



## Development of a Flexible Work Arrangement Scale: Evidence from the IT Sector of Karachi

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*This study aims at developing and validating a scale for measuring the dimensions of flexible work arrangement. In this regard, a fifteen-item scale was generated using a focus group discussion. Afterwards, exploratory factor analysis, confirmatory factor analysis and structural models were applied to test the relationship of the explored dimensions with other related outcomes. In this regard, data were collected from 454 respondents. Data revealed that there are three dimensions of flexible work arrangements namely flexible hours, compressed workweeks, and remote work. Results indicate that flexible work hours have significant relationship with the job satisfaction. It is also found that job satisfaction mediates the relationship between flexible hours and turnover intentions.*



## 1. Introduction

### 1.1 Overview of the Topic

The relationship between flexible working arrangements, job satisfaction and employee's turnover intention is a critical aspect of contemporary workforce dynamics. In the pursuit of organizational goals and objectives, organizations often face the ongoing challenge of meeting stakeholders' expectations for capital growth, expanding market presence, ensuring long-term industry survival, and retaining key personnel – all essential indicators of optimal performance. To effectively manage the intricacies of organizational affairs, they rely on individuals who can contribute to navigating these complex dynamics. Jackson (2004), contends that employees constitute the vital assets within organizations. However, these employees often grapple with the issue of time allocation among various competing demands, like addressing family matters, engaging in socio-political events, and participating in activities that may occasionally clash with organizational objectives. Technological progress has facilitated remote work and played a significant role in the emergence of round the clock organizations, blurring the distinction between work and idle hours. The shift led to the withdrawal from the traditional working week, prompting companies to explore adjustments to working hours without compromising employee development and employee's turnover intentions (Hashim et al., 2017).

Flexible working arrangements (FWAs) have emerged as widespread practices at a global scale, acting as responses to the threats posed by these transformations. These programs, as outlined by Klindzic and Marić, (2019), are improvised by employers to offer employees greater scheduling flexibility, allowing them to fulfill their respective role requirements, aiming at enhancing organizational flexibility, improve flex-time balance, and improve overall employee's turnover simultaneously. Flexible work arrangements, along with remote work options, flexible hours, and alternative job schedules, can significantly influence how engaged employees are in their roles which consequently impacts organizational accomplishments. Berkery et al. (2017), have compiled a catalogue of relevant flexible work arrangements (FWA), constituting of flexible working hours, job-life, part-time work, shift and weekend work job sharing, overtime, teleworking, paid maternal leave, annual job hours, contracts, annual hours' contracts, leave arrangements, choice of roll list and shifts, variable employment per year, specific contract subcontracting, compact working weeks, and work from home. Lewis (2003) identified two basic categories of flexible work arrangement practices: 1) employee operated practices that accredit employees to manage flexi-time balance, thereby lowering conflict; 2) employer-initiated practices allowing organizations to control employment costs on the basis of production quantity or to retain a more competitive and motivated human resource. Considering the significant dependence of organizational growth and success on employee performance, this paper examines the various forms of flexible working arrangements and their diverse impact on employee's job satisfaction and employee's turnover intentions.

The need for organizational agility, workforce expectations, with improving technological advancements, augmented modern workplaces which in turn forced



organizations to implement flexible working arrangement. However, when implementing such flexible working arrangements in the organization, poses challenging and unpredictable results for employees as well as employers. Thus, acceptance of such arrangements in viable organization has also the topic of discussion. This research has been done on various grounds in information technology in Bosnia and Herzegovinian by Siberand Cero (2024). It is also carried in various cities of Pakistan like Lahore and Multan, but at managerial level where impact of life job domain and characteristics of work-life balance in the information technology has been done by Zafar, Hamza and Qadeer, (2022). Unfortunately, the flexible working arrangements mediating the Job satisfaction and its effect on Turnover Intention has not been addressed. Particularly the consequences in Information Technology sectors in Karachi, Pakistan has still not been discussed. Furthermore, there is a scarcity of questionnaires for measuring flexible work arrangement, keeping the mediator the Job Satisfaction and the turnover Intention, therefore, this study seeks to develop and validate a questionnaire as well the relationship between these variables.

## 1.2 Research Questions

Following is the research question:

*What is the role of Job Satisfaction in the relationship between Flexible Work Arrangements and Turnover Intentions?*

## 2. Literature Review

### 2.1 Theoretical Background

The diverse internal and external factors have greatly influenced working arrangements of the organization which in turn many organizations have begun the tradition of flexible working arrangement which helps employees to be motivated, engaged, and result oriented. Traditional flexible working incorporated weekend work (this allows employees to work either in two shifts or in weekend days), shift work (here they can work more than 8 hours depending on their shift for 16 and 24 hours), over-time (mentioned in their employment contracts, here employees have the chance to work additional hours on the other side of their stipulated hours), remote work (outside of their office, they have greater opportunity to work in their homes), teleworking (in this working arrangement two of the most important tools like: strong internet connection and desktop is needed), job share (part time employees can opt for full time working hours), part time jobs (working less than full-time hours), fixed-term contracts (where employees hired for specific period of time), temporary or casual work (employees hired for temporary period). This study focuses on three different aspects of flexible working arrangement (flexible hours, compressed workweek, and remote work). Flexible working hours allows employees to choose their working hours within certain organizational arrangements. They can control their working hours at certain limits. Compressed workweek allows employees to work for more than usual hours but for few days in a week (Lambert et al., 2008). Flexible working arrangement intensify employee's engagement, which in turn increases employee's motivation and higher commitment. Employees who have great versatility in their working schedule, are likely to observe high job satisfaction (Bosua & Gloet, 2021). This



results in increasing job satisfaction, which in turn results in greater engagement and higher productivity, ultimately plunge employee's turnover intentions. As leading our theoretical framework, the segmentation and integration of personal and professional domain and forming relationship between these borders and ways as how to work-life balance can be created, we use Border theory of Clark (2000). Connecting with this we use Ajzen and Fishbein's (1977) theory of planned behavior as a foundation to investigate and inquire about the implications of flexible working arrangements factors that may influence on turnover intentions. Looking at the problems and implementation of theory of planned behavior, is greatly narrow, connecting one of its overreaching aspect is how attitudes relate to behavior. We further to investigate how subjective norms, attitudes and perceived behavioral control factors are related to employee's turnover intentions.

## 2.2 Flexible Working Arrangement

Flexibility in work arrangements refers to an environment where organizational setup allows employees to have more control on their working adoption, from working hours, location and overall work-life balance (Chandola et al. 2019; Li & Wang 2022). Such comprehensive measures accommodate employee's individual needs and preferences, foster job satisfaction, work engagement and overall being. Many organization introducing flexible working arrangements to their employees, so that there could be striking accommodation between professional and personal lives (Cristandy & Mielani, 2022). Enhancing work household balanced policies which are termed as amiable household work place application, assist employees a greater extent to their working schedule. In this way they can manage time and expend quality time with their family, either by family commitments or dropping and picking up children from schools and such other related activities, these flexible working arrangements is one of the many ways that bring change in work-life balance of employees (Dousin et al., 2021). The corporate atmosphere, administrative assistance, employee's inclination, and technology advancement, all have greater impact on adoption of FWA (Weidman & Hofmeyr, 2021; Kumar et al., 2023). Based on the definition, previous research has distinguished three common types of FWAs: reduced hours' arrangements (RHAs), flexible schedule or flexible time arrangements (FTAs), and teleworking arrangements (TWAs; Li & Wang 2022). Previous studies by Giovanis (2017), notifies a significant and a positive relationship between the flexible working arrangements and the overall performance of the workplace.

## 2.3 Types of Flexible Work Arrangements

### 2.3.1 Flexible Workhours

Flexible work hours are also called as flextime or staggered hours. It is perfect example where employees have perfect autonomy to regulate their daily schedules, with start and ending times within specified limits and range. Such adaptation, harmonize employees work schedules with better personal preferences, promoting a better work-life balance. Flexible work hours have been drawing a connection between escalating job satisfaction and employee well-being thus promoting positive organizational culture (Gajendran & Harrison, 2007). Psychological and physical health difficulties are linked with long working hours and overtime (Burke, 2008). Job stress has a crucial impact on employees' motivation. Increased awareness program in



work related stress, and utilization of flex-time program will be beneficial to organizations (Barney & Elias, 2010).

### 2.3.2 Remote Work

Remote work, speak about telecommuting or telework, also commonly referred to as telecommuting or telework, which entails employees performing their jobs duties responsibilities outside of traditional office setting and location, usually from their homes or from remote work areas. Technological advancement like internet connection, digitalization and many newer options make it possible to work remotely. Remote work has been accompanying with enhancing employee autonomy, reduced commuting stress, and improved work-life balance (Golden & Veiga, 2005). It is aggressive working arrangement that has fetched prominence, particularly in response to global trends and advancements in information and communication technologies. Previous studies have suggested there is no clear correlation between remote work and job satisfaction, although there is some evidence of contradiction between remote work, duties and one's survival stability (Bellmann & Hubler, 2021).

### 2.3.3 Compressed Work Week

Another type of flexible working arrangement example is compressed workweek which permit workers to be engaged for full-hours work. This is an alternative form of work where employees work ten hours in a day (usually eight hours in a day) and four days in a week (usually five days in a week). This setting is devised to give more weekends or additional days off, contributing to have harmony, potentially enhancing career contentment, and employee confinement (Bailey & Kurland, 2002). Research suggests that compressed workweek arrangements are likely to be favored by the workers, it enables them to work for longer periods within fewer working days (Bendak, 2003). Previous analysis constructed that youngsters prefer to work at subordinate positions (Goodale & Aagaard, 1975), within organization are likely to have smaller amount of earnings as compared with upper-level, which in turn favor for compressed workweek (Dunham & Hawk, 1977).

## 2.4 Job Satisfaction

The development in organization can be either in the form of Human Resource, Technology and Structure. With evolution of technology and working arrangement, wellness and satisfaction is among the top priority of an organization. Job satisfaction is one of the most important work outcomes. The reason for its significance is an employee spend most of his time at work rather than any other place, so it is more important that employees must be satisfied with their jobs. It enhanced the satisfaction level of employees (Bialowolski et al., 2021). The enhanced levels of job satisfaction ramify higher organizational commitment. Therefore, it has always remained topic of discussion of researchers (Ghayas et al., 2023). Furthermore, research has classified Job Satisfaction into five facets (Özpehlivana & Acar, 2015). Individuals with high contentment towards one's work, have been witnessed excessive attentive to one's job than with discontented, this enhanced organizational ambitiousness, higher yield and favorable outcomes. Conversely, discontented individuals frequently show low interest level, habitual late coming and absenteeism, and were induced to quit the establishment (Andrade et al., 2019).

## 2.5 Turnover Intention

A turnover intention is generally considered the mental capability of an individual prevailing between job continuity or resign from their work (Jacobs & Roodt, 2007). Staff attrition have instantaneous relationship with business volume etiquettes (Boles et al., 2007). It is a critical concept in organizational psychology and human resource management, providing insights into employees' perceptions of their job and organizational commitment. High levels of turnover intention are often associated with dissatisfaction with various aspects of the job or work environment, including job tasks, leadership, organizational culture, or work-life balance. Indirect costs of turnover include work burden, loss of interest, curtailing remaining employee morale. Sometimes employees voluntarily leave their jobs because of undesirable experiences, work preferences, work environment, or to follow better standards and opportunities either in terms of career growth or flexible working schedules (Dess & Shaw, 2001).

## 2.6 Flexible Work Arrangement and Job Satisfaction

The complex dynamics between flexible working arrangement and job satisfaction is the attention of modern industries and organizations. Flexible working arrangements includes flexible hours, compressed workweek, and remote work provides employees independent choices and preferences of their work schedules. Potentially this autonomy and independence influence greatly job satisfaction by aligning working conditions and productivity of workers that enhance higher quality of harmony between work and life. Job satisfaction and work life balance can be improved by implementing strategies which encourages employees to balance between job harmony and benefits acquired form it, which will not only result in better performance of an organization but also increases productivity (Azara et al., 2018).Further researchers suggested that workers exhibiting greater workability by dealing with situation like working hours or work remotely may experience higher levels of job satisfaction (Baltes et al., 1999). The ability to tailor work schedules to personal needs can contribute to a sense of empowerment and fulfillment, positively impacting overall job satisfaction.

## 2.7 Job Satisfaction and Turnover Intention

The human resource management and organizational psychology has devised critical aspect of linkage between job satisfaction and turnover intentions. It is described as acceptance towards job, have endurance and involvement in one's work (Schneider & Snyder, 1975).It further indicates an individual's overall commitment with their work, remarkable influence on worker's determination to stay behind or to depart from the company. When employees are more acquainted with their jobs they possess high levels of job fulfillment, which in turn possesses generally greater commitment towards their roles and the organization which results in reducing turnover intentions.

The research suggests a negative association between job fulfillment and turnover intentions. Greater job satisfaction is likely to be associated with lesser turnover intentions of employees, as most of the employees value their constructive working environment and have stronger commitment with their work and organization(Mobley, Horner, & Hollingsworth, 1978).



## 2.8 Flexible Working Arrangement and Turnover Intention

The correlation between two variables which are flexible working arrangements and turnover intentions is an analytic function of organizational research, where organization seeking to reduce turnover intentions and to have greater number of employments. Flexible working arrangements, which encompass practices such as flexible work hours, remote work, and compressed workweeks, have positive perspective which have an effect on turnover intentions by highlighting job satisfaction and work-life balance.

Further research suggests those organizations which are likely to implement flexible working arrangements can face sometimes challenging circumstances and have to face varied relationship between flexible working arrangements and turnover intentions. For instance, research by Bloom and Michel (2002) found that the availability of flexible work options was linked to lower turnover rates in organizations. The flexibility provided by these arrangements may contribute to employees feeling more in control of their work schedules, leading to increased job satisfaction and a reduced inclination to seek alternative employment.

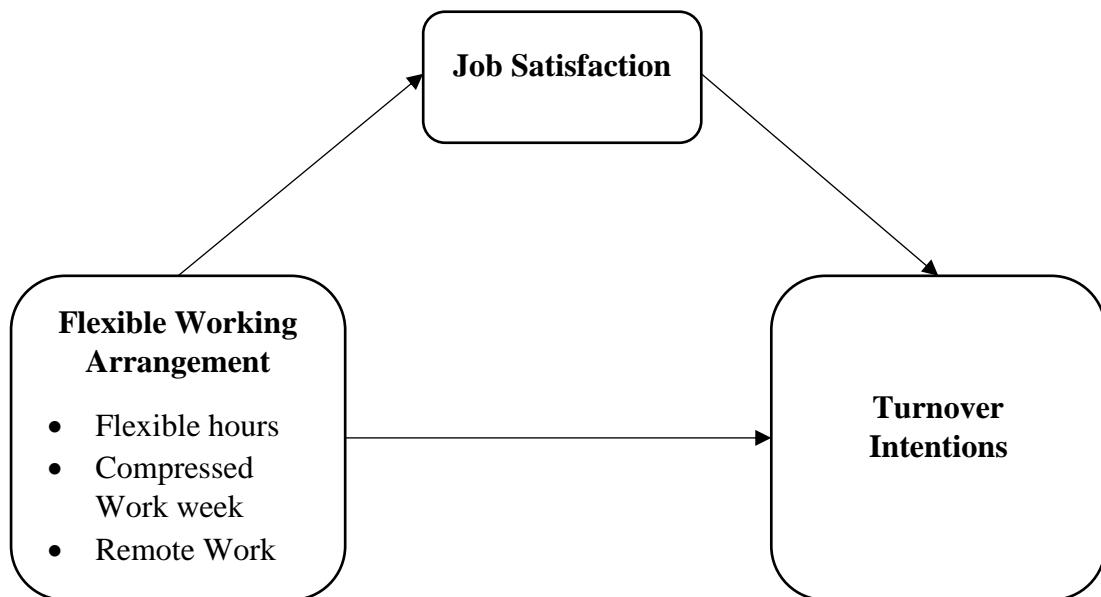
## 2.9 Flexible Working Arrangement, Job Satisfaction, and Turnover Intention

The concept of job satisfaction has been extensively explored by numerous researchers. Job satisfaction is important because it has positive effects such as increasing productivity, quality, responsiveness and service (Faridl et al., 2022) this is certainly being a positive value for both employees and the company. Job satisfaction has also been found taking a role in negative impacts such as employee turnover processes. If job satisfaction is not immediate overcome, job dissatisfaction can result in turnover intention (Faridl et al., 2022). Job satisfaction can be influenced by several variables such as flexible working arrangements. The application of FWA in companies can take the form of flexi time, home working and flexi leave (Pratama et al., 2023) The research results of Pratama and Tanuwijaya (2023) show that job satisfaction can improve with the implementation of Flexible working arrangement. Research conducted by Pratama and Tanuwijaya (2023) get consistent results, namely flexible working arrangement has a positive influence on job satisfaction. Therefore, work life balance is also an important construct in organizational psychology, positive emotional states that arises from the overall evaluation of the job (Limanta et al., 2023). When employees have flexibility and autonomy in balancing work and personal life, they tend to increases their job satisfaction more. When the organization allows them to work from home, the work life balance bring a positive effect on job satisfaction (Limanta et al., 2023). Research showed that flexible working arrangement have crucial and significant relationship with Job satisfaction (Baltes et al., 1999). Employees who experienced flexibility in their working hours show constructive impact on job satisfaction, which in turn, reduces turnover intention of employees (Griffeth et al., 2000).

## 2.11 Conceptual Framework

Below is the conceptual framework:

**Figure No 1: Conceptual Framework**



### 3. Methodology

This research study seeks to develop and validate an instrument for measuring flexible work arrangements. In this regard, a focus group was conducted and the respondents were asked to come up with 15 items for measuring the three dimensions of flexible work arrangement. There were 6 participants in the focus group and these participants were selected on the ground that they have at-least 15 years of experience working in the IT Sector of Karachi. Hence, these became the basis for the development of the Flexible Work Arrangement Scale. Afterwards, data were collected from 411 respondents in the IT sector of Karachi. Data were collected only from those respondents who have been working with the IT Sector for at-least 3 years. Hence, purposive sampling technique is used which is a non-probability sampling technique. Here, it should be noted that IT sector is one of the fast-growing industries of Pakistan and has over 2826 companies located in Karachi. As far as the sampling technique is concerned,

Data were collected in three waves at three different points in time. In the first phase of data collection, data were collected using the fourteen-item scale that was developed during the course of this research study. The second instrument that was used in this study consisted of 5 items, these items were adapted from Agho et al. (1992) and were used for measuring the job satisfaction in the second phase of the study. The third instrument that was used in this study consisted of 3 items; these items were used for measuring the turnover intentions at phase 3 of the study and were adapted from Cummam et al. (1979). Here, it is worth noting that there was a time gap of one month between each phase of the study. The final sample size of the study was 411 which is well above the threshold of 384 presented by Krejcie and Morgan (1984). After having collected the data, various statistical tests were applied for generating the



results. These tests include the exploratory factor analysis, confirmatory factor analysis and the structural equation modelling.

## 4. Results

### 4.1 Results of Focus Group Discussion

Initially a focus group was conducted and its members were asked to develop 15 items for measuring the three dimensions of flexible work arrangement. It was assumed that the members would develop 5 items for measuring each dimension of Flexible Work Arrangement; however, these members were able to generate 14 items instead of 14. Hence, they developed 5 items for two of the variables and 4 items for the third variable.

### 4.2 Results of Exploratory Factor Analysis

Below are the results of exploratory Factor Analysis that was applied on the fourteen-item scale developed during this study:

**Table No 1:** Rotated Component Matrix for Flexible Work Arrangements Scale

Statement	1	2	3
Working hours here are flexible hours	0.845		
I can select my own working hours.	0.792		
I think no other firm can offer flexible workings as my company is offering.	0.764		
I like working here because I don't have to face rigid working hours.	0.833		
My company provides options for remote work.	0.844		
I like working here because I don't have to unnecessarily go office.	0.832		
I often work from home instead of going office.	0.719		
I am able to save time and money because of working from home.	0.845		
I often don't have to work five days a week.	0.845		
If I don't have any critical task, my company allows me to have compressed work.	0.748		
My company offers the option of compressed work week			
0.865			
I love working fewer days than normally people do.	0.901		

The above table indicates that out of 14 items, 12 items has factor loadings of 0.7 or greater, hence, the remaining two items were eliminated because of the low factor loading.

### 4.3 Results of Confirmatory Factor Analysis

Results of confirmatory factor analysis and alpha reliability are presented in the below table no 2.

Table No 2: SFL &amp; Reliability

Variable	SFL	CR	Cronbach Alpha	AVE
<b>Flexible Work Hours</b>		<b>0.883</b>	<b>0.835</b>	<b>0.655</b>
FWH1	0.770			
FWH2	0.703			
FWH3	0.849			
FWH4	0.901			
<b>Compressed Work Week</b>		<b>0.916</b>	<b>0.869</b>	<b>0.732</b>
CWW1	0.753			
CWW2	0.927			
CWW3	0.883			
CWW4	0.850			
<b>Remote Work</b>		<b>0.887</b>	<b>0.704</b>	<b>0.664</b>
RW1	0.754			
RW2	0.900			
RW3	0.835			
RW4	0.761			
<b>Job Satisfaction</b>		<b>0.849</b>	<b>0.718</b>	<b>0.532</b>
JS1	0.700			
JS2	0.754			
JS3	0.778			
JS4	0.626			
JS5	0.776			
<b>Turnover Intention</b>		<b>0.885</b>	<b>0.859</b>	<b>0.722</b>
TI1	0.905			
TI2	0.720			
TI3	0.910			

**Note:** SFL= Standardized Factor Loadings, CR= Composite Reliability, and AVE = Average Variance Extracted

The CFI, GFI and NFI values of this factor analysis were above the 0.9 threshold, indicating that the model was fit. Furthermore, 0.7 or above values of SFL, Cronbach alpha and the composite reliability indicates that the factors are not only useable but are also reliable as well. Furthermore, since AVE>0.5 and CR>AVE, therefore, convergent validity is also established (Fornell & Larcker, 1981).

Table No 3: Discriminant Validity

Variable	FWH	CWW	RW	JS	TI
FWH	<b>0.809*</b>				
CWW	0.386	<b>0.855*</b>			
RW	0.480	0.376	<b>0.814*</b>		
JS	0.331	0.007	0.129	<b>0.729*</b>	
TI	-0.369	0.081	-0.315	-0.694	<b>0.878*</b>

**Note:** \*Square Root of AVE as criteria



In table 3, one can clearly see that square root of AVE of each variable is more than its correlation; therefore, discriminant validity is established. Furthermore, three independent structural models were employed.

#### 4.4 Results of Structural Model

Below are the results of the Structural Model:

**Table No 4:** Results of Structural Models

S#	IV	M	DV	DE	IE	Sig
1	FWH	JS		0.29		0.038
2	CWW	JS		-0.102		0.217
3	RW	JS		-0.365		0.307
4	FH		TI	-0.075		0.659
5	CWW		TI	0.183		0.155
6	RW		TI	-0.815		0.083
7		JS	TI	-0.935		0.009
8	FWH	JS	TI		-0.271	0.045
9	CWW	JS	TI		0.096	0.230
10	RH	JS	TI		0.342	0.366

Like the previous model, this model is also a fit model as the CFI, GFI and the NFI values are above 0.7 level. From the above results, it can be seen that flexible work hours has significant relationship with the Job Satisfaction. Furthermore, the table indicates that the job satisfaction mediates the relationship between the flexible work hours and turnover intention.

#### 5. Conclusions

Based on our results, we can conclude the flexible working arrangement has positive impact on job satisfaction, hence there is strong correlation between FWA and JS. These positive close correlations underline a symbiotic relationship, accentuate that it doesn't only about contributing the flexibility in the work but maximizing the arrangements for the work exposure as well. Crucially, the adeptness to regulate the individuals schedule enable them to have more control over their working hours, which has greater influence on job satisfaction by revamping work life balance and promoting independence. Employees who have flexibility towards their working schedules show greater interest in their jobs, which reduces the turnover intention. While the notable figures emerged from the analysis, that Flexible working arrangements notable lower the turnover intentions. This further emphasize that the flexibility in the work schedule is statistically unrelated to employee's desire to leave their workplace.

#### 5.1 Recommendations

To investigate the further effects of FWA on JS and TI further surveys must be conducted. The data could be collected from different area of interest. This may help to determine the level of FWA experienced by individuals. Further the results show positive relationship between FWA and JS, while the TI and FWA correlation is negative. This clearly shows further improvement could be very beneficial for the managers as they would be able to



foresee the turnover intentions of the individuals. Based on our results we found that there is insignificant relationship between flexible working arrangement and turnover intentions, so further work could be done on flexible working arrangement and turnover intention. The constraints must be studied carefully in order to bring positive impact of different forms of flexible working arrangement and turnover intentions, which may help organization to cope up with the turnover intentions.

## 5.2 Limitations

The data has some limitation like: the data is collected only from the IT sector of various organization, which limit the diversity in various department of organization, further the data collection was primarily focused on certain group of interest. This study focused solely on the private IT sector of Pakistan. For the futures studies a more comprehensive study could also encompass the private and public sectors, which will give clear comparison between the two realms to gain more profound insights into the influence of Flexible working arrangements on to the Turn over intention, considering the mediating effect of Job satisfaction. Data collection constraints, such as self-collecting data and the responsive biasness may result in quantitative research. Moreover, attempts were made to reduce the biasness but still there is validity of data is questionable. To address these issues different methods of study or the longitudinal study may overcome the limitations.

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