Arrangements on Individual Performance in the Questionnaire: To what extent do you believe flexible work arrangements positively impact your individual performance?

Table 11 Individual performance

Individual Performance		
	Frequency	Percent
1 (Not at all)	2	1.6
4 (Significantly)	31	24.6
5 (Extremely)	93	73.8
Total	126	100.0

The frequency distribution of impact of flexible work arrangements on individual performance have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 14 Individual performance



From the above figure it can be observed that 73.8% of the respondents have reported that with the implementation of flexible working arrangements in their organisations have extremely impacted the individual performance. Whereas, 24.6% respondents have reported that individual performance is significantly impacted with the implementation of flexible working arrangements. It can also be observed that 1.6% of the respondents have reported that there is no impact at all of flexible working arrangements on individual performance. Thus, from the above it can be inferred that majority of the respondents have reported that with the implementation of flexible working arrangements in the organisation individual performance have been impacted extremely.

4.4.2 Change in Performance Due to Flexible Work Arrangements

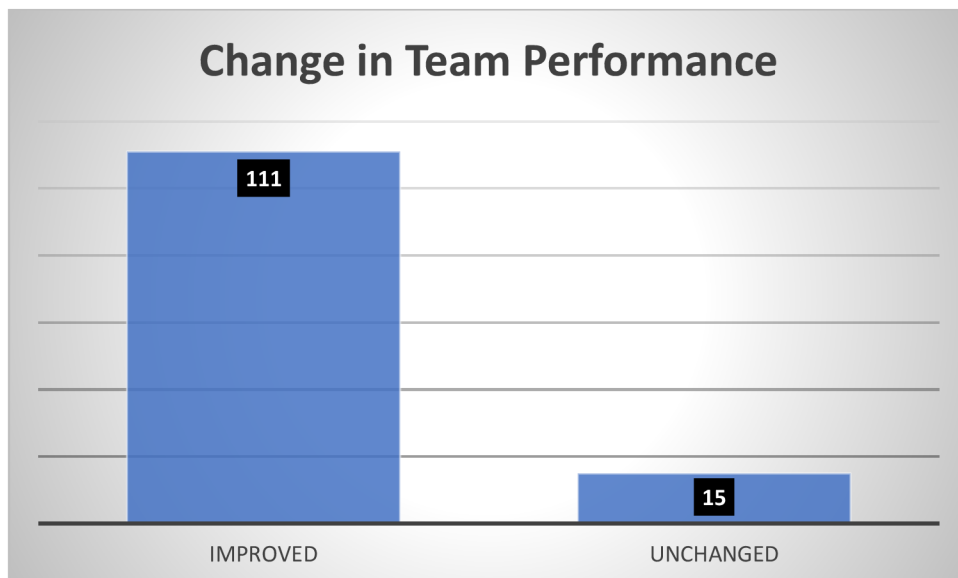
Question Relating to Change in Performance Due to Flexible Work Arrangements in the Questionnaire: Have you noticed any changes in team performance since the introduction of flexible work arrangements?

Table 12 change in team performance

Change in Team Performance		
	Frequency	Percent
Improved	111	88.1
Unchanged	15	11.9
Total	126	100.0

The frequency distribution for change in Team performance due to flexible work arrangements have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 15 change in team performance



From the above figure it can be observed that 88.1% of the respondents have reported that with the implementation of flexible work arrangement in their organisation their team performance have improved. While 11.9% of the respondents have reported that despite of implementing flexible work arrangement in the organisation the performance of their team remains unchanged. Thus, it can be inferred from above that majority of the respondents have experienced that flexible work arrangement leads to improvement in their team performance.

4.4.3 Team Performance

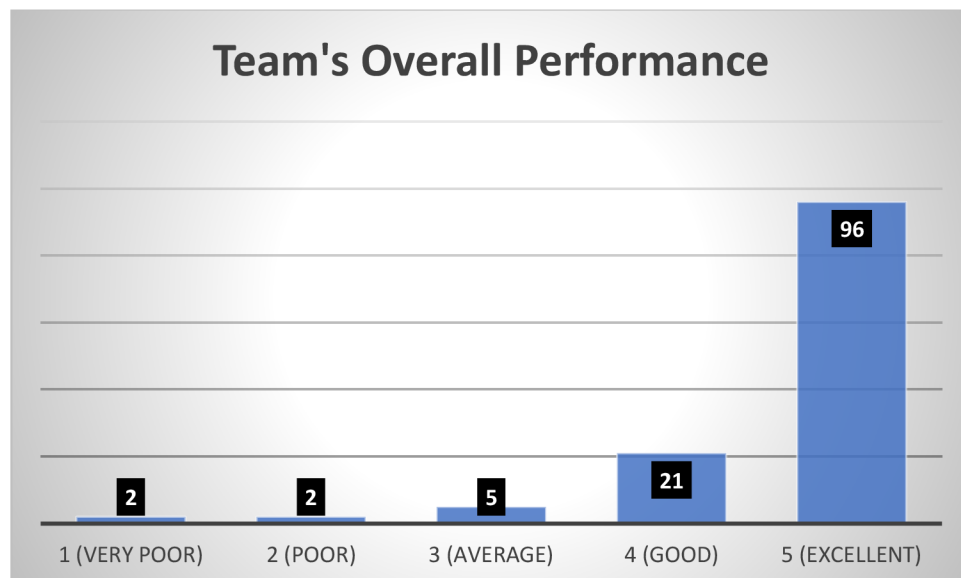
Question Relating to Team Performance in the Questionnaire: On a scale of 1 to 5, how would you rate your team's overall performance?

Table 13 team's overall performance

Team's Overall Performance		
	Frequency	Percent
1 (Very Poor)	2	1.6
2 (Poor)	2	1.6
3 (Average)	5	4.0
4 (Good)	21	16.7
5 (Excellent)	96	76.2
Total	126	100.0

The frequency distribution of impact of flexible work arrangements on team's overall performance have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 16 Team's overall performance



From the above figure it can be observed that 76.2% of the respondents have reported that with the implementation of flexible working arrangements in their organisations have resulted into excellent overall performance by their team. Whereas, 16.7% respondents have reported that by implementing flexible working arrangements

have resulted into good overall performance by their team and 4% of the respondents have reported that it led to average overall performance by their team. It can also be observed that 1.6% of the respondents have reported that with the implementation of flexible working arrangements their overall team performance is very poor and 1.6% respondents reported their overall team's performance as poor. Thus, from the above it can be inferred that majority of the respondents have reported that with the implementation of flexible working arrangements in the organisation their overall performance of team have become excellent.

4.5 Challenges and Success Factors

The challenges and success factors playing an important role behind implementing flexible work arrangements in an organisation have been given below:

4.5.1 Challenges Faced

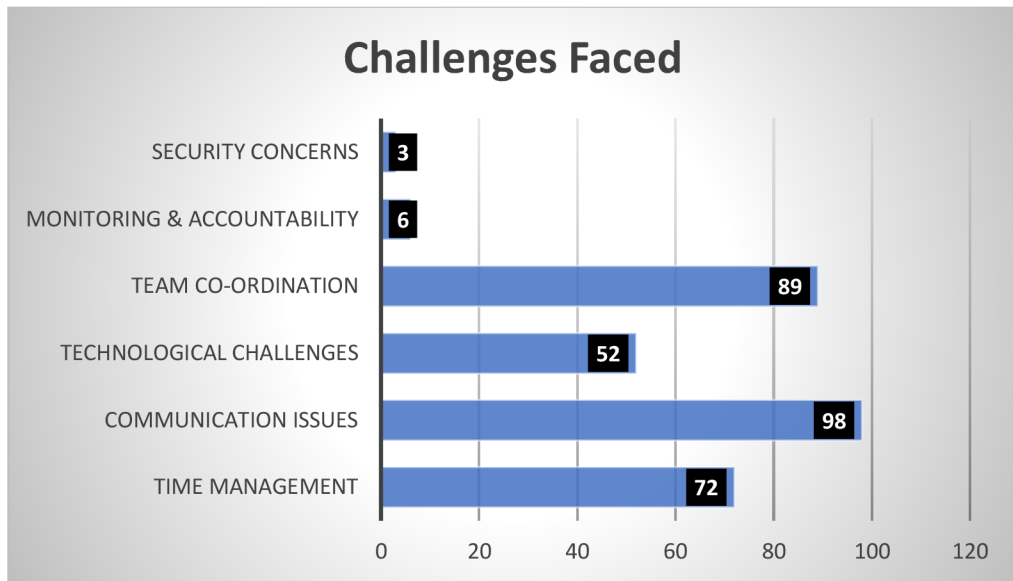
Question Relating to Challenges Faced in the Questionnaire: What challenges have you faced while integrating flexible work arrangements into your routine?

Table 14 challenges faced

Challenges Faced		
	Frequency	Percent
Time Management	72	57.14
Communication Issues	98	77.78
Technological Challenges	52	41.27
Team Co-ordination	89	70.63
Monitoring & Accountability	6	4.76
Security Concerns	3	2.38
Policy Clarity	7	5.56

The frequency distribution for challenges faced by the organisation due to flexible work arrangements have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 17 challenges faced



From the above figure it can be observed that the major challenge faced by the organisation or its employees due to implementation of flexible work arrangement is communication issue as 77.78% respondents have reported communication issues as a challenge. It is also observed that 70.63% respondents have reported team co-ordination as a challenge due to implementation of flexible working arrangement in their organisation. While 57.14% respondents have reported that by implementing flexible work arrangements, they face the challenge of time management. It is also found that 41.27% of the respondents have reported issues relating to technological challenges due to implementation of flexible work arrangements in their organisation.

4.5.2 Challenges affected Job Satisfaction

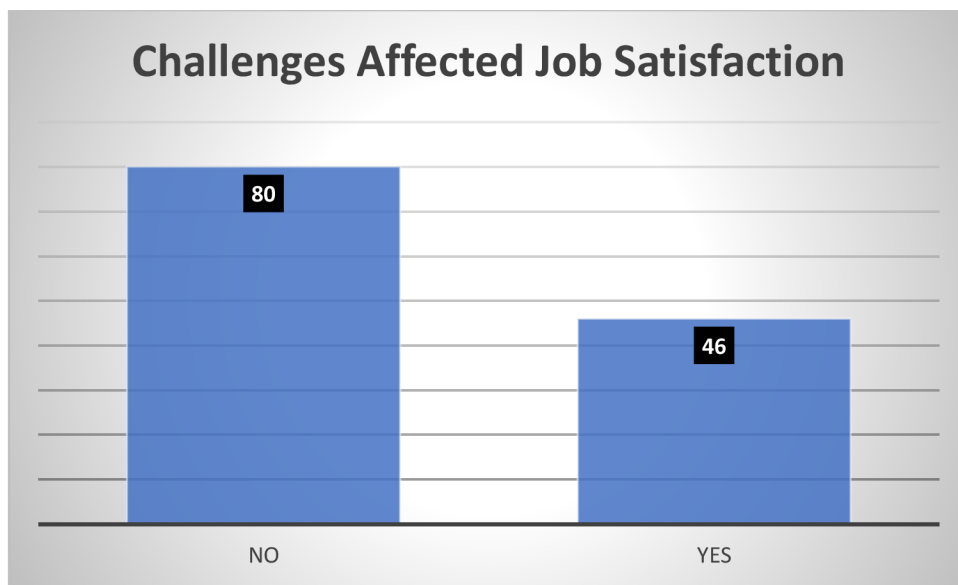
Question Relating to Challenges affected Job Satisfaction in the Questionnaire: Have these challenges affected your overall job satisfaction?

Table 15 Challenges affectef job satisfaction

Challenges Affected Job Satisfaction		
	Frequency	Percent
No	80	63.5
Yes	46	36.5
Total	126	100.0

The frequency distribution for challenges faced by the organisation due to flexible work arrangements and its effect on job satisfaction have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 18 challenges affected job satisfaction



From the above figure it can be observed that 63.5% of the respondents have reported that the challenges faced due to implementation of flexible work arrangement have not affected their job satisfaction. While 36.5% respondents have reported that their job satisfaction is affected by the challenges faced by them due to implementation of flexible work arrangements in the organisation. Thus it can be inferred that majority of the employees job satisfaction is not affected with the challenges faced due to implementation of flexible work arrangements.

4.5.3 Success Factors

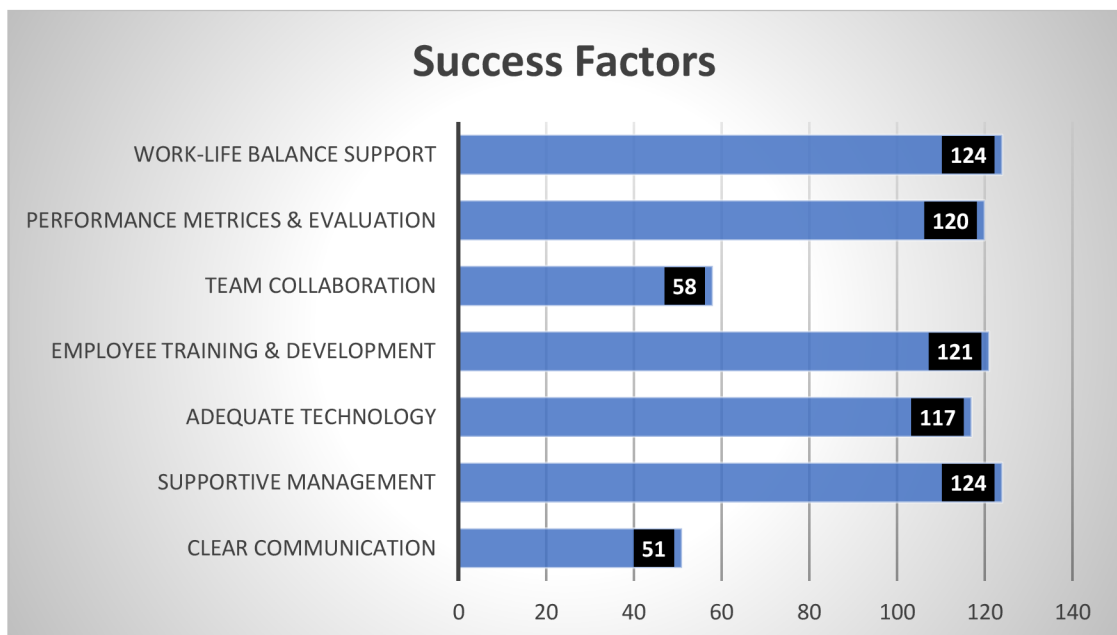
Question Relating to Success Factors in the Questionnaire: What factors do you believe contribute to the success of flexible work arrangements?

Table 16 success factor

Success Factor		
Factors	Frequency	Percent
Clear Communication	51	40.476
Supportive Management	124	98.413
Adequate Technology	117	92.857
Employee Training & Development	121	96.032
Team Collaboration	58	46.032
Performance Metrics & Evaluation	120	95.238
Work-Life Balance Support	124	98.413

The frequency distribution for success factor due to implementation of flexible work arrangements in the organisation have been given in the above table. For the better understanding of the data the graphical representation for the same is given in the below figure with the help of a bar graph:

Figure 19 success factor



From the above figure it can be observed that out of the total respondents 98.41% respondents have reported Work-life balance support and Supportive management as these

two being the most important factor behind successful implementation of flexible work arrangement in the organisation. Moreover, it is also found that 96.03% of the respondents have reported Employee training and development as a success factor to contribute to the success of flexible work arrangements. While 95.23% of the respondents have reported performance metrics and evaluation as a success factor and 92.85% respondents have reported adequate technology as a success factor behind the success of flexible work arrangement in the organisation. Whereas, 46.03% respondents have reported team collaboration as a factor of success for flexible work arrangements and for 40.47% respondents clear communication is the factor for successful implementation of flexible working arrangements in an organisation. Thus, it can be inferred from the above figure that Work-life balance support, supportive management, Employee training & development are the three main factors leading to a successful implementation of flexible work arrangement.

4.6 Hypothesis Testing

In order to find the associations between two variables, like the strength, nature and significance of association of one variable with the another, following hypothesis have been framed and tested with the help of pearson's corelation technique.

4.6.1 Co-relation between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction

Following hypothesis have been framed in order to check the association between Gender and Awareness about Celebrity Endorsement.

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction.

The corelation between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction have been given in the below table:

Table 17 Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction

Correlations			
		LevelofAdoption	JobSatisfaction
LevelofAdoption	Pearson Correlation	1	.640**
	Sig. (2-tailed)		0.000
	N	126	126
JobSatisfaction	Pearson Correlation	.640**	1
	Sig. (2-tailed)	0.000	
	N	126	126
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson's corelation value is 0.640 which shows that there is moderate positive corelation between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction. It is also observed that

the p-value is 0.000 which is lesser than the p-value of 0.05, from this it can be inferred that there is significant association between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction. Therefore, null hypothesis is rejected.

4.6.2 Co-relation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee

Following hypothesis have been framed in order to check the association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

The corelation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee have been given in the below table:

Table 18 Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee

Correlations			
		OverallWellBeing	LevelofAdoption
OverallWellBeing	Pearson Correlation	1	.736**
	Sig. (2-tailed)		0.000
	N	126	126
LevelofAdoption	Pearson Correlation	.736**	1
	Sig. (2-tailed)	0.000	
	N	126	126
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson's correlation value is 0.736 which shows that there is high positive correlation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it

can be inferred that there is significant association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee. Therefore, null hypothesis is rejected.

4.6.3 Co-relation between Level of Adoption & Implementation of flexible work arrangement and Work-Life Balance

Following hypothesis have been framed in order to check the association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee.

The corelation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee have been given in the below table:

Table 19 Level of Adoption & Implementation of flexible work arrangement and Work-Life Balance

Correlations			
		LevelofAdoption	CurrentWorkLifeBalance
LevelofAdoption	Pearson Correlation	1	.682**
	Sig. (2-tailed)		0.000
	N	126	126
CurrentWorkLifeBalance	Pearson Correlation	.682**	1
	Sig. (2-tailed)	0.000	
	N	126	126
** . Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson’s correlation value is 0.682 which shows that there is moderate positive correlation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it

can be inferred that there is significant association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee. Therefore, null hypothesis is rejected.

4.6.4 Co-relation between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance

Following hypothesis have been framed in order to check the association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance.

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance.

The corelation between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance have been given in the below table:

Table 20 Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance

Correlations			
		LevelofAdoption	IndividualPerformance
LevelofAdoption	Pearson Correlation	1	.454**
	Sig. (2-tailed)		0.000
	N	126	126
IndividualPerformance	Pearson Correlation	.454**	1
	Sig. (2-tailed)	0.000	
	N	126	126
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson's correlation value is 0.454 which shows that there is low positive correlation between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it

can be inferred that there is significant association between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance. Therefore, null hypothesis is rejected.

4.6.5 Co-relation between Current Work Life Balance and Individual Performance

Following hypothesis have been framed in order to check the association between Current Work Life Balance and Individual Performance.

H₀- There is no association between Current Work Life Balance and Individual Performance.

H₁- There is association between Current Work Life Balance and Individual Performance.

The correlation between Current Work Life Balance and Individual Performance have been given in the below table:

Table 21 Current Work Life Balance and Individual Performance

Correlations			
		CurrentWorkLifeBalance	IndividualPerformance
CurrentWorkLifeBalance	Pearson Correlation	1	.293**
	Sig. (2-tailed)		0.001
	N	126	126
IndividualPerformance	Pearson Correlation	.293**	1
	Sig. (2-tailed)	0.001	
	N	126	126

****.** Correlation is significant at the 0.01 level (2-tailed).

From the above table it can be observed that the Pearson's correlation value is 0.293 which shows that there is negligible correlation between Current Work Life Balance and Individual Performance. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it can be inferred that there is significant association between Current Work Life Balance and Individual Performance. Therefore, null hypothesis is rejected.

4.6.6 Co-relation between Level of Adoption & Implementation of flexible work arrangement and Team Performance

Following hypothesis have been framed in order to check the association between Level of Adoption & Implementation of flexible work arrangement and Team Performance.

H₀- There is no association between Level of Adoption & Implementation of flexible work arrangement and Team Performance.

H₁- There is association between Level of Adoption & Implementation of flexible work arrangement and Team Performance.

The correlation between Level of Adoption & Implementation of flexible work arrangement and Team Performance have been given in the below table:

Table 22 Level of Adoption & Implementation of flexible work arrangement and Team Performance

Correlations			
		LevelofAdoption	TeamPerformance
LevelofAdoption	Pearson Correlation	1	.684**
	Sig. (2-tailed)		0.000
	N	126	126
TeamPerformance	Pearson Correlation	.684**	1
	Sig. (2-tailed)	0.000	
	N	126	126
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson's correlation value is 0.684 which shows that there is moderate positive correlation Level of Adoption & Implementation of flexible work arrangement and Team Performance. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it can be inferred that there is significant association between Level of Adoption & Implementation of flexible work arrangement and Team Performance. Therefore, null hypothesis is rejected.

4.6.7 Co-relation between Individual Performance and Job Satisfaction

Following hypothesis have been framed in order to check the association between Individual Performance and Job Satisfaction.

H₀- There is no association between Individual Performance and Job Satisfaction.

H₁- There is association between Individual Performance and Job Satisfaction.

The corelation between Individual Performance and Job Satisfaction have been given in the below table:

Table 23 Individual Performance and Job Satisfaction

Correlations			
		IndividualPerformance	JobSatisfaction
IndividualPerformance	Pearson Correlation	1	.332**
	Sig. (2-tailed)		0.000
	N	126	126
JobSatisfaction	Pearson Correlation	.332**	1
	Sig. (2-tailed)	0.000	
	N	126	126
** . Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson's corelation value is 0.332 which shows that there is low positive corelation between Individual Performance and Job Satisfaction. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it can be inferred that there is significant association between Individual Performance and Job Satisfaction. Therefore, null hypothesis is rejected.

4.6.8 Co-relation between Current Work Life Balance and Job Satisfaction

Following hypothesis have been framed in order to check the association between Current Work Life Balance and Job Satisfaction.

H₀- There is no association between Current Work Life Balance and Job Satisfaction.

H₁- There is association between Current Work Life Balance and Job Satisfaction.

The correlation between Current Work Life Balance and Job Satisfaction have been given in the below table:

Table 24 Current Work Life Balance and Job Satisfaction

Correlations			
		CurrentWorkLifeBalance	JobSatisfaction
CurrentWorkLifeBalance	Pearson Correlation	1	.898**
	Sig. (2-tailed)		0.000
	N	126	126
JobSatisfaction	Pearson Correlation	.898**	1
	Sig. (2-tailed)	0.000	
	N	126	126
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table it can be observed that the Pearson's correlation value is 0.898 which shows that there is high positive correlation between Current Work Life Balance and Job Satisfaction. It is also observed that the p-value is 0.000 which is lesser than the p-value of 0.05, from this it can be inferred that there is significant association between Current Work Life Balance and Job Satisfaction. Therefore, null hypothesis is rejected.

5 Findings and Recommendations

The main purpose to conduct research is to understand the problems thoroughly and to develop their solutions. The results of the research help the researchers to develop recommendations based on it so as to solve the problems and issues faced. The results and Discussions of the present research are as below.

5.1 Findings

- It is found from the study that majority of the respondents are males i.e. 59.5%. Whereas majority of the respondents (49.3%) are belonging to mid-age group i.e. 26-45years.
- It is also observed from the study that majority of the respondents are working at senior or at mid-level position in their organisation and have a longer duration of work experience in their organisation.
- It is found from the study that 96% of the respondents have reported that their organisations have adopted flexible work arrangements.
- It is found from the study that flexible work arrangements have been adopted at an extensive (40.5%) or at fully integrated level (43.7%) in the organisation.
- It is observed from the study that majority of the respondents i.e. (70.6%) have reported that they are very satisfied with their job and majority of the respondents (75.4%) have reported that the reason behind job satisfaction is the implementation of flexible work arrangements in their organisation.
- It is also found from the study that majority of the respondents (75.4%) have reported that flexible work arrangements have positively affected their overall well-being. While, only 4% have reported it to be negative.
- It is found from the study that for majority of the respondents (72.2%) the current work life balance of the respondents is excellent.
- 73.8% of the respondents have reported that their individual performance have improved extremely because of flexible work arrangement in the organisation. While, 88.1% of the respondents have reported that it improved the team performance as well.
- Only 11.9% of the respondents have reported that their team performance remains unchanged due implementation of flexible work arrangement.

- Majority of the respondents, i.e. 76.2% have stated that their team performance is excellent.
- It is found from the study that Communication issues (77.78%), Team Coordination (70.63%), Time Management (57.14%) and Technological Challenges (41.27%) are some of the major issues faced by them while integrating flexible work arrangements in their organisation. It is found that 36.5% of the respondents have reported that these challenges have affected their job satisfaction.
- The study found that Supportive management (98.41%), Work-Life Balance Support (98.41%), Employee Training and Development (96.03%), Performance Metrics and Evaluation (95.24%) and Adequate Technology (92.86%) are amongst the top success factors behind flexible work arrangements.

5.1.1 Findings From Hypothesis Testing

- From the hypothesis testing it is found that there is moderate positive correlation between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction and there is significant association between them. (p-value is 0.000)
- It is found that there is high positive correlation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee and there is significant association between them. (p-value is 0.000)
- It is observed that there is moderate positive correlation between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee and there is significant association between them. (p-value is 0.000)
- It is found from the study that there is low positive correlation between Level of Adoption & Implementation of flexible work arrangement and Individual Employee Performance and there is significant association between them. (p-value is 0.000)
- It is found that there is negligible correlation between Current Work Life Balance and Individual Performance and there is significant association between them. (p-value is 0.000)
- It is found that there is moderate positive correlation Level of Adoption & Implementation of flexible work arrangement and Team Performance and there is significant association between them. (p-value is 0.000)

- It is found that there is high positive correlation between Current Work Life Balance and Job Satisfaction and there is significant association between them. (p-value is 0.000)

5.2 Recommendations

- It is recommended to implement flexible work arrangement as the overall well being of the employee is also improved based on it. The employees are found to create a proper work-life balance thus, enabling them to perform more efficiently and effectively.
- Also it is found that flexible work arrangement leads to increase in individual employee performance and team performance thus, it is recommended to implement these practices as these can increase team as well as individual employee performance. Thus enabling job satisfaction amongst the employees.
- It is found from the study that there is high positive correlation between current work life balance and job satisfaction, therefore it is recommended to the organisation to offer flexible work arrangements to the employees so as to increase their work-life balance.
- It is recommended from the study that the organisation should try to improve communication by maintaining virtual calendar, audio video conferencing while implementing flexible work arrangements as it is found to be the major concern affecting successful implementation.
- Also, it is recommended to the top level managers to frame policies or strategies, like assigning core hours to the employees making them all available during those hours, so as to maintain team co-ordination while implementing flexible work arrangements in the organisation.
- Organisations should offer creative options of flexible working like, staggering employee shifts, rotating days or weeks of in-office presence with telework to improve time-management while implementing flexible work arrangements.
- Before implementing technological changes in the organisations relating to flexible work arrangements, it is necessary to train employees with these changes so as to make them familiar and for its successful adoption. It becomes necessary for the organisation to train employees regarding various tools and softwares utilised for remote working so as to avoid technological challenges.

- It is recommended from the findings of the study that organisations should provide a supportive management by making available flexible approaches to employees as per their needs, have open communications, creating work-life balance, decision making criteria as well as record keeping should be fair and transparent.
- It is recommended that the organisations should train their employees regarding skills required as per their job roles as well as the various technological tools being implemented for flexible work arrangements so as to make it a success.
- The performance metrics and evaluation should be regularly monitored and revised. Moreover they should be clearly communicated to employees so as to keep them aligned and relevant with the goals and demands of the organisations.
- It is recommended to the organisation that they should implement adequate technology pertaining to communication amongst staff members, collaborations, working softwares, so as to streamline operations when implementing flexible work arrangements.

6 Conclusion

Achieving a competitive edge in today's global workplace requires a fierce rivalry for both market share and skilled workers, who must offer better products at reduced costs. To recruit, retain, as well as fully involve employees in the face of competition, firms must consider the range of demands among their workforce, work-life balance, cultural implications in the regions in which they operate, and the array of working relationships. To achieve organizational goals, managers must use a range of HR strategies as more companies grapple with the difficulties of luring and keeping the greatest employees as well as the growing problem of work-life conflicts. It is been observed from the study that implementing flexible work arrangements the organisations not only affect the well-being of the employees, their work performance but it also adds to job satisfaction amongst the employees. Therefore, the present study aimed at studying the impact of flexible work arrangements on employee performance and job satisfaction.

For the accomplishment of the objectives of the research the study is divided into 2 sections comprising theoretical section focusing on the literature review and practical section focusing on the empirical part. The theoretical part which comprises of literature review makes use of secondary data relating to the concepts like theories for job satisfaction, motivation and work performance, concept of work place flexibility, techniques of flexible work arrangements, job satisfaction, factors affecting job satisfaction, concept of work-life balance and its importance, are some of the concepts which have been discussed in the literature review part with the help of secondary sources like magazines, reference books, blogs, articles, research papers, journals, publications, etc. While the practical part consists of the primary data collected with the help of survey method via questionnaire through google forms. Data have been gathered from 126 respondents through close-ended structured questionnaire with the help of google form link circulated through social media networking platforms. The data gathered is then analysed making use of Microsoft Excel, by arranging the data in the form of tables and graphical presentation with the help of pie chart and cluster bar graph. The hypothesis formed have been tested via SPSS software making use of correlational techniques in order to identify the strength, nature and significance of correlations amongst the variables selected for the study.

From the study it can be concluded that majority of the respondents in the survey are belonging-to Mid and Senior level position in their organisation and are having an experience of 7-10years in the organisation therefore it can be concluded that these employees are the best source for providing data regarding the policies and the strategies adopted by the organisation in the due course of action. It can be concluded from the study that majority of the organisation have employed flexible work arrangements with full or extensive integration and which has resulted in Job satisfaction amongst the employees. It can also be inferred from the study that flexible work arrangements have resulted in the overall wellbeing of the employees as majority (75.4%) of the respondents have positively agreed with the same. Even it is also concluded that due to implementation of flexible work arrangements, it has resulted into excellent current work-life balance amongst them. It is also inferred from the study that with the implementation of flexible work arrangements in the organisation it has resulted into the improvement of Individual as well as Team performance. Moreover, it is concluded from the study that while implementing flexible work arrangements Communication Issues, Team Co-ordinations, Time management and Technological challenges are the main hurdles faced by the organisation which every organisation needs to be prepared and planned of. Also, it can be inferred that along with these challenges there are the success factors which play an important role while implementing flexible work arrangements in the organisations and these factors are supportive management, work-life balance support, employee training and development, performance metrics and evaluation as well as adequate technology as looking into these factors would make the implementation process smoother and leads to positive results in the organisation.

From the hypothesis of the research study, it has been concluded that there is moderate positive correlation and a significant association between Level of Adoption & Implementation of flexible work arrangement and Job Satisfaction. Also, it can be concluded that there is high positive correlation and significant association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee. It can also be concluded from the hypothesis testing that there is moderate positive correlation and significant association between Level of Adoption & Implementation of flexible work arrangement and Overall Well-being of an Employee. The study also revealed, low positive correlation and a significant association between Level of

Adoption & Implementation of flexible work arrangement and Individual Employee Performance. While, it is also concluded that there is negligible correlation and a significant association between Current Work Life Balance and Individual Performance.

The hypothesis testing also inferred that there is moderate positive correlation and a significant association between Level of Adoption & Implementation of flexible work arrangement and Team Performance. Also, it can be inferred that there is low positive correlation and a significant association between Individual Performance and Job Satisfaction. It is concluded from the study that there exists high positive correlation and a significant association between Current Work Life Balance and Job Satisfaction. Finally, from the above hypothesis testing it can be concluded that there is a significant impact of flexible work arrangements on Employee job satisfaction, as there exists a proper work-life balance resulting into overall-well-being of employees due to flexible work arrangements which have resulted into increased job satisfaction on the part of the employees. The increased job satisfaction has led to improvement in the employee's performance. Thus, from the study it can be concluded that there is a significant of flexible work arrangement on employee performance and job satisfaction.

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Appendix

Google form link to the Questionnaire: <https://forms.gle/C76MrFNjGiZKgyNy7>

Questionnaire

Hi my name is Sarjak Bhadhesiya, I hope this message finds you well. As part of my ongoing research on the impact of flexible work arrangements on employee performance and job satisfaction, I would greatly appreciate your participation in a brief questionnaire. Your feedback is invaluable in helping me understand the effectiveness of flexible work policies in your organization and how they influence various aspects of your work life. Your responses will remain confidential and will only be used for research purposes. Please take a few moments to complete the questionnaire.

1. Demographic Information:

a. Age:

- 18-25
- 26-35
- 36-45
- 46-55
- 56 and above

b. Gender:

- Male
- Female

c. Position/Job Title:

- Entry-level
- Mid-level
- Senior-level
- Managerial
- Executive

d. How long have you been with the company?

- Less than a year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

2. Adoption and Implementation of Flexible Work Arrangements:

a. Are flexible work arrangements offered in your organization?

- Yes
- No

b. How would you rate the level of adoption and implementation of flexible work arrangements in your team/department?

- Not adopted
- Limited adoption
- Moderate adoption
- Extensive adoption
- Fully integrated

3. Impact on Employee Job Satisfaction, Well-being, and Work-Life Balance:

a. On a scale of 1 to 5, how satisfied are you with your job?

- 1 (Very dissatisfied)
- 2 (Dissatisfied)
- 3 (Neutral)
- 4 (Satisfied)
- 5 (Very satisfied)

b. To what extent do you believe flexible work policies impact your job satisfaction?

- 1 (Not at all)
- 2 (Slightly)
- 3 (Moderately)
- 4 (Significantly)
- 5 (Extremely)

c. How has flexible work arrangements affected your overall well-being?

- 1 (Negatively)
- 2 (Somewhat negatively)
- 3 (Neutral)
- 4 (Somewhat positively)
- 5 (Positively)

d. How would you rate your current work-life balance?

- Poor
- Average
- Good
- Very good
- Excellent

4. Correlation between Flexible Work Arrangements and Performance Metrics:

a. To what extent do you believe flexible work arrangements positively impact your individual performance?

- 1 (Not at all)
- 2 (Slightly)
- 3 (Moderately)

- 4 (Significantly)

- 5 (Extremely)

b. Have you noticed any changes in team performance since the introduction of flexible work arrangements?

- Improved

- Unchanged

- Declined

c. On a scale of 1 to 5, how would you rate your team's overall performance?

- 1 (Very poor)

- 2 (Poor)

- 3 (Average)

- 4 (Good)

- 5 (Excellent)

5. Challenges and Success Factors:

a. What challenges have you faced while integrating flexible work arrangements into your routine?

- Time management

- Communication issues

- Technological challenges

- Team Co-ordination

-Monitoring & Accountability

-Security Concerns

-Policy Clarity

b. Have these challenges affected your overall job satisfaction?

- Yes

- No

c. What factors do you believe contribute to the success of flexible work arrangements?

- Clear communication

- Supportive management

- Adequate technology

-Employee Training & Development

- Team collaboration

-Performance Metrics & Evaluation

-Work-Life balance support