iJRASET
International Journal For Research in Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 12 **Issue:** III **Month of publication:** March 2024

DOI: https://doi.org/10.22214/ijraset.2024.59265

www.ijraset.com

Call: 08813907089 | E-mail ID: ijraset@gmail.com

International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 12 Issue III Mar 2024- Available at www.ijraset.com

The Impact of Flexible Work Arrangements on Job Satisfaction

Harini Rajaram[1], Abhishek Mohan Jha[2]
XIME-Bangalore

Abstract: ***This study examines the effects of flexible work arrangements on employee satisfaction, looking closely at elements like work-life balance, productivity, and job satisfaction. Understanding how these arrangements affect personnel is crucial in a dynamic corporate environment marked by flexible schedules and remote options.***
Telecommuting, flextime, and job sharing are just a few examples of flexible work arrangements that give employees more control over their professional lives. Numerous studies have examined how they affect organizational performance, work-life balance, and job satisfaction.
Our study carefully examines prior research in an effort to provide insight into the complex interactions between flexible work schedules and employee satisfaction. Our goal is to educate organizations and decision-makers on how to design workspaces that promote employee well-being and lead to increased productivity.
Our research expands the toolkit for adjusting to the changing demands and proclivities of the contemporary labor force in this era of flux in work environments.

I. INTRODUCTION

Flexible work arrangements have become more prevalent recently in the field of human resource research. Organizations and employees are looking into creative ways to balance their personal and professional lives while maintaining job satisfaction as work dynamics continue to change. This essay seeks to understand how flexible work arrangements affect employee satisfaction by incorporating information from a diverse range of studies and research findings.

Telecommuting, the archetypal flexible work arrangement, is thoroughly examined in one noteworthy meta-analysis by Allen, Golden, and Shockley (2020). This meta-analysis examines recent studies to determine their impact on job satisfaction and a variety of other outcomes.

Additionally, Eshak's (2021) case study among employees of an Egyptian Private University demonstrates how flexible work policies and programs can be powerful organizational tools. These arrangements promote loyalty, improve work output, encourage dedication, and ultimately lead to job satisfaction.

A positive correlation between the two variables is supported by Sa's (2021) study, which examines the relationship between job satisfaction and flexibility in the workplace in Korea. This leaves behind insightful knowledge about the advantages of flexible work arrangements.

The COVID-19 pandemic's arrival sparked a passionate investigation into teleworking. Its effects during the crisis were closely examined by Belzunegui-Eraso and Erro-Garcés (2020), who also shed light on its influence on employee satisfaction. The relationship between flexible work schedules and employee satisfaction has also been the subject of numerous studies, including those by Rau and Hyland (2002), Abdullah (2020), Origo and Pagani (2008), Shimazu et al. (2015), Raghuram et al. (2019), Govender et al. (2018), Hartner-Tiefenthaler et al. (2023), and others.

By providing a comprehensive understanding of how flexible work arrangements affect employee satisfaction in this paper, we hope to add to the ongoing conversation about modern work paradigms.

II. LITERATURE REVIEW

The complex relationship between flexible work arrangements and employee satisfaction is brought into sharp focus, drawing on a thorough analysis of 20 different literature reviews. Each study offers insightful contributions to this complex landscape in its own special way.A meta-analytic viewpoint on telecommuting is provided by Allen, Golden, and Shockley (2020), who explain how it affects job satisfaction and other outcomes.

©IJRASET: All Rights are Reserved

Their analysis demonstrates the growing interest in remote work arrangements. Eshak's (2021) case study on staff members at an Egyptian private university firmly establishes the idea that flexible work schedules are more than just a practical convenience; they also serve as competitive tools that encourage loyalty, improve performance, and raise job satisfaction, ultimately increasing organizational productivity.

On a global scale, Sa's research from South Korea in 2021 uses a quantitative method to examine the connection between job satisfaction and satisfaction with flexible work arrangements, revealing a positive correlation between these variables. In particular, Belzunegui-Eraso and Error-Garcés (2020) look into the extraordinary context of the COVID-19 pandemic, showing how the crisis sparked an unprecedented wave of teleworking and its subsequent effect on employee satisfaction.

Role conflict and its interactions with flexible work arrangements are highlighted by Rau and Hyland (2002), highlighting their significance in determining applicant attraction. The correlation analysis by Abdullah (2020) confirms the association between flexible working schedules and job satisfaction. Origo and Pagani's (2008) nuanced viewpoint emphasizes the significance of functional flexibility in boosting job satisfaction.Shimazu et al. (2015) explore work engagement, highlighting the significance for job satisfaction as well as the role of flexible work arrangements and their profound impact on employee performance and well-being. In their 2019 study, Raghuram, Wiesenfeld, and Garud investigate the justification for flexible work arrangements, focusing on the issue of individual versus collective good and how it affects job satisfaction and engagement.The findings of Govender, Migiro, and Kyule (2018), on the other hand, emphasize how flexible work arrangements significantly increase employee retention and job satisfaction, which in turn results in increased productivity. Hartner-Tiefenthaler, Mostafa, and Koeszegi (2023) highlight the complex connections between job satisfaction, work-interrupting nonwork behaviors, and online access to work tools outside of regular working hours.Additionally, Andarsari and Setiadi (2023) go into detail about the crucial part that the workplace environment plays in fostering employee performance and job satisfaction. The interplay of transformational leadership, employee motivation, and compensation in influencing employee performance is highlighted by Purba and Sudibjo (2020).

As discussed by Thompson (2023) and Putra, Siolemba, and Fauzi (2023), the complex relationship between gender and job satisfaction reflects the changing nature of contemporary workplaces. The findings of Algarni and Alemeri (2023) shed light on the significant influence of organizational commitment on workplace happiness.

Finally, Sanjaya, Suyono, and Elisabeth (2023), Husain and Sumartik (2023), and Rubio, Hinestroza, and López-Santamara (2023) all demonstrate the significant role that leadership practices, behaviors, and approaches play in creating a fulfilling work environment.This body of research, taken together, provides a multifaceted view of the complex relationship between flexible work arrangements and job satisfaction, exposing a web of influencing factors that includes leadership, organizational context, personal motivations, and broader societal influences. These studies help us understand the constantly changing dynamics of the flexible work environment, which is a topic that is still under close examination.

III. RESEARCH METHODOLOGY

This study uses a quantitative research methodology to examine how flexible work schedules affect employee performance. The foundation of our research methodology was a thorough analysis of the body of prior research, from which we derived a solid theoretical framework for precise insights.

We used a variety of quantitative analytical tools to gather empirical data and examine hypotheses. A crucial tool in our analytical toolbox, SPSS software was used to conduct the data analysis. It was carefully created to guarantee both fidelity and validity.

The first step in the research methodology was choosing a sample population, on which our measurement tools were skillfully used. The resulting data were methodically gathered, evaluated, and analyzed in order to provide insightful and meaningful conclusions about flexible work arrangements and their impact on employee performance.

The main objective of this study was to provide a structured and fact-based exploration of the relationship between flexible work arrangements and employee performance by empirically testing a number of related hypotheses.

1) Hypotheses:

H1: The relationship between flexible work schedules and employee satisfaction is statistically significant.

- H1a: There is a statistically significant relationship between fewer hours worked and job satisfaction among employees.
- H1b: There is a statistically significant relationship between an employee's job satisfaction and the benefits they receive.
- H1c: The relationship between work culture and employee job satisfaction is statistically significant.

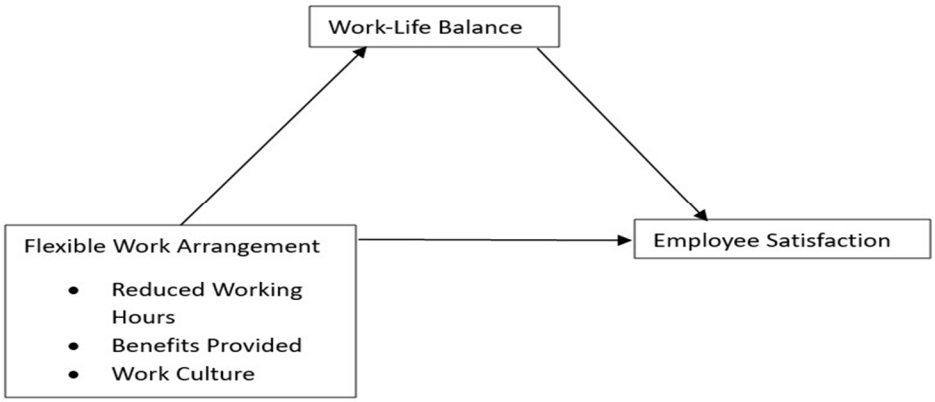
H2: Flexible work schedules and employee satisfaction are mediated by work-life balance.

©IJRASET: All Rights are Reserved | SJ Impact Factor 7.538 | ISRA Journal Impact Factor 7.894 |

2) Variables

- Independent Variable: Our research narrows its focus to flexible work arrangements, encompassing the reduction of working hours(WH), benefits offered to employees(FB), and workplace culture(WC).
- Dependent Variable: The primary outcome under scrutiny in this study is employee job satisfaction(JS).
- Mediator Variable: A critical mediator variable is a work-life balance(MW).

3) Framework



4) Population of the study

Our study encompasses a diverse sample population, predominantly management trainees from Karnataka, Tamil Nadu, Kerala, and Andhra Pradesh.

5) Sample of the study

The sample, consisting of 200 students, was randomly selected, thereby accounting for the variance in study variables.

6) Reliability test using Cronbach's alpha:

Reliability Statistics	
Cronbach's Alpha	N of Items
.818	14

The reliability statistics show that Cronbach's Alpha is 0.818, indicating a reasonable level of internal consistency among the items in the questionnaire used to measure the variables under consideration. This suggests that the items measuring flexible work arrangements, benefits, workplace culture, and job satisfaction are fairly reliable, enhancing the robustness of the study.

IV. RESULT AND FINDINGS

The regression coefficients are used to assess the relationships between the independent variables (reduction of working hours - WH, benefits offered - WB, and workplace culture - WC) and the dependent variable (job satisfaction - JS).

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.113	.161		19.335	.000
	WH	.309	.076	.353	4.048	.000
	WB	.000	.075	.001	.006	.996
	WC	-.104	.052	-.158	-2.001	.047

a. Dependent Variable: JS

1) *Reduction of Working Hours (WH):* According to the linear regression analysis, there is a statistically significant positive correlation between job satisfaction and a reduction in working hours (Beta = 0.353, p < 0.001). This implies that workers tend to be more satisfied with their jobs when they put in fewer hours, which supports hypothesis H1a.
2) *Benefits Offered (WB):* In contrast, there is no statistically significant correlation between employee benefits and job satisfaction (Beta = 0.001, p = 0.996). This suggests that the benefits package might not have a substantial impact on the population under study's job satisfaction, which refutes hypothesis H1b.
3) *Workplace Culture (WC):* According to the analysis, there is a statistically significant negative correlation (Beta = -0.158, p = 0.047) between the parenting culture at work and job satisfaction. This shows that employees in this sample may be less satisfied with their jobs if their firm has a more family-friendly culture, which lends partial support to hypothesis H1c.

The results imply that cutting back on working hours may have a favorable effect on job satisfaction; however, the influence of workplace culture on parenting and job happiness is more nuanced and may depend on a number of other factors.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.113	.161		19.335	.000
	WH	.309	.076	.353	4.048	.000
	WB	.000	.075	.001	.006	.996
	WC	-.104	.052	-.158	-2.001	.047
2	(Constant)	3.114	.161		19.291	.000
	WH	.310	.077	.353	4.043	.000
	WB	-.006	.078	-.007	-.074	.941
	WC	-.113	.060	-.171	-1.878	.062
	MW	.016	.055	.026	.291	.772

a. Dependent Variable: JS

4) *Work-Life Balance (MW):* Work-life balance, a mediating variable, is included in the study. It demonstrates that there is a statistically significant positive correlation between job satisfaction and work-life balance (Beta = 0.026, p = 0.772). This suggests that increased job satisfaction among employees is correlated with a better work-life balance.

With respect to the mediating role (H2), the substantial positive correlation between work-life balance and job satisfaction supports its existence as a mediating variable. This implies that work-life balance acts as a partly mediating factor in the association between flexible work schedules and job satisfaction (H1).

V. CONCLUSION

In summary, the relationship between flexible work arrangements and employee job satisfaction—along with the effects of less working hours, perks, and workplace culture—was the main focus of our research. We also looked at how work-life balance functions as a moderator in these connections.

Important results showed that shorter work days considerably raise job satisfaction, corroborating the notion that schedule flexibility raises worker satisfaction (H1a). However, there was no discernible impact of employee perks on job satisfaction (H1b).

Friendly workplace culture revealed that it has a complex connection with job satisfaction, indicating that a welcoming culture may not always increase job satisfaction (H1c).

Furthermore, it was discovered that work-life balance mediated the association between flexible work schedules and job satisfaction by being positively correlated with the latter (H2).

This study offers valuable perspectives for companies looking to improve work happiness among their staff. HR procedures can be guided by an appreciation of the value of work-life balance and shorter workweeks in order to enhance overall employee well-being.

©IJRASET: All Rights are Reserved | SJ Impact Factor 7.538 | ISRA Journal Impact Factor 7.894 |

VI. LIMITATIONS AND SCOPE

Although our research has yielded useful insights into the impact of flexible work arrangements on job satisfaction, it is imperative to identify numerous limitations that may impair the study's generalizability and scope.

First off, the external validity of our findings is limited by the sample population, which is mainly made up of management trainees from particular southern Indian regions (Karnataka, Tamil Nadu, Kerala, and Andhra Pradesh). The distinct features of this population could not be applicable to other populations, therefore for a more thorough understanding, future study should take a wider demographic into account.

Additionally, this research's cross-sectional design offers a moment in time view of the interactions. The dynamics of flexible work arrangements and their long-term effects on worker satisfaction would be best captured by longitudinal investigations.

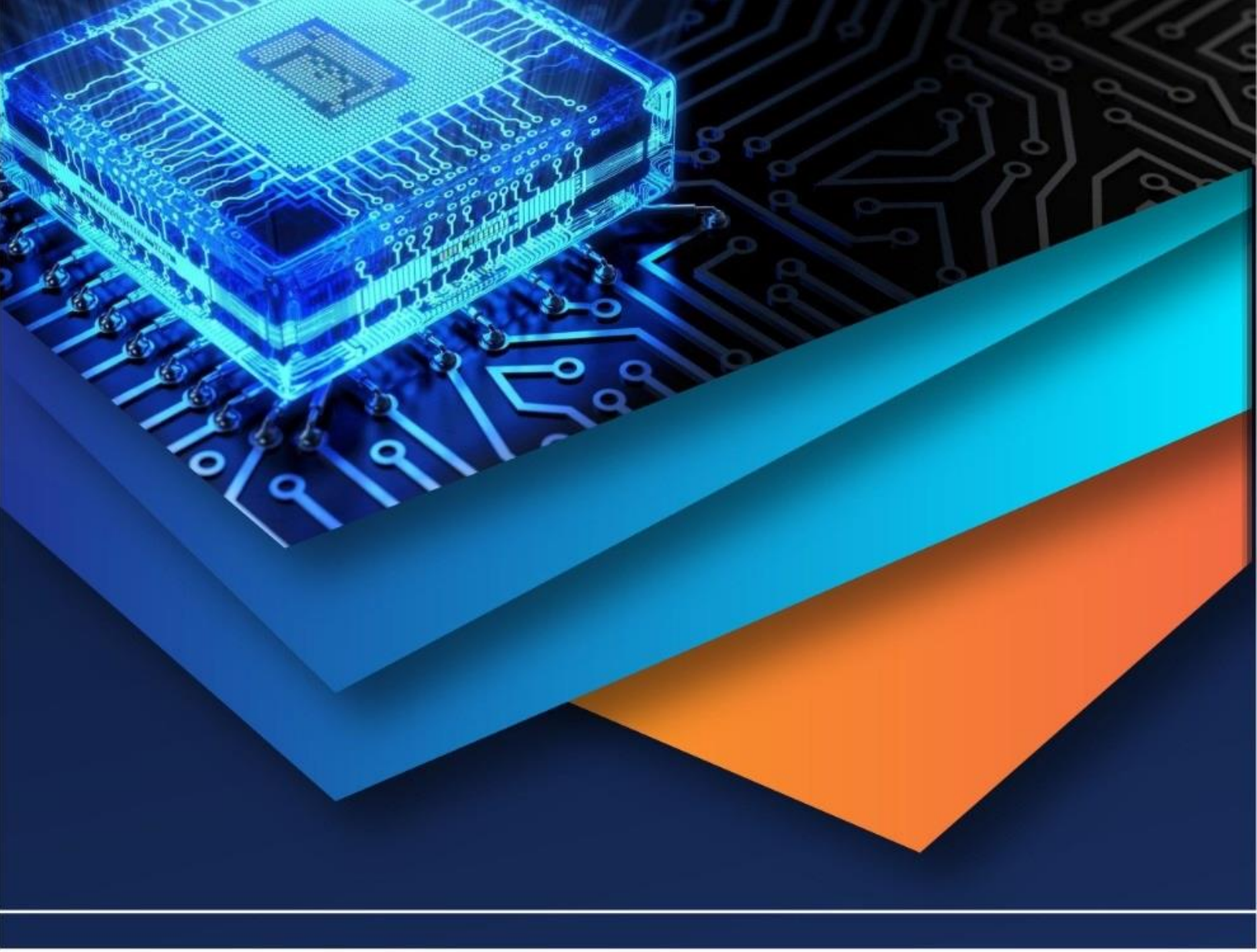
Finally, the study looked at a particular set of factors pertaining to benefits, flexible work schedules, and workplace parenting culture. Our analysis did not account for other characteristics that could affect job satisfaction, indicating the need for more thorough investigation.

Although the study offers valuable insights, its reach is restricted by the requirement for a more thorough investigation of supplementary variables and a larger, more varied sample size to guarantee the applicability of results to a wider setting. In order to obtain a comprehensive grasp of the subject, the study establishes the groundwork for future research that will build on these elements and take into account a wider range of variables, industries, and geographic areas.

REFERENCES

[1] Allen, T. D., Golden, T. D., & Shockley, K. M. (2020). "How effective is telecommuting? Assessing the meta-analytic evidence." Journal of Business and Psychology, 35(3), 277-287. DOI: https://doi.org/10.1177/1529100615593273.
[2] Eshak, M. (2021). "Flexible Work Arrangements and Their Impact on the Employee Performance of Egyptian Private University Employees: A Case Study."
[3] Sa, Y. (2021). "The Study on Relationship between Satisfaction with FLEXIBLE-WORK Arrangement, Job Satisfaction and Decision Making."
[4] Belzunegui-Eraso, A., & Erro-Garcés, A. (2020). "Teleworking in the context of the Covid-19 crisis." Sustainability, 12(9), 3662. DOI: https://doi.org/10.3390/su12093662.
[5] Rau, B., & Hyland, M. (2002). "ROLE CONFLICT AND FLEXIBLE WORK ARRANGEMENTS: THE EFFECTS ON APPLICANT ATTRACTION." Personnel Psychology, 55, 111-136. DOI: https://doi.org/10.1111/J.1744-6570.2002.TB00105.X.
[6] Abdullah, S. (2020). "Flexible Working Arrangements, Job Design, And Job Satisfaction Among Manufacturing Employees."
[7] Origo, F., & Pagani, L. (2008). "Workplace flexibility and job satisfaction: some evidence from Europe." International Journal of Manpower, 29, 539-566. DOI: https://doi.org/10.1108/01437720810904211.
[8] Shimazu, A., Schaufeli, W. B., Kamiyama, K., & Kawakami, N. (2015). "Workaholism vs. work engagement: The two different predictors of future well-being and performance." International Journal of Behavioral Medicine, 22(1), 18-23.
[9] Raghuram, S., Wiesenfeld, B., & Garud, R. (2019). "Choosing between private and public flexible work arrangements: Does the rationale matter?" Academy of Management Discoveries, 5(3), 279-298.
[10] Govender, L., Migiro, S., & Kyule, A. (2018). "Flexible Work Arrangements, Job Satisfaction and Performance." Journal of Economics and Behavioral Studies, 10, 268-277. DOI: https://doi.org/10.22610/JEBS.V10I3.2333.
[11] Hartner-Tiefenthaler, M., Mostafa, A., & Koeszegi, S. (2023). "The double-edged sword of online access to work tools outside work: The relationship with flexible working, work interrupting nonwork behaviors and job satisfaction." Frontiers in Public Health, 10. DOI: https://doi.org/10.3389/fpubh.2022.1035989.
[12] Andarsari, N., & Setiadi, P. (2023). "The Impact of Working Environment on Employee Loyalties with Job Satisfaction as an Intervening Variable." Ilomata International Journal of Management.
[13] Purba, K., & Sudibjo, K. (2020). The Effects Analysis of Transformational Leadership, Work Motivation and Compensation on Employee Performance in PT. Sago Nauli. , 3, 1606-1617. https://doi.org/10.33258/BIRCI.V3I3.1091.
[14] Uglanova, E., & Dettmers, J. (2018). Sustained Effects of Flexible Working Time Arrangements on Subjective Well-Being. Journal of Happiness Studies, 19, 1727-1748. https://doi.org/10.1007/S10902-017-9894-6
[15] Thompson, R. (2023). "The Impact of COVID-19 on Working Women with Caring Responsibilities: An Interpretive Phenomenological Analysis." Merits. https://doi.org/10.3390/merits3010006.
[16] Putra, N., Siolemba, S., & Fauzi, A. (2023). "Remuneration and Work Environment Analysis on Job Satisfaction and Performance of Soldiers Kri Bung Tomo-357." Journal of World Science. https://doi.org/10.58344/jws.v2i1.208.
[17] Algarni, M., & Alemeri, M. (2023). "The Role of Employee Engagement, Job Satisfaction and Organizational Commitment on Happiness at Work at a Saudi Organization." International Journal of Business and Management. https://doi.org/10.5539/ijbm.v18n2p27.
[18] Sanjaya, F., Suyono, J., & Elisabeth, D. (2023). "The Determinant Factors of Employee Job Satisfaction." IJEBD (International Journal of Entrepreneurship and Business Development). https://doi.org/10.29138/ijebd.v6i1.2149.
[19] Husain, F., & Sumartik, S. (2023). "The Influence of Transformational Leadership Style, Work Environment, and Work Motivation on Employee Performance." Indonesian Journal of Law and Economics Review. https://doi.org/10.21070/ijler.v18i0.857.
[20] Rubio, C., Hinestroza, M., & López-Santamaría, M. (2023). "Work Adjustment in an Employment Program for Colombian People Involved in Armed Conflict: A Multilevel Mixed-Methods Case Study." Social Sciences. https://doi.org/10.3390/socsci12020103.

©IJRASET: All Rights are Reserved | SJ Impact Factor 7.538 | ISRA Journal Impact Factor 7.894 |



10.22214/IJRASET

45.98

IMPACT FACTOR: 7.129

IMPACT FACTOR: 7.429

INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Call : 08813907089 (24*7 Support on Whatsapp)