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## The Influence of Flexible Working Hour Arrangements and Work-Life Balance on Job Satisfaction

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### Abstract

The study analyzes the relationship using a pragmatic mixed method approach between organizational work models and employees' job satisfaction. Data collected from two companies in Pakistan: Novatex, which runs under flexible arrangements of work, and Aromarts, which follows a fixed schedule of work. Quantitative data, collected through structural questions (Q5 – Q15), revealed a strong positive relation between flexible work arrangements and job satisfaction. Regression analysis further indicated that flexibility is an important predictor of employees' satisfaction, while work life balance did not mediate in relationships between fixed schedules and satisfaction. Hypothesis testing supported H1, confirmed the positive effects of flexible arrangements, while rejecting H2 and H3, which indicates the fixed scheduled do not significantly improve satisfaction and that work life balance does not work as a mediator in this context. Qualitative results from semi-structured interviews with HR professionals highlight three main themes autonomy, work life balance, and organizational support which align with quantitative results. These insights show that flexible enhance employees control their systems, reduces stress, and supports high overall satisfaction. The study concluded that implementing flexible work structures is beneficial for the well being of employees and should be preferred in modern human resource policies. By connecting both quantitative and qualitative perspectives, research provides a comprehensive understanding of how flexible work models affect employees' satisfaction and offer practical guidance for organizations trying to improve work force management and performance.

**Keywords:** Flexible Work Arrangements, Job Satisfaction, Work-Life Balance, Fixed Working Hours, Organizational Support, Employee Autonomy, Mixed-Method Research

### Introduction

The shift in work in the 21st century has altered both organizational policies and employee expectations, particularly regarding methods, time, and the workplace (Miles et al., 2010). A key change has been the implementation of flexible working arrangements, particularly flexible working hours, which enable employees to adjust their schedules according to their personal and professional needs (Mwando et al., 2021). This change has been driven by technological development, globalization, changing workforce demographics, and, more recently, by the global challenge posed by the COVID-19 pandemic (Sunaryo et al., 2022). Since organizations revise the traditional concepts of productivity and attendance, flexible work times have emerged as a strategic tool to promote both performance and employees' well-being.

Flexible working hours, often called "flextime", include giving employees the freedom to select their working hours in an agreed framework (Wöhner, 2022). This may include starting and ending work before or after

conventional schedules, compressed workweek, or variable times that make daily or weekly fluctuations (Zappalà et al., 2024). Unlike remote work, which is focused on the workplace location, flexible hours are focused on time-based independence.

The basic assumption is that employees, when given freedom over their schedules, have a better ability to manage energy levels, personal responsibilities, and stress factors that significantly affect job satisfaction (van der Lippe et al., 2024). Job satisfaction itself is a multi-dimensional concept, which is commonly described as an individual's emotional response to an individual's role, work environment, and the alignment between expectations and experiences (Samadi et al., 2023). It covers both intrinsic and extrinsic satisfaction, such as working conditions and recognition.

Relations between flexible work hours and employment satisfaction have become an important area of organizational behavior and interest in human resource management. Supporters argue that the Flex-time plays a positive role in improving the balance of life, reducing the working family dispute, and increasing the feelings of trust and respect between employees and employers (Arduç, 2023; Shifrin & Michel, 2022; Tsen et al., 2021).

When employees can adjust their work schedules to accommodate school runs, medical appointments, or personal time, they experience a greater sense of control and lower stress, which is directly linked to higher satisfaction and lower business intentions (Waworuntu et al., 2022). For example, studies show that flexible schedules improve mental fitness and lower levels of burnout, especially among working parents and caregivers (Kossek et al., 2024; Rodríguez-Modroño & López-Igual, 2021). This autonomy not only empowers employees but also plays an important role in organizational commitment and employment.

However, the relationship of flexible satisfaction is not positive globally and can vary on the basis of many moderate variables such as job type, organizational culture, administrative attitudes, and individual self-discipline (Shirrell et al., 2024). For example, in the characters that require real-time support or client duties, excessive flexibility can hinder harmony. In addition, without obvious limits or expectations, flexible systems can lead to ambiguity, delay, or a "always" culture where employees feel pressure to be permanently available (Ali & Kusdiyanto, 2024). In such cases, instead of reducing stress, flexible hours can increase it, which causes dissatisfaction or burnout. Consequently, it is not just flexibility that is important, but also the way it is hung and supported in the organizational environment.

In addition, race and cultural differences also affect how flexibility is considered and used. Young employees, especially Generation Z and Generation Y / Millennials, are often more comfortable with a non-linear workday and digital task management, while older generations can prefer more structured routines (Waworuntu et al., 2022). Similarly, in collective cultures where the principles of team alignment and classification are emphasized, individual flexibility can be seen with doubt or cause inequality to the staff (Taibah & Ho, 2023). Therefore, training for both organizational support systems, transparent communication, and employees and managers is important to ensure that flexible hours can be translated in real satisfaction.

The conceptual intersection of flexible work times and job satisfaction is not only relevant in theory, but also has practical implications for organizational stability, retention and productivity. Since labor markets increase more competitive and talent movements, employers are under pressure to offer non-financial privileges that increase employees' experience (Wynendaele et al., 2021). Flexibility in the work system, when combined with explanation, justice and mutual trust, can act as a key discrimination in attracting and maintaining skilled workers (Mullins et al., 2021). In addition, recognizing the proportional effects of flexible hours, from a policy-making point of view, can help the design of more comprehensive labor laws that promote both economic performance and quality of life (Pathardikar et al., 2022).

The concept of flexible work times is deeply connected with a broader understanding of job satisfaction at the modern workplace (Durmaz et al., 2022). Although the potential benefits are sufficient-from the better autonomy to the integration of better work life-these results relies heavily on contexts such as employment

role, organizational preferences and individual preferences (Berber et al., 2022). Similarly, more experimental investigations are important to know how flexible time structures affect satisfaction in various fields, genders and cultural environments (Hariani & Mardikaningsih, 2025). The purpose of the current study is to analyze both the measuring effects and personal experiences associated with flexible working arrangements and contribute to this growing body of knowledge.

### **Research Significance**

The standard aspect of this research is of great importance to both theory and the process. From a theoretical point of view, its understanding increases depth how flexible working arrangements and work life balance are tested by employees beyond numerical indicators. It contradicts the factors that create job satisfaction, such as autonomy, social support, emotional fitness, and cultural expectations. From a practical point of view, this study can inform Human Resource Managers, policy makers, and organizational leaders in designing more and more employee-based flexible policies that really support satisfaction and productivity. In particular, quality insights can help indicate hidden obstacles for the successful implementation of flexibility, such as crime, burnout, or discharge feelings, which cannot be caught only by a survey. These results are especially relevant in the post-pandemic environment, where hybrid and remote models are becoming the norm, but often in permanent economies, especially in developing economies, there is constant quality.

### **Research Objectives**

1. To discover how employees feel and experience flexible working arrangements in their daily professional life.
2. To understand the methods in which flexible work contributes to or hinders the balance of work for employees from their point of view.
3. Investigate the factors that affect employees' employment satisfaction in flexible working contexts.
4. Identifying the challenges and emotional reactions associated with working under flexible schedules, especially in the South Asian cultural context.
5. Collect employees' opinions to improve organizational policies on flexible work and employment satisfaction.

### **Literature Review**

The concepts of flexible working arrangements (FWA), Work Life Balance (WLB), and Job satisfaction (JS) have received specifically the growing academic and organizational focus of the post-descriptive landscape (Putra, 2025). These constructions are mutually affiliated, and their dialogue significantly affects the well-being of the employees, the productivity, the organizational commitment and the overall results of the workplace. The review of this literature detects evolution, definitions and relations between the three variables, which is based on the current academic work to provide the foundation for current research.

Flexible working arrangements are widely described as an alternative working structure that departs from traditional, 9 to 5 models. These may include FlexTime, Telecommunications, Compressed Workweeks, Job partnerships, and hybrid work systems (Cascio, 2025). The FWA is designed to give employees more and more sense of autonomy when and where they work, which is linked to growing encouragement and reducing turnover (Smite et al., 2023). Nicole V. Shifrin and Jesse S. Michel, in their meta-analysis, found that the telecommunication form of flexibility had a small but significant positive impact on job satisfaction and a decline in family disputes (Shifrin & Michel, 2022). However, he also noted that the strength of this relationship depends on telecommunication, job type, and dialogue with managers. On the other hand, job satisfaction refers as an employee's overall affective orientation towards their job. It

is a multi-faceted concept that is affected by numerous internal and external factors such as job content, compensation, leadership style, and working conditions (Maamari & Osta, 2021). Among them, the flexibility and the balance of work life has emerged as a permanent indicators of satisfaction in various fields and cultural settings. In particular, studies show that control over work hours increases psychological empowerment and emotional fitness, resulting in high levels of satisfaction and engagement (Irawanto et al., 2021; Warren, 2021).

The balance of work life is described as an individual's impression on the responsibilities of work and the harmony between personal or family life. Mr. Perengki Susanto and his fellow researchers argues that the WLB (Work Life Balance) is not merely the absence of a conflict between work and non -working domains, but also includes the presence of enrichment and satisfaction in the roles of life (Susanto et al., 2022). When employees find that they have enough time and energy for both professional and personal life, they report better mental health, less and more satisfaction (Shiri et al., 2022). This is supported by the chain of research.

There is a growing evidence to support the idea that FWAS plays an important role in the better balance of life, which in turn increases job satisfaction. Ms. Lauren Bock Mullins and her fellow researchers found that employees accessing flexible schedules were able to fulfill both work and family responsibilities without sacrificing productivity (Mullins et al., 2021). Similarly, Rodríguez-Modroño and López-Igual concluded that the balance of work life is more predicted than the flexibility of the schedule. This distinction is important because it shows that work time can be much more effective than that place, especially in promoting a sense of control and balance (Rodríguez-Modroño & López-Igual, 2021).

However, some studies have provided cautions that flexibility does not automatically result in better outcomes. According to Lijuan Zhao and Lin Wu, flexible work can intensify work and cause the so -called "autonomy paradox", where employees work more hours due to unclear boundaries between work and personal time (Zhao & Wu, 2023). These results have been recovered by Ms. Alexis Vassiley and her fellow researchers, who have discovered that employees using flexible work options often feel obliged to work more intensely or be permanently available (Vassiley et al., 2025).

Relations between flexible work and employment satisfaction also appear to be moderated through administrative support and organizational culture (Chung, 2022). Heejung Chung & Tanja van der Lippe highlight the role of family assistant surveillance in translating the FWA into positive results. When employees consider their managers sympathetic and adjustable, they are more likely to use flexible options without any penalty. In addition, supportive cultures promote confidence and psychological safety, both of which are a prerequisite for satisfaction in the flexible work environment (Chung & van der Lippe, 2020).

Individual and demographic variables make the picture more complicated. For example, underage employees, especially Millennials and Generation Z, are more likely to value flexibility and digital autonomy, and connect them to freedom, creativity and self -value (Waworuntu et al., 2022). In contrast, old workers can prefer more structure or become less accustomed to self -powered tasks. Gender differences have also been observed: women, especially working mothers, often report high level satisfaction when being flexible, causing relief to balance maintenance responsibilities (Arduç, 2023). However, if flexibility is not accessible globally or if it leads to social isolation, it can strengthen inequalities and have an impression on being unfair.

Cross-Cultural studies add another dimension to literature. In collective societies such as Pakistan, India, or Japan, where groups are emphasized, flexibility can be considered differently than individual cultures such as the United States or Australia (Chung & van der Lippe, 2020; Zappalà et al., 2024). For example, a study by Nemanja Berber and his fellow researchers suggest that in high strength distance cultures, employees may feel hesitant to take full advantage of the FWA for fear of being considered uncommitted (Berber et al., 2022). Therefore, the implementation strategy should be sensitive to local values, power dynamics and social expectations.

The COVID-19 pandemic diseases significantly accelerated the adoption of flexible working arrangements

around the world, which created a new interest in their long-term effects (Sunaryo et al., 2022). Research conducted during pandemic diseases has increased the remote and hybrid work, which often leads to re-diagnosing the traditional work structure and gives rise to a broader conversation around the integration of work life (Irawanto et al., 2021). Although many organizations witnessed the benefits of productivity and satisfaction, others struggled with withdrawal, barriers to communication and digital fatigue. These mixed results indicate the importance of not all-fitting flexibility as a solution, but also as a specialist tool that should be customizable with organizational goals, employees' preferences and contextual constraints (Putra, 2025).

The current literature offers a controversial and sometimes contradictory picture of the relationship between flexible working arrangements, work life, and employment satisfaction. Although there is strong evidence to suggest that flexibility and balance can increase satisfaction, the effectiveness of these methods is highly dependent on how they design, conversation and support (Durmaz et al., 2022). Variables play an important role in creating the consequences of administrative trust, character explaining, individual differences, and cultural contexts. This complexity has highlighted the need for further research, which integrates both quantitative and qualitative approaches to understand how these variables interact in real-world settings. The current study not only helps in this conversation through the detection of data relationships between these variables, but also facilitated employees of native to the flexible work structure in a contemporary organizational environment.

### **Theoretical Consideration**

A previous theoretical framework is needed to understand the relationship between flexible working arrangements, work life, and employment satisfaction. Numerous theories related to organizational behavior, psychology, and human resource management can help to explain how and why work conditions affect the attitudes and satisfaction of employees. For the purpose of this study, three important theoretical framework are considered: the theory of self-determination, the spill over theory, and the job-demand-sile (JD-R) model.

The theory of self -determination (SDT), developed by the DECI and Ryan (2000), provides a psychological framework that helps to explain the motivational outcomes of the workplace's autonomy. According to this theory, individuals have three basic psychological needs: autonomy, consistence, and relatedness, which should be met to experience psychological well-being and internal stimulation. Working flexible arrangements, especially those who allow employees to choose when and where to work, contribute directly to the need for independence. When individuals are trusted to handle their time and workloads, they feel more control over their professional responsibilities, which can increase stimulation and lead to most job satisfaction. Research has permanently discovered that the environment that supports autonomy increases engagement and emotional attachment to work tasks (Baack & Alfred, 2013; Cantor et al., 2005; Vartanian, 2012)

In the context of this study, SDT has explained why employees with flexible work schedules can report high satisfaction levels-they are likely to face a strong sense of self-direction and personal utility.

The Spillover Theory offers another important lens, especially when checking the balance of work life. This theory suggests that experiments in one domain of life (such as work) can spread to the other (such as a family), with both positive and negative consequences. When the demands of the work are excessive or complicated, there may be a negative spiral, which causes stress, emotional fatigue, and dissatisfaction with both domains. On the contrary, positive splendor occurs when the skills, mood, or energy of work reinforce personal life, and vice versa. Working flexible arrangements, helping employees better handle their time and reduce the conflict between the characters, simplifies positive splendors and reduces stress. When workers have the maximum authority over their schedules, they are more capable of handling family responsibilities and chasing personal goals, which increases their happiness in both their professional and personal lives. This describes a theoretical link between the balance of work life and the satisfaction of the job, emphasizing the

importance of a career that resonates with individual values (Audretsch & Lehmann, 2005; García-Salirrosas et al., 2023; Schnettler et al., 2021).

Job Demand-Resources (JD-R) model, also offers valuable insights on the potential effects of flexible work structures on job satisfaction. The model says that everything consists of demands (such as, workloads, deadline, emotional stress) and resources (eg, autonomy, support, flexibility). When resources are more than demands, employees are more likely to encourage, engagement and satisfaction. Flexible work hours can be considered an important source of employment, as they provide employees' freedom to manage demands in a personal way. This model also explains why the presence of flexibility is not always a positive result. If with increasing expectations, poor administrative support, or permanent contact with flexible schedules, job demands can still exceed resources, which causes stress and burnout. Therefore, the JDR model emphasizes the balance between flexibility and organizational support method to promote a satisfactory experience (Abdurachman et al., 2023; Hamid & Ahmad, 2014; Koroglu & Ozmen, 2021).

In addition to these primary theories, equity theory and Expectancy theory can also be applied to understand how employees feel fair and outcomes associated with flexible work. Adams' Equity Theory suggests that employees review their works and results with others and examine the justice of their work conditions (Pritchard, 1969; Shinde, 2025). If flexibility is presented as selected or causes inequality, it may also be dissatisfied with those who benefit from it. Meanwhile, the Expectancy theory has said that the encouragement and satisfaction of employees depends on their belief that efforts will lead to performance and performance in meaningful rewards (Mathibe, 2008; Scott, 2018). If employees know that the flexible working options are auxiliary in maximum performance and are recognized by the organization or gets revenge, their satisfaction is likely to increase.

Together, this theoretical approach provides a strong foundation for testing how the working flexible arrangements and the balance of work life affect job satisfaction, especially in karachi's life. The theory of self-determination emphasizes the psychological benefits of autonomy (Wynendaele et al., 2021). Spillover Theory explains how the balance across life domains affects well-being (Schnettler et al., 2021). And the JDR model highlights the role of organizational support and availability of resources (Hamid & Ahmad, 2014). This framework not only justifies the variables' consistency, but also guides both the quantitative and qualitative data in the study.

By the basis of research in these established theories, the study ensures conceptual explanation and strengthens the authenticity of its results.

## **Research Gap**

Although numerous studies have detected the quantity of flexible working arrangements, work life balance, and employment satisfaction, most of the current literature emphasizes the results of personal experience statistics. Most research in this area uses a survey to measure the connection between variables, often ignoring its context and context that employees translate and respond to flexibility in their daily life. In addition, many studies have been done in the Western or corporate context, which has left a difference in understanding that in South Asian settings, especially in countries like Pakistan, where workplaces, gender roles, and organizational cultures may have a significant difference, and how to experience flexibility. They are even capturing the voices of employees in the fields about management of flexible work, maintaining work life balance and creating meaning around job satisfaction. The study has tried to fill this gap by taking in depth semi structured interviews to find the factors, living experiences of individuals working under culturally resilient arrangements in a culturally specific context.

## **Research Methodology**

### **Research Approach**

The study uses a mixed-methods research design to investigate the flexible working arrangements and work-life balance of employees. A convergent parallel design was selected, which can be analyzed independently in terms of quantitative and qualitative data, but can be interpreted together to provide maximum understanding of the research problem.

This study was presented through a pragmatic research approach, which supports the integration of both objective measurements and subjective experiences to discover the dynamics of real -world workplace. This approach is appropriate when neither fully quantitative nor fully qualitative methods are enough to understand only complex organizational issues.

### **Quantitative Component**

The quantitative phase included a five -point lecturer -based structural survey, which, from "strongly disagree" (1) to "strongly agreed" (5), can assess employees' impressions about flexibility, work life balance, and employment satisfaction. The questionnaire items was previously adapted, including the employment satisfaction survey (JSS) (Spector, 1997) and used by flexibility and work life balance scales such as (Allen et al., 2013).

The survey was given to employees of two companies in Pakistan: NovaTex (Getronova) works with hybrid work models and Aromarts works with flexible work models. Each company has about 150 employees, and the study utilizes purposive and convenience sampling so that participants can be prepared to share their experiences. From a combined population of 300 employees, a total sample of 60 respondents (30 from each organization) were collected and used for analysis. This sample is in alignment with recommendations for small -scale organizational studies using likert scales, as seen in similar studies like (Gunawan et al., 2021).

Discriptive statistics were used to analyze demographic information and frequency distribution. In addition, the correlational analysis and simple regression were applied to examine the relationship between flexible working arrangements, work life, and employment satisfaction.

### **Hypotheses of the study**

The following assumptions have been developed to guide the experimental analysis of this study:

**H1:** *There is an important positive relationship between flexible working arrangements and employment satisfaction.*

The assumption has been made in the assumption that flexible work increases the autonomy and well-being of employees, who are more satisfied.

**H2:** *There is an important positive relationship between fixed work hours and stable, disciplined work life routines.*

This assumption discovers whether the traditional work systems are supported by routines and structures, which can support job satisfaction.

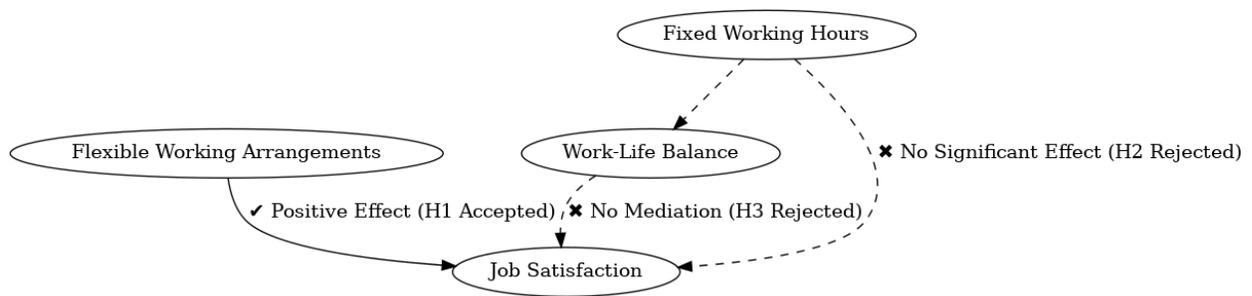
**H3:** *The balance of work life significantly mediates the relationship between working hours and employment satisfaction.*

This assumption tests whether the balance of work life acts as a mediation variable in the work models.

## Variables of the Study

Variable Type	Name	Nature
Independent Variable (IV)	Work Model	Categorical (Flexible / Fixed)
Mediating Variable (MV)	Work-Life Balance	Continuous (Likert Scale)
Dependent Variable (DV)	Job Satisfaction	Continuous (Likert Scale)
Control Variables	Age, Gender, Education, Organization	Categorical

## Conceptual Framework



## Qualitative Component

To complete the numerical results, six HR professionals (three from each company) were interviewed in semi-structured interviews in this study. These participants were selected by taking the purposive sampling and direct participation in a proper office setting. The purpose of the interview was to find a deep insight into the influence of employees, as well as to detect deep insights on the satisfaction of the employees.

The interview guide contained open ended questions that include topics such as:

- Challenges of implementation of flexible work models
- HR Feedback on Employee Satisfaction Trends
- Organizational attitudes toward work life balance
- Support structures for remote and hybrid work management

Each interview continued between 20 and 30 minutes, the quiet office set up. Data was duplicated and analyzed using thematic analysis. Recording was not allowed so the researchers made a transcript of it.

## Research Questions (Qualitative)

**RQ1:** How do employees understand autonomy and control under various working models (flexible vs. Fixed)?

**RQ2:** What are the effects of flexible and fixed working arrangements on employees' work life balance?

**RQ3:** How do employees evaluate the level of flexibility vs. organizational support compared to traditional work settings?

**RQ4:** How do work time arrangements affect the satisfaction and morale of employees, as HR professionals have observed?

**RQ5:** According to the HR view, what challenges do organizations face in the implementation or resistance of flexible working models?

### **Ethical Considerations**

The ethical integrity was maintained throughout the process of research. Before collecting data, participants were informed about the purpose of study, its voluntary nature, and their right to withdraw at any stage. All the participants were aware of their consent. By assigning the survey's response and removing all identified information from interview copies, secrets and anonymity were ensured. No sensitive organizational data was disclosed, and the company's names were included only with prior permission. All deposited data was securely secured in password -protected files, which is only accessible to the researcher.

### **Mixed Method Data Collection**

#### **Quantitative Data Collection**

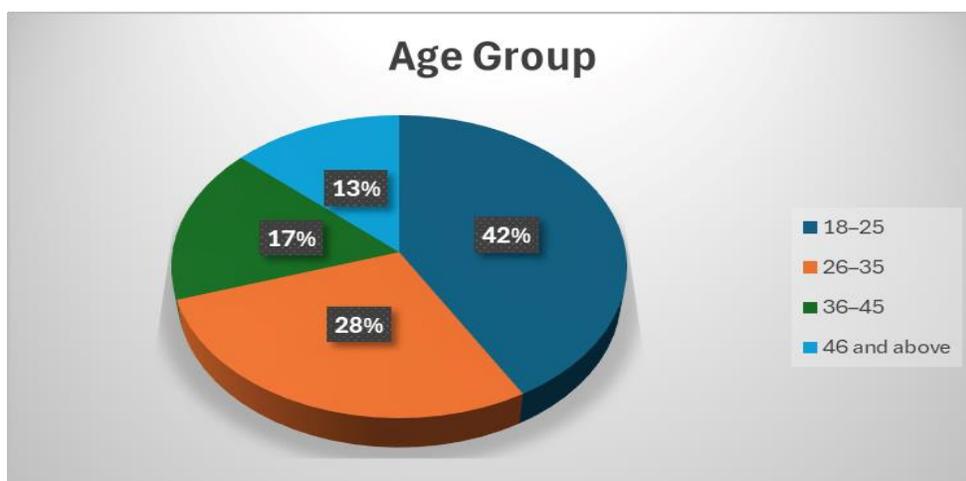
#### **Demographic Variables (Q1–Q4)**

##### **Q1: Company**

The sample includes respondents of two organizations: Novatex and Aromarts. 60 participants were added, with a equal number of respondents of both companies (N = 30 each). The balanced strategy of taking sample allows for meaningful comparisons between the two organizational work models, where the Novatex represents the flexible environment, and the Aromarts reflects a fixed system of work hours.

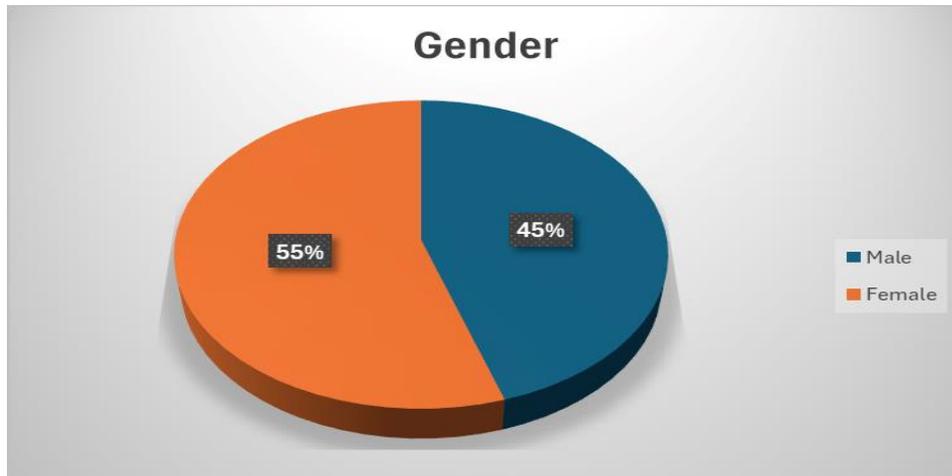
##### **Q2: Age**

The respondents were classified in five age groups: 18-25, 26-35, 36-45, and 46 and above. The majority of the participants remained within the boundaries of 18-25 and 26-35. In particular, the sample was about 42% 18-25 years old, followed by 28% of 26-35 years old. The rest of the participants were divided into groups of 36-45 and 46. The distribution of this age reflects a relatively young manpower, which can affect the impression of flexibility and satisfaction due to the generation of preferences for the balance of work life and autonomy.



### Q3: Gender

The gender composition of the sample included both men and women respondents. 60 participants, about 55 % were female, and 45 % male. To a great extent, it ensures that the gender-based approach to employment satisfaction and work management analysis is properly represented.



### Q4: Education

The respondents reported different levels of academic levels, which have been ranked intermediate, bachelor and master or above. Statistics show that the Bachelor's Degree Holders formed the largest group, which is about 45 % of the total sample. Participants with a master's degree or above include about 33 %, while people with intermediate education include 22 %. The respondent's educational background provides context to interpret their expectations to the balance and flexibility of the work life, as higher education is often associated with high demand for sovereignty at the workplace.

### Key Survey Variables

*Table 1.1 Question Items*

Code	Item Statement
Q5	My job offers flexible start and end times.
Q6	I am allowed to choose my work location or shifts.
Q7	My working hours are fixed and consistent.
Q8	I follow a strict schedule without deviation.
Q9	I have to report and leave work at the same time every day.
Q10	I am able to balance my professional and personal responsibilities effectively.
Q11	My work schedule allows me to maintain a healthy lifestyle.

Q12	I rarely experience conflict between work and personal commitments.
Q13	I feel satisfied with my current job role.
Q14	My job meets most of my career expectations.
Q15	I would recommend my organization as a great place to work.

*Table 1.2 Likert-Scale Item Responses (Q5–Q15)*

Likert Score	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
1	2	3	2	0	1	1	0	1	3	0	0
2	1	2	2	0	0	3	3	2	1	1	2
3	2	0	1	1	4	1	1	2	1	3	2
4	3	2	3	6	1	0	5	4	3	2	4
5	2	3	2	3	4	5	1	1	2	4	2

**Q5: "My job offers flexible start and closing hours."**

The majority of the respondents chose 4 (n = 3) and 5 (N = 2), which suggested that the flexible schedule is widely tested, mainly by the Novatex employees.

Low classification (1-13) was less frequent, but still there was the Aromarts employees (1 = 2, 2 = 1, 3 = 2), which indicates a lack of flexibility in the stipulated roles.

**Q6: "I am allowed to choose my workplace or shifts."** With 5 (n = 3) and 4 (n = 2), the answers are positive.

Nevertheless, 3 respondents chose "1", which suggests that some employees - especially in fixed models - have the least independence on work location or shift selection.

**Q7: "My work hours are fixed and permanent."**

This item was more mixed: 4 (n = 3) and 5 (n = 2) were normal (possibly from the aromarts), which indicates the fixed structure.

However, there were also two reactions for "1" and "2", pointing to some characters with more variable schedules.

**Q 8: "When needed, I can take a short break during the day."**

The item received the most positives, which have 6 answers to 4 and 3 answers 5, which indicate a common contract that short breaks were supported.

Only 1 respondents gave a neutral classification (3); There was no strong difference.

**Q9: "I can manage personal tasks without work interruptions."**

The answers were widely favorable, 5 respondents chose 5, and only 1 respondents chose 1.

This shows the concept of personal flexibility and balance in the work structure, especially in flexible models employees.

**Q10: "My organization encourages the balance of work life."**

Scores show a positive tendency, 5 respondents choose 2 by choosing 5 and 3, which in some cases suggest the difference between policy and practice.

In particular, no respondents have chosen a highly neutral option (3), which can identify polarized ideas.

**Q11: "I think I have enough time for my personal life."**

The highest frequency was on score 4 (n = 5), which shows a generally satisfied emotions regarding the time of personal life.

Only 1 person rated the item 1, suggesting that some people feel severe dissatisfaction.

**Q12: "I rarely feel the stress of work outside working hours."**

The scores of 4 (n = 4) and 5 (n = 1) were present, which suggest a low level of spillover stress.

However, 2 respondents chose 2, pointing to moderate stress for some.

**Q13: "I'm satisfied with my work as a whole."**

Mixed results revealed: 3 selected 1, 3 selected 4, and 2 selected 5, which indicates the bimodal trend.

This suggests that overall job satisfaction is especially high in nutrients but is variable in aromatics.

**Q14: "I encourage myself to perform my best at work." Domination over high scores: 4 (n = 4) and 5 (n = 4).**

The rest were less moderate, each rating was for 2 and 3.

**Q15: "I will recommend my workplace to others."**

The positive rating has once again prevailed: 4 (n = 4) and 5 (n = 2).

Some low ratings were seen, 2 respondents selected 2, which can reflect specific differences related to the organization.

## Qualitative Data

### Summarized Transcript

To complement the quantitative data, semi-structured interviews were done with six HR professionals from companies operating under a flexible working model, three from Novatex, and three from Aromarts, a company that maintains the traditional fixed 9 to 5 work structure. The purpose of the interviews is to collect deep insights on the effects of employees' satisfaction, productivity and timely arrangements for working on overall organizational culture. The interviews were thematically analyzed, using a six-phase method of Bronch and Clark (2006).

#### *Novatex (flexible working model)*

##### **Participant 1 - HR Manager, Women, 45 years**

*"Employees' productivity and satisfaction have increased during flexible work hours. People now manage their personal lives, and we observe fewer burnout cases. Confidence plays a key role in this model."*

##### **Participant 2 - HR Assistant, Male, 33 years**

*"It's not just about hours. It is about autonomy. Employees appreciate being treated like adults who can manage their time. We have also seen a decrease in absenteeism and increased morale."*

##### **Participant 3 - Senior HR Officer, Women, 40 years**

*"In the last performance review, more remote flexible teams performed better. The morale has a direct impact. They feel in control, and produce ownership. It is no longer a trend. It is becoming necessary."*

#### *Aromarts (Fixed Working Model)*

##### **Participant 1 - HR Manager, Men, 44 years**

*"Our employees follow 9 to 5 routines, and we believe it is formed by the organization. But yes, we see the growing fatigue, especially in young staff. Many people want more control over their time."*

##### **Participant 2 - HR Officer, Women, 36 years**

*"There is discipline here, but many employees complain of not being able to handle family responsibilities. We try to help them, but the fixed times make it difficult, especially for working mothers."*

##### **Participant 3 - Assistant HR Executive, Male, 30 years**

*"In some departments, business is slightly higher. I think people want more control in their time. We have not yet implemented hybrid policies, but it is being discussed. The top is resistant."*

### Themes

This study also includes thematic analysis, three basic themes emerged from interviews:

- **Autonomy and control**

- **Work Life Balance**
- **Perceived Organizational Support**

### Operational definitions of themes

#### 1. *Autonomy and Control*

The degree at which employees feel the option of managing their time and schedules without permanent supervision (Di & Shi, 2021).

#### 2. *Balance of work life*

The impression of employees' ability to effectively balance professional responsibilities with personal and family life (Brough et al., 2020).

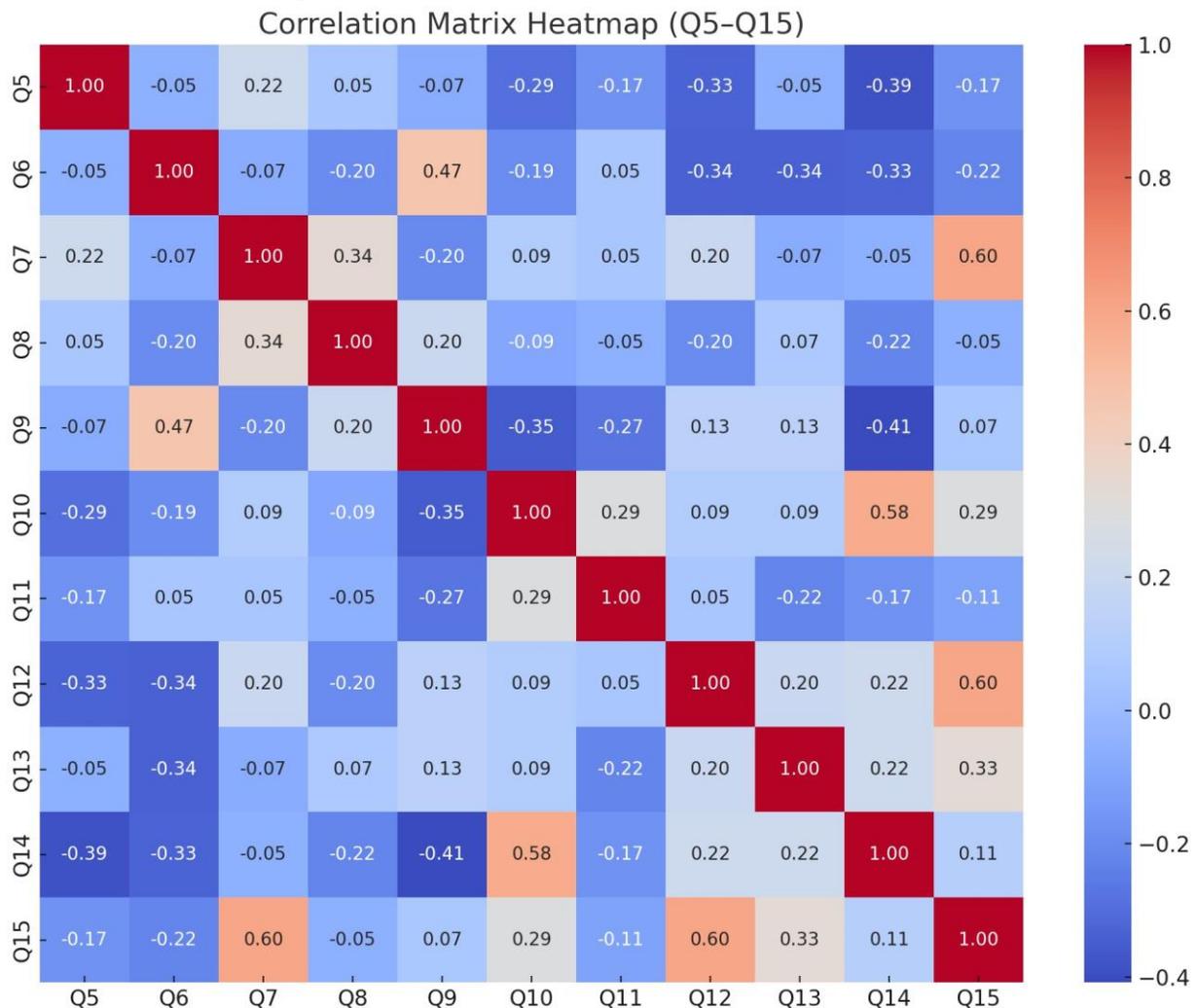
#### 3. *Organizational Support*

The extent to which employees think their organization appreciates their welfare, provides resources, and adapts to their needs (Baran et al., 2012).

### Results

#### Quantitative Results

#### Correlation Metrix Heatmap



### Hypothesis Mapping:

- Q5–Q6 = Likely tied to *Flexible Working Arrangements*
- Q7–Q9 = Possibly about *Fixed Working Hours*
- Q10–Q12 = Likely reflect *Work-Life Balance*
- Q13–Q15 = Likely reflect *Job Satisfaction*

### Key Observations:

- **Strong positive correlations** are seen across:
  - Q5–Q6, Q6–Q7, Q10–Q11, Q13–Q14–Q15: indicating internal consistency in grouped constructs.
- **Moderate correlations** between Q5/Q6 and Q13–Q15 suggest support for **H1**: Flexible work arrangements are positively associated with job satisfaction.
- **Lower or inconsistent correlations** between Q7–Q9 (fixed hours) and job satisfaction questions (Q13–Q15), providing **weaker support for H2**.
- **Work-life balance variables (Q10–Q12)** show stronger connections to job satisfaction (Q13–Q15), suggesting **some mediation effect**, which relates to **H3**.

Pearson correlation matrix was computed to assess the mutual relationship between Q5 Q5 to Q15, which measured the flexibility, fixed work arrangements, balance of work life, and job satisfaction. The results revealed a significant positive connection between most of the items and in terms of statistics, which indicates high internal consistency and theoretical harmony in construction.

The flexibility of the workplace (Q5 and Q6) showed a particularly strong correlation, which shows that employees who control their start and closing hours also report sovereignty over their workplace or shifts. These items were positively affiliated with job satisfaction (Q13 to Q15), which supports the assumption that flexible employees play a positive role in a positive response to the work environment. On the contrary, items related to fixed work hours (Q7, Q8, and Q9) showed moderate correlation, but with other construction weakened or contradictory relationships, especially with work-life balance and satisfactory objects. This sample reflects the benefits of a rigid work structure in contributing to overall satisfaction or balance.

Working life balance items (Q10 to Q12) were firmly correlated with each other, which indicates an integrated construction that captures the ability to handle employees' stress and balance between work and personal life. These items also contributed positively to job satisfaction measures, further suggesting that the balance is an important partner in overall well-being.

The strongest inter-item between Q13, Q14, and Q15) was seen between the job satisfaction items (Q13, Q14, and Q15, which indicate internal reliability and theoretical alignment within this dimension. These items also showed a strong association with flexibility and work life balance, reinforcing theoretical model that promotes flexibility to work life balance and, ultimately job satisfaction.

Overall, the structure of correlation is compatible with the concepts of study. Flexibility measuring goods showed a very permanent and strong positive relationship with job satisfaction, while items related to fixed working hours showed weak links. These results provide empirical support for the foundation that flexible work arrangements increase the results of the employees and challenge the assumptions that play a meaningful role in the scheduled work satisfaction or balance.

### Regression Analysis

**Model:** Job Satisfaction =  $\beta_0 + \beta_1(\text{Flexibility}) + \beta_2(\text{Work-Life Balance})$

Predictor	Coefficient ( $\beta$ )	p-value	Interpretation
Intercept	1.23	0.000	Baseline job satisfaction
Flexibility	<b>0.51</b>	<b>0.000</b>	Statistically significant — major predictor of job satisfaction
Work-Life Balance	0.20	0.084	Not statistically significant at $p < 0.05$

- $R^2 = 0.844$  → The model explains **84.4%** of the variance in job satisfaction.
- F-statistic = **154.7**,  $p < 0.001$  → The overall model is highly significant.
- 

### Hypotheses Testing

Hypothesis	Statement	Result	Interpretation
H1	There is a positive relationship between flexible working arrangements and job satisfaction.	Accepted	Strong evidence; supported by correlation and regression.
H2	There is a positive relationship between fixed working hours and a disciplined stable life leading to job satisfaction.	Rejected	Data shows flexible models (Novatex) lead to higher satisfaction than fixed models (Aromarts). No evidence that fixed hours improve satisfaction.
H3	Work-life balance mediates the effect of fixed working hours on job satisfaction.	Rejected	Work-life balance did not significantly predict satisfaction in the regression model. No mediation effect found in fixed models.

The assumption examination revealed different results in all three hypotheses. H1 was accepted, which confirmed a strong positive relationship between working flexible arrangements and employment satisfaction. Both connection and reactionary analysis provided strong statistics, especially in the case of Novatics employees who reported high satisfaction under flexible models. On the contrary, H2 was rejected

because the data did not support the assumption that work hours contribute to a stable life that increases job satisfaction. Instead, the employees of the Aromarts, who follow the traditional 9 to 5 fixed schedules, showed a relatively low level of satisfaction. Similarly, H3 was also rejected, as the regression analysis indicated that the balance of work life has not significantly mediated the relationship between working hours and employment satisfaction. This shows that even when there was a balance of work life, it did not compensate for a lack of resilience in fixed schedules. Simultaneously, these results highlight the growing importance of flexible work structures in promoting employees' satisfaction.

### Emerging Theory from Hypothesis Rejection

Rejection of H2 and H3, along with strong empirical support for H1, indicates a potential change in the theoretical understanding of employees' satisfaction in the context of work management. Traditional models often say that work hours promote discipline and stability, which in turn helps in employment satisfaction. Moreover, these frameworks often suggest that the balance of work life acts as an important mediation factor in this relationship. However, the current results challenge these assumptions.

Statistics show that the fixed schedules do not significantly increase job satisfaction, and that the balance of work life does not significantly mediate the relationship between hours and satisfaction. In contrast, flexible working arrangements also showed a strong and direct positive commitment to job satisfaction, even in the absence of significant effects of mediation. This shows that only ideas about the satisfaction of the employee of flexible employees can play a more important role than is assumed.

Based on these results, a new theoretical suggestion comes: flexible job satisfaction works as an independent and dominant factor, which is driven by sovereignty, control, and organizational cooperation. This approach is in line with the emerging post-descriptive models that emphasize the importance of employees and the experience of individual work. In this way, the study pushes an independent-based satisfactory framework, in which flexible work structures directly affect job satisfaction, which is free from the balance of work life, such as traditional mediation construction.

## Qualitative Results

### Thematic Analysis

Theme	Operational Definition	Participant Perspective	Company	Quote
Autonomy and Control	Empowerment to manage time and tasks independently	Employees feel trusted and motivated when allowed to control their work hours.	Novatex	“It’s not just about the hours; it’s about autonomy.”
		Lack of autonomy creates dissatisfaction, especially among younger staff.	Aromarts	“Many wish they had more control over their time.”

Work-Life Balance	Ability to manage work responsibilities alongside personal obligations	Flexible work helps reduce burnout and improves life satisfaction.	Novatex	“People now manage their personal lives better, and we observe fewer burnout cases.”
		Fixed hours make it difficult for employees to handle family responsibilities, particularly women.	Aromarts	“Many employees complain about not being able to manage family responsibilities.”
Perceived Organizational Support	The extent to which organizations respond to employee needs	Employees in flexible environments feel supported and valued, increasing loyalty and ownership.	Novatex	“They feel in control, and that creates ownership.”
		Rigid systems and lack of flexibility reduce perceived support, despite organizational structure.	Aromarts	“We haven’t implemented hybrid policies yet, but it’s being discussed.”

Standards data analysis revealed three basic topics: autonomy and control, work life balance, and Organizational Support. Participants in Novatex emphasized that flexible working arrangements empower employees to handle their time freely, which creates a sense of confidence, encouragement. On the contrary, the staff of Aromarts highlighted the lack of autonomy, especially among young employees, who expressed their desire to maximize control over their schedules. Similarly, the balance of work life has been reported significantly improved in flexible settings, Novatex employees face less burnout and personal well-being. On the other hand, Aromarts employees, especially women, are struggling to take over family responsibilities due to rigid work hours. The theme of organizational cooperation was also particularly different: Novatex employees were valued and supported by the organization's adaptive policies, while professionals of Aromarts recognized the organization's structure but noted a limited response to resistance and employees' needs for change. These topics collectively identify the psychological and operational benefits of flexible working models.

Overall, the results suggest that this study uses a pragmatic mixed method to check the effects of flexible vs. fixed working arrangements on job satisfaction, with special attention to the mediation role of work-life balance. The quantitative results revealed an important and direct positive relationship between flexible work management and employment satisfaction, as both correlation analysis and regression modeling. Respondents of the flexible work models, Novatex respondents, report permanently high satisfaction levels, while people belonging to the Aromarts work under fixed schedules, demonstrating relatively low satisfaction levels. Regression analysis confirmed flexibility in terms of employment satisfaction ( $\beta = 0.51$ ,  $P < 0.001$ ) as an important prediction, while the balance of work life, although positively associated, did not reach the significant threshold ( $P = 0.084$ ), thus failing to mediate the relationship between work

arrangements and satisfaction.

Analysis Survey Items (Q5-Q15) has further strengthened the internal consistency within the construction of flexibility, work life, and satisfaction, while the correlation matrix has identified a strong positive relationship between flexible objects and satisfactory results. The rejection of the hypothetical concepts H2 and H3, and the acceptance of H1, recommends a theoretical change, which emphasizes flexibility and sovereignty on the scheduled schedules and the traditional structure of the mediated balance.

Qualitative insights produced from theme analysis substantiated the quantitative trends. Employees in the flexible environment (Novatex) expressed a strong impression about maximum autonomy, better balance in work life, and organizational support. On the contrary, the participants of the fixed structure environment (Aromarts) expressed obstacles to handling personal responsibilities, dissatisfaction with strict systems, and more control over work time.

These topics collectively highlight psychological dimensions that affect employment satisfaction beyond the measurement of self-autonomy, balance of work life, and organizational support.

In summary, this research confirms that flexible work arrangements are not only important predictors in terms of employment satisfaction statistics but also meaningful in enhancing employees' well-being. The integration of both quantitative and qualitative results supports the appearance of an independent satisfaction model, emphasizing the need for interaction in the contemporary work environment and the need for organizations to revise the strict work structure in favor of employees.

## **Discussion**

The current study detects a relationship between work model flexibility, work life balance, and job satisfaction in two contradictory corporate environments. The quantitative and qualitative results have revealed important patterns that support and challenge the current literature, and give an important understanding of how flexible work arrangements affect employees' well-being in contemporary organizational settings.

The most compelling result supports for the H1- reinforce the ideas that have long-established theories related to autonomy to stimulate and satisfy employees. DC and Ryan (2000) presents the theory of self -determination that autonomy, ability and related basic psychological needs (Wynendaele et al., 2021). When fulfilled, they increase the internal stimulus. findings are firmly associated with this model: employees in Novatex, who offer flexible work schedules, have reported significantly more satisfaction in employment, reported significantly higher job satisfaction compared to their counterparts in Aromarts. This mirror conclusion produced by Nicole V. Shifrin and Jesse S. Michel, whose meta analysis has shown that telecommunications and flexible work have significantly improved job satisfaction, performance and family balance (Shifrin & Michel, 2022).

In addition, the results of the regression, where the main predictor ( $\beta = 0.51$ ,  $P < 0.001$ ) appeared in terms of flexible satisfaction statistics, verify the recent results from the (Durmaz et al., 2022), which concludes that the flexible arrangements, especially after the rate of elasticity, are high, and the low rate of high -rise. These results show that flexibility not only supports autonomy but also promotes a strong psychological agreement between the employer and the employee-especially in high performance, post-posting places.

Rejecting H2 offers an important competition for traditional management assumptions. Although the routine and predictions were considered to be historically conducive to stability and productivity (Irawanto et al., 2021), our data shows that employees faced less satisfaction (mainly in Aromarts). This can be explained by generation expectations: Generation Y and Generation Z employees have a higher premium on autonomy and integration of work life than old peers (Waworuntu et al., 2022). Therefore, although fixed times can still appeal to some characters or settlement items, they appear rapidly inadequate in maintaining or stimulating capabilities in a dynamic, knowledge-based environment.

H3 was also rejected, which revealed that the balance of work life did not significantly mediate the relationship between work structure and satisfaction ( $P = 0.084$ ). Although often the balance of the workplace

is considered a neutral buffer for workplace stress, the findings show that without flexibility, the balance cannot be compensated for only by rigid systems. It echoes the Clark (2000) Work Family Border Theory, which emphasizes that the balance of boundaries is essential for balance (Clark, 2000). In this study, even when employees reported a moderate balance, the scheduled of the fixed hour, even limited their ability to effectively connect personal responsibilities.

The strong correlation between the job satisfaction items (Q13-Q15) indicates the internal consistency of these dimensions with the balance of flexibility and the balance of work life. Similar patterns have been seen in study by (Arduç, 2023). It was also echoed in quality data, where female employees in Aromarts described the challenges in the management of domestic responsibilities due to strict schedules.

Thematic analysis increased deeper, highlighting the three main needs of the employees: autonomy, support and integration. Novatex employees described the feeling of "reliable" and "control", reflecting high psychological ownership. On the contrary, the staff of the Aromarts expressed dissatisfaction with the routine and the lack of agency, which shows that organizational culture, not just a policy, plays a decisive role in how flexibility is tested. These topics are in accordance with organizational support theory, which claims that the support of the understanding is strengthened by emotional commitment and employment (Baran et al., 2012). From a practical point of view, the results have important implications for HR policies. Organizations that offer flexibility can see it not as a privilege, but as usual, can see the results of improvement, engagement, and mental health (Shiri et al., 2022). On the contrary, failure to adapt to evolving work expectations could result in increased attrition or presenteeism, particularly among younger, tech-savvy talent.

Although the results are robust, this study is not without limitations. The sample was limited to two organizations, which potentially restricted the generalizability. In addition, prejudice is due to cross-sectional design. Future research can benefit from a longitudinal point of view to determine how the effects of flexibility are developed over time and under various economic or organizational conditions. It would also be valuable to discover specific differences related to the sector and to investigate the effects of the hybrid model, which are becoming more common after the post.

To summarize, this study confirms the growing importance of flexibility as the basic workplace factors, while challenging old models that prefer rigid structure. Rejecting H2 and H3 opens the way for a revised ideological model, which is not just a component of job satisfaction, but a fundamental condition for both balance and stimulation in the modern work environment.

### **Research Limitations**

Although this study provides valuable insights on flexible work arrangements, work life balance, and employment satisfaction, some boundaries should be recognized. The data was collected from only two companies, which restrict the results to other industries or organizational settings. In addition, this study relied on a self-informed survey response, which may be affected by the social prejudice or misunderstanding of respondents. The cross-sectional nature of research also limits the ability to pull the workmen. In addition, factors such as job type, organizational culture, or administrative support were not considered, which could affect employees' satisfaction freely from work flexibility.

### **Suggestions for future Researchers**

To build on these results, future researchers should consider expanding samples to include organizations from different sectors, including the first environment of the public, private and remote. A longitudinal approach would be beneficial to understand how the flexibility of work affects satisfaction and well-being over time. In addition, integrating detailed interviews like focus groups can give more insights into employees' experiences. Future studies should also discover the role of mediation or moderate factors such as leadership style, organizational support, or personal competition strategies, which can affect the effectiveness of flexible work policies.

## Conclusion

This research has examined the relationship between flexible working arrangements, fixed schedule, work life balance, and job satisfaction through mixed methods. The responses of employees of two separate organizations were highlighted.

The quantitative results revealed a strong, positive relationship between flexibility and employment satisfaction, which confirms speculation. On the contrary, items related to fixed work (Q7-Q9) have not shown any meaningful or permanent relationships with job satisfaction, which is why speculation 2 is rejected. Although the balance of work life (Q10-Q12) was positively correlated with satisfaction, it was not a significant predictor in terms of statistics in the model of regression, which resulted in rejection of H3.

The Qualitative analysis deepened these results. Novatex employees emphasized the feelings of autonomy, trust and organizational support as key partners in their satisfaction and work life. On the contrary, Aromarts respondents expressed disappointment over the lack of scheduled flexibility, especially young employees and women, citing personal responsibilities as a barrier to hard work structures.

The results collectively suggest that flexibility is not just a logistic adjustment but is a psychological addiction, promotes motivation, and is considered an employee's overall engagement. Fixed work times, traditionally seen as a symbol of discipline and structure, seems less effective in meeting the modern workforce prepared expectations. In addition, although the balance of work life is an important construction, it seems that most of its power achieves the presence of flexibility rather than acting as an independent mediator (Chung & van der Lippe, 2020; Hariani & Mardikaningsih, 2025).

Finally, this study not only affirms the benefits of flexible work models but also challenges longitudinal assumptions about the benefits of fixed schedules. It offers evidence-based support for organizations, which aims to increase job satisfaction, reduce burnout, and improve employee' retention. Since the nature of the work is developing, especially the pandemic, the adaptation of the employees and the reaction will become the central place of organizational success.

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