



Does a Flexible Work Schedules Affect Turnover Intentions: A Mediation Model

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Abstract

Employee turnover has increasingly emerged as a significant issue, with numerous countries and organizations encountering labor market shortages. Human resource management priorities, particularly employee retention techniques, have changed due to shifting workforce blend, socio-economic situations, and workplace expectations. The corporate world is transforming employment models to achieve three critical objectives: attraction, motivation, and retention of skilled personnel - with flexible scheduling options demonstrating particular success in facilitating employee work-life integration. This study specifically examines the association among FWAs & turnover intentions while highlighting job satisfaction's mediating role, employing both theoretical analysis through literature review and empirical investigation using data from 219 employees analyzed via descriptive statistics and PLS-SEM methodology. The findings demonstrate that FWAs contribute to higher job satisfaction, which subsequently reduces turnover intentions, confirming that satisfied employees with flexible work options exhibit significantly lower propensity to leave their organizations.

Keywords: Employee Job Satisfaction, Flexible Work Arrangements, Turnover, HRM, SEM Analysis



Introduction

Contemporary organizational research has increasingly focused on workforce attrition as global labor markets experience unprecedented talent shortages (Latip & Amirul, 2022). Human resource professionals now prioritize dual strategic objectives: acquiring top-tier candidates while implementing robust retention protocols (Williams, 2019). Excessive voluntary separation creates multidimensional organizational impacts, including both tangible depletion of skilled personnel and intangible erosion of corporate memory (Amirul et al., 2023; Williams, 2019). Several significant factors influence the business environment and labour market (Austin-Egole et al., 2020). Notably, the emergence of new workforce generations (Y and Z) brings unique perspectives on employment, careers, and authority. Organizations today face mounting workforce challenges due to shifting economic conditions, technological disruption, and evolving employee expectations—all accelerated by recent global disruptions. These factors have fundamentally transformed talent acquisition and retention strategies, making workforce stability increasingly difficult to maintain. Numerous businesses strain to remain competitive in this environment. However, organizational culture & HRM practices (i.e. staffing, training, and development), work satisfaction, conflict and stress also affect business's capacity. Workplaces must attract one another, engage, and retain personnel.

Prior research indicates that adopting flexible working arrangements (FWAs) may address several challenges in Human Resource Management (HRM) by providing a more adaptable alternative to conventional job structures. This allows employees to improve work-life and work timing and professional activities (Weideman & Hofmeyr, 2020). FWAs define as work option that provides employees with autonomy over location and/or timing of their job responsibilities. The control over job responsibilities increases an employee's perceived autonomy, which may improve balance between personal life and work, while also conserving time and energy.

Research indicates that flexible work arrangements (FWAs) serve as effective HR strategies that can boost workplace productivity (Tsen et al., 2022), enhance employee engagement, improve job satisfaction, decrease absenteeism, and lower turnover rates. However, effectiveness varies across different organizational contexts and implementation models. Challenges may emerge when compressed workloads create undue pressure or when off-duty employees feel compelled to address work matters, potentially offsetting the benefits of flexibility (Avgoustaki & Bessa, 2019). This could negatively influence employee performance and diminish FWAs encouraging effects.

These dynamics align with social exchange theory, which explains how mutually beneficial relationships develop in the workplace. When one party demonstrates supportive behavior, it creates a reciprocal expectation for the other party to respond in kind, fostering a cycle of positive engagement (Tsen et al., 2022). This employment relationship is more about employee and employer attitudes and perspectives than a contract. Employee satisfaction with the work environment and HRM policies of businesses leads to positive work attitudes. Also, employees view inadequate HRM, they may exhibit unfavorable organizational behaviors. Earlier studies imply that FWAs encourage turnover intentions, lowering turnover rates. FWAs are thought to boost job satisfaction, which influences employee turnover.

This paper examines the association between FWAs & employees' turnover intentions, also how job satisfaction mediates the relationship. This study uses theoretical and empirical



methods. Desk-research literature evaluation underpins theoretical research. The empirical component of the research evaluates 219 Pakistani commercial employees' FWAs, turnover, & job satisfaction. Previous research often ignored mediating effects and evaluated all three aspects in isolation, making this paper's mediation study unique.

Literature Review

FWAs have recently drawn great attention. FWAs are viewed as a remedy. Addressing a variety of corporate concerns, but are primarily associated with work-life balance. FWAs, which are characterized as constructs consist 2 flexibility forms—time related (flex-time) and locations related (flexplace)—have the potential to improve job control (Rahman, Uddin, Samuel, & Rahaman, 2022). A "employment negotiated term timing and/or place related" contains relaxation people demanded in FWAs (Li et al., 2024). "Company-provided benefits that allow workers to work outside of the regular weekday schedule" is another way to describe FWAs and are typically associated with flextime, home-based work, contract hour reduction or extension, and enhance company practices (Gill & Siddiqui, 2021). Hence this workplace flexibility benefits firms and employees alike. Employers are now certain results conscious, like increased employee effectiveness and success, having happy and numerous engaged employees, and being inspired, interested, and retaining their skilled staff (Li et al., 2024).

Prior studies examined that FWAs affected employee behavior and attitudes, including absenteeism (Roshan & Arulrajah, 2021), work satisfaction (Berber et al., 2022), engagement (Eluwole, Karatepe, & Avci, 2022), turnover (Karaferis et al., 2022). FWAs demonstrated a favorable relationship with the dependent variables in the majority of these categories, lowering absenteeism and turnover while raising job satisfaction, engagement, or performance.

The authors have examined relationships among FWAs, JS, and TI in light of fact that an increasing number of businesses are having difficulty keeping their best workers. The aforementioned constructs are significant results of organizational behavior strategies; employee performance, job satisfaction, absenteeism, and turnover are all indicators of how organizational human resource management methods affect firms (Gašić & Berber, 2021).

Since employee actual turnover behavior are a good indicator, and best technique to look at employee turnover (Tsen et al., 2022). Moreover, turnover intentions are "turnover understanding measure aid organization understand employees quit reasoning (Peltokorpi & Allen, 2024). FWAs should reduce employees' intentions and the use of various work arrangements, such as teleworking, flextime, home-based employment, etc. Social exchange theory concept boost good employer practices helpful work behavior. This idea has been supported by the majority of earlier studies, but what is occurring today, therefore more businesses utilized FWAs (Okolie & Egbon, 2023), and several external circumstances are push enterprises to use FWAs more frequently?

FWAs would improve JS, while sabbaticals and home-based work have been shown to reduce employees' intentions to leave a sample of South Asian employees (Tsen et al., 2022). In previous study, the authors discovered FWAs for decreased employee turnover. However, flexible leave and job sharing increased job satisfaction (Rahman et al., 2022). Lim et al. (2021) examined the associations between FWAs and work-family conflict, turnover intentions, and job satisfaction in Asian nation clusters. Similar relationships were also examined by (George & Poluru, 2024) in a sample of Asian culture workers. They



found that FWAs have associated impact with commitment & negative correlation affects turnover intentions, which lower employees' intention to leave the company. FWAs are linked to lower employee unhappiness, but they have no impact on employees' intentions (Karaferis et al., 2022). FWAs minimize turnover intentions, making them a good employee retention tool, according to these studies. FWAs are employee-friendly, therefore when implemented properly; they may improve employees' opinions of the organization, reducing their desire to resign. Hence, proposed that:

H1: Flexible work arrangements show significant inverse correlation with TI.

JS, FWAs and TI

Employee's response via HRM practices resulted more engagement, commitment and high job satisfaction. Previous research commonly explored job satisfaction as employees prerequisite for cognitive affective elements (Gill & Siddiqui, 2021), resulted low turnover (Tsen et al., 2022) intention. However, job satisfaction considered low cause turnover intentions. Previous research discovered positively relationship among FWAs and job satisfaction (Gudep, 2019). Moreover, job satisfaction considered mediated links among FWAs and TI (Tsen et al., 2022). Furthermore, JS mediate the FWA effect on turnover intentions (Jiejing et al., 2024). Hence, JS proposed mediated links among FWAs and low level TI. Therefore, it is proposed that:

H2: JS have mediated relationship among FWAs and TI.

Research Methods

The Questionnaire

The procedure of examining work satisfaction mediator role among FWA and turnover intentions was carried out with the use of a questionnaire that was specifically prepared for this purpose. The electronic questionnaire provided respondents with the chance to provide responses to the questions that were posed to them. By using the "Google Forms" program, an attitude was measured using Likert scale with 5 scale, i.e. 1-strong dis-agree and 5 representing strong agree (Boone Jr & Boone, 2012). Initially, questionnaire was comprised of control questions that enquired respondent's gender, age, education level, and designation. Independent variable "FWA" questionnaire included in the second section. This section utilized a standardised questionnaire that contained eleven questions. All questions dealing with flexible work arrangements Sample items include, mostly FWAs does not attract me because feels disconnected, and 'less working-hours could negative connection my career life'. Dependent variables JS consisted five questions scale i.e. JS1 to JS5, derived from (Morgeson & Humphrey, 2006). Sample items includes: "I like my work," "I like it better than other workers". The questionnaire was derived from (Chen & Francesco, 2000), second section centred on TI and consisted 4 questions (i.e. TI1 to TI4). These questions included statements such as "I often ponder quitting my job, and I probably won't succeed if I stay."

The Sample

Those employees who have presented chance for reorganizing their jobs by conducting company via FWAs implementation, i.e. working on the weekends, working overtime, and flexible working hours, were the primary target audience for the questionnaire to be distributed. Moreover home-based employment and teleworking. Concerning the function that JS as mediator in association among FWA and TI, total 219 employees responded to a questionnaire that was distributed to them. Despite the fact that there were a thousand questionnaires sent out, the only ones that were taken into consideration for



further analysis were those that said that use at least one FWA form and provided response regarding perceptions of these FWAs. Furthermore, 219 surveys that were considered to be valid, and the percentage of people who responded was 21.9%.

Creating the questionnaire and collecting the data was accomplished by the authors through the use of Google Forms. Given that personal communication was not feasible due to social distance, this method of data collecting was an ideal choice. All surveys were sent out together with the invitation to participate, and they did not contain any personal information about the responders. This ensured that their identities were unknown. In order to collect responses from people in Pakistan, the authors utilized the LinkedIn network. Moreover, Table 1 indicated demographic construct i.e. gender, education level, age, and designation. Demographics respondents in the sample were female (43.38%), younger-employees (18.26%), individuals having master's or bachelor's (approximately 73%), and those who held professional-roles inside an organization (52.51% as well).

Table 1: Demographic Sample Analysis

| Construct | Total | % |
|----------------------|-------|-------|
| Gender | | |
| Male | 124 | 56.62 |
| Female | 95 | 43.38 |
| Age | | |
| < 25 | 40 | 18.26 |
| 25-34 | 83 | 37.90 |
| 35-44 | 41 | 18.72 |
| 45-55 | 38 | 17.35 |
| > 55 | 17 | 7.76 |
| Education | | |
| High-School | 28 | 12.79 |
| Bachelor | 79 | 36.07 |
| Master-level | 80 | 36.53 |
| Ph.D. | 32 | 14.61 |
| Designation | | |
| Manager | 62 | 28.31 |
| Professional staff | 115 | 52.51 |
| Administrative staff | 30 | 13.70 |
| Manual staff | 12 | 5.48 |

Results

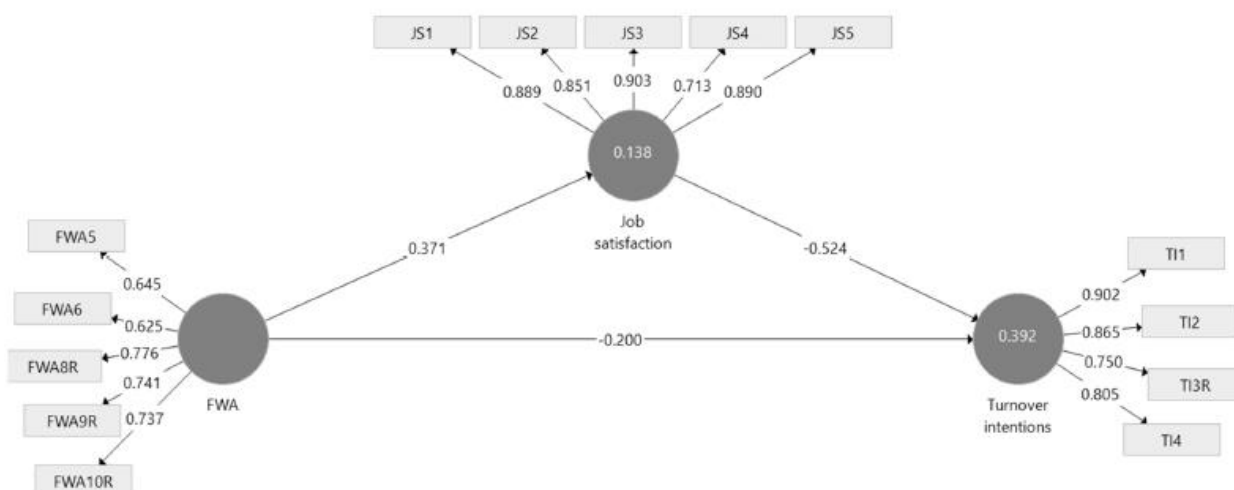
For the purpose of presenting the findings of the study on the function that JS indicates mediator construct among FWA and TI, the authors made use of the program known as "Smart PLS." PLS-SEM analysis utilized to investigate current relations. In addition to generating the bootstrap estimates that accompanied the measurements, the authors estimated structural model parameters and the measurements. Moreover, the study evaluating total & direct FWA impact on dependent variable (TI), as well as indirect effects that were mediated by the mediator (work satisfaction). The authors conducted an investigation into the measuring model first, and then they tested the study hypotheses. However, data analysis that was collected based on the questionnaires that were filled out was separated into two parts. A descriptive breakdown data for indicator included presented in Table-2.

**Table 2: Descriptive-Analysis**

| | Min. | Max. | Mean. | S. D. |
|---------------------|-------|------|-------|-------|
| FWA | 1. 92 | 4. 8 | 3. 65 | 0. 68 |
| Job satisfaction | 1. 81 | 5 | 4. 51 | 0. 69 |
| Turnover intentions | 1 | 5 | 1. 97 | 1 |

Initial, reliability, convergent & discriminant validity, and factor-loadings were all loaded by the authors. The process began with this stage, which was the first step. This specific method of measuring is recommended for reflecting buildings, which is included within the context of the model. In addition, the CMB test, which is an acronym that stands for the common method bias, was in addition to the techniques that were discussed previously. Regarding the minimal eligibility criteria for factor load, the authors (Hair et al., 2020) have mentioned in their study that needed above 0.70%. It is recommended that load factors that fall within the range of 0.4 to 0.7 be retained if the removal of such load factors does not have an impact on the average value of the error (AVE) or the composite reliability (Demir, 2022). Due to the fact that the loads linked with certain things had extremely low values, it was necessary to exclude them from further investigative consideration. The objects that were kept and had loadings that was greater than 0.708 are depicted in Figure 1.

Within the following table, you will find a presentation of the construct's validity, in addition to the indicator's dependability. Moreover, cronbach's alpha, CR, and AVE. The statistical measures that were selected for use in reliability testing are outlined in Table 3. Based on the data that was acquired through the process of computing alpha, a discovered value varies (0.768 to 0.851) for FWA & turnover intentions, with recorded job satisfaction highest value, which was 0.904. All of these values were reported above 0.7 minimum cronbach's alpha acceptable level, as suggested by a handful of the academics (Hair et al., 2020).

**Figure 1: Path Coefficient**

Construct reliability & validity, as well as the reliability of the indicator, are presented in the table that follows. Furthermore, cronbach's Alpha, CR and AVE are the statistical measures that were utilised in the reliability test, which is presented in Table 3. As a result of the information received through calculation. Cronbach's Alpha was the statistical measure



that we identified. According to the recommendations of a few of the scholars (Boone Jr & Boone, 2012), the Cronbach's Alpha should be 0.7 minimum acceptable limit.

Table 3: CR, AVE & Cronbach Alpha

| | Cronbach's Alpha | CR | AVE |
|-----|------------------|-------|-------|
| FWA | 0.768 | 0.833 | 0.5 |
| JS | 0.904 | 0.929 | 0.726 |
| TI | 0.851 | 0.9 | 0.694 |

Furthermore, constructs composite dependability spans from 0.833-FWA, 0.9-turnover intentions, and JS-0.929 recorded. Composite dependability is an alternative that can be utilized due to the fact that Cronbach Alpha values are slightly higher than CR values; nonetheless, the difference between the two is not particularly significant (Peterson & Kim, 2013). For the purpose convergent-validity determining, the AVE test was carried out. The values of the AVE are displayed in the table that is located above. These values vary from 0.5 (meaningful work attitude) to 0.694 (meaningful turnover intentions) to the highest value, which was reported for job satisfaction, which is 0.726. Hence, AVE must be at least 0.5 to be considered acceptable (Fornell & Larcker, 1981). The table above demonstrates that the acceptable limit was met. Thus, all three conceptions met convergent validity. Fornell & Larcker cross-loaded items metrics assess discriminatory validity (Hamid et al., 2017). Table 4 indicates cross-loadings and discriminatory validity.

Table 4: Validity—Cross Loadings

| | FWA | JS | TI |
|-------------------|--------|--------|--------|
| FWA ₁₀ | 0.737 | 0.223 | -0.283 |
| FWA ₅ | 0.645 | 0.204 | -0.177 |
| FWA ₆ | 0.625 | 0.202 | -0.109 |
| FWA ₈ | 0.776 | 0.402 | -0.416 |
| FWA ₉ | .741 | 0.171 | -0.259 |
| JS ₁ | .284 | 0.889 | -0.559 |
| JS ₂ | .315 | 0.851 | -0.425 |
| JS ₃ | .351 | 0.903 | -0.509 |
| JS ₄ | 0.243 | 0.713 | -0.396 |
| JS ₅ | 0.372 | 0.89 | -0.617 |
| TI ₁ | -0.305 | -0.561 | 0.902 |
| TI ₂ | -0.274 | -0.497 | 0.865 |
| TI ₃ | -0.369 | -0.490 | 0.75 |
| TI ₄ | -0.363 | -0.433 | 0.805 |

Table 5: Correlation Analysis

| | FWA | JS | TI |
|-----|--------|--------|-------|
| FWA | 0.707 | | |
| JS | 0.371 | 0.852 | |
| TI | -0.394 | -0.598 | 0.833 |

Composite construct dependability is 0.833-FWA to 0.9-TI, with JS at 0.929. A 0.7 cardiovascular risk is tolerable. The table above shows that the CR requirement was met. The difference between CR and Cronbach Alpha scores is small (Boone Jr. & Boone, 2012).



Disparity permits composite reliability. The Average Variance Extracted (AVE) test assessed convergence. The table above shows AVEs. Meaningful work attitude is 0.5, meaningful turnover intentions are 0.694, and job satisfaction is 0.726. Acceptable AVE is 0.5 (Hair Jr et al., 2020). The table shows the allowable limit was met. The three ideas converged. Hence, Fornell & Larcker criterion, heterotrait-monotrait correlation ratios, and cross-loadings indicators can evaluate test discriminant validity (Hu & Bentler, 1998). Discriminant validity cross loadings are in Table 4. If its constructive structure indicator load is bigger than any other construction load, measurement model discriminant validity exists (Hair Jr et al., 2020). This table shows that each block in a column and row has a higher burden than the others. The latent variables are distinct. Cross-loading tests validate measurement model discrimination. Table 5 displays Fornell–Lacker discriminant validity. The data prove discriminant validity. Because the diagonal AVE root value is higher than any variable value below.

Table 6 indicates HTMT discriminant validity. The HTMT finds validity because all values are below 0.9. The entire collinearity methodology was used to study common method bias (CMB) (Demir, 2022). Some authors accept VIF values below 5 or 10, demonstrating collinearity's harm (O'brien, 2007). Table 7 shows that multicollinearity study shows that VIF values are usually below 3. However, (JS₁, JS₃, TI₁, and TI₂) report values somewhat greater than 3. Based on author indicators, VIF values up to 5 are permitted.

Table 6: Discriminant Validity: HTMT

| | FWA | JS | TI |
|-----|------|-------|----|
| FWA | | | |
| JS | 0.40 | | |
| TI | 0.43 | 0.670 | |

Table 7: Collinearity Statistics

| | VIF |
|-----|------|
| FWA | 2.54 |
| JS | 2.52 |
| TI | 1.26 |

In the final phase, hypothetical relationship among construct examined showed in Table-8. In Table 8, exists positive statistically significant link among FWA and JS ($\beta = 0.37$; $T = 6.3$). Additionally, negative statistically significant association among FWA and TI ($\beta = -0.20$). Furthermore, statistically significant negative association among JS and TI ($\beta = -0.53$; $p = 0.000$). Also, the FWA on turnover intentions have indirect effect via JS and found significant ($\beta = -0.20$). It is shown in Figure 2 that these relationships exist.

Table 8: Hypothesis Testing

| | | T-Statistics | Results |
|-------------|-------|--------------|----------|
| FWA->JS | 0.37 | 6.30 | Accepted |
| FWA->TI | -0.20 | 4.12 | Accepted |
| JS->TI | -0.53 | 8.42 | Accepted |
| FWA->JS->TI | -0.20 | 5.93 | Accepted |

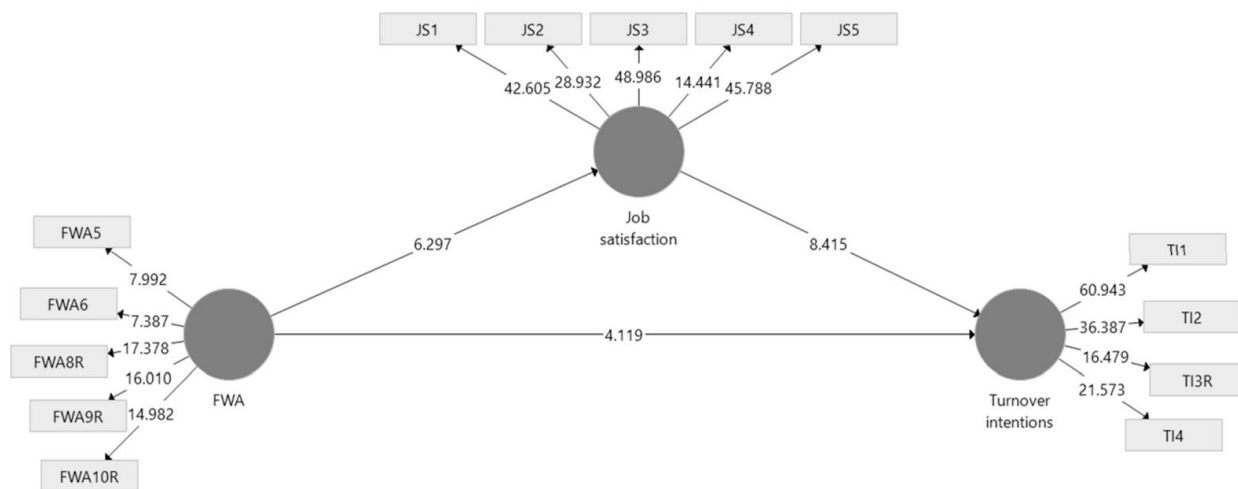


Figure 2 PATH MODEL

Discussion

From findings, it was clear that FWAs and work satisfaction have a beneficial impact on employees' inclinations to leave their current positions. The association among FWAs & TI mediated via JS. FWAs have an indirect impact on TI through use of JS. However, FWAs implementation has increase JS and decrease TI. This, in turn, provides companies with the opportunity to keep most valuable employees. Furthermore, findings demonstrated expected relationships, according to which FWAs had good relationships with JS and negative relationships with TI (Kotey & Sharma, 2019). Hence, results supported hypotheses that proposed, demonstrate increased FWAs utilization leads to increased JS and decreased TI. We discovered that positive statistically significant association among FWA and JS ($\beta = 0.37$). Additionally, negative statistically significant association among FWA and TI ($\beta = -0.20$). Furthermore, negative significant association among JS and TI ($\beta = 0.52$). JS impact among FWA and TI, negative mediation relationship was discovered. So, FWA had negative impact on TI via JS ($\beta = -0.20$). In addition, the results conducted on questionnaire and data demonstrated good level validity and reliability. Hence, results consistent that published in the past, and found that FWAs had impact on JS (Berber et al., 2022). & negative impact on TI (Tsen et al., 2022). According to the findings of one study, employees who perceived FWAs as providing them with the option to strike a balance between their personal and professional life reported significantly better levels of satisfaction and a lower inclination to leave their current position.

The results of the mediation study, which was the primary objective of the research, are consistent with the findings of other researchers (Berber et al., 2022), who are also in agreement that mediation is effective. With regard to the components that have an effect on the link between FWAs and TI, JS serves as a mediator. As an additional point of interest, the findings are in agreement with the social exchange hypothesis (Berber et al., 2022), which is a significant finding. Employees who understand and perceive FWAs as positive and helpful HR practices offered by their employers reported higher levels of job satisfaction. This was primarily due to the fact that they were granted a greater degree of autonomy and were given more opportunities to make decisions concerning matters pertaining to their employment. Additionally, these employees demonstrated a positive attitude towards their employers. The findings of this research were presented in the context of FWAs. In most cases, a positive reciprocation reaction is interpreted as a desire



to remain employed by an organization and a decrease in turnover intention (TI). As a result, managers had to carefully plan, monitor, and control FWAs, as well as increase them, in order to improve working conditions and make an effort to keep talented employees. The leaders of an organization should be given a significant part in this process since they are considered to be an essential component in the process of constructing a favorable psychological atmosphere (Kotey & Sharma, 2019), particularly during times of crisis like as the epidemic. A style of interpretation that is consistent with the pandemic can be used to the findings. The decision to implement flexible work arrangements (FWAs), in particular work that is performed from home, teleporting, or flex-time, can be very stimulating for employees in terms of the satisfaction they feel in relation to the maintenance of their health and security. This is due to the fact that the principal concern that is associated with the pandemic is the fear of becoming infected with the COVID-19 virus inside the population. Furthermore, when employees perceive that the company and their managers are struggling to assist them in maintaining their health and provide them with such good working programs; it might reduce the likelihood that they will desire to leave their current position. The concern that employees have that they will lose their jobs as a result of the bad impacts that the pandemic would have on the company can, on the other hand, lead to a decreased intention to leave the company. Due to the fact that this cause is not connected to the deployment of FWAs, it is necessary to conduct research into this particular field as well.

Conclusions

The practical implications of this work lie in the prospect of using FWAs with the goal of lowering employee's number who intend to quit their jobs. Given that virtually all companies operating in the current era have noticed that there is a shortage of skilled workers with higher degrees of higher vocational education, this is an important development. Williams (2019) investigated worker turnover are the two most major issues that arise when it comes to problems with human resource management. The employees report higher levels of job satisfaction, lower levels of stress, and a lowered inclination to leave their organizations when they are given more control over their employment in terms of how, when, and where the job will be done. There is also a drop in the likelihood that they would leave their organizations. Without a shadow of a doubt, flexible work arrangements are not adequate to achieve this purpose. There are a number of additional factors that play a big role in not only work satisfaction but also employee turnover patterns. These factors include a solid organizational culture and environment, an acceptable leadership style, and various more approaches for managing human resources. For this reason, businesses should conduct an analysis, plan, and make preparations for the FWAs that can be supplied to workers as a component of a more complete strategy for the retention of working personnel. Working personnel can be defined as employees who are employed by the company. This is especially important in situations where new problems arise, such as the COVID-19 pandemic, which has resulted in an increase in the amount of work that is done in a virtual environment, has made digital business and digital strategies even more important, and has resulted in a significant increase in the number of people working from home (Avgoustaki & Bessa, 2019). The purpose of this study is to investigate the themes of FWAs, work satisfaction, and intentions to leave one's current post in Pakistan. This particular technique and data analysis makes this study one of the first to cover these topics. The findings of this study can be used as a foundation for the



development of strategies and actions for flexible working programs, as well as for the implementation of these programs in an appropriate manner, with the goal of achieving human resource goals such as job satisfaction and the decision to remain employed by a particular organization. This is because the findings of this study can be used to develop strategies and actions for flexible working programs.

The better understanding of the effects of job satisfaction on the relationship between the perception of employees about available flexible working alternatives and their intentions to leave their current position can have significant theoretical implications. These implications can be found in the fact that job happiness has a significant impact on the relationship. The findings of Latip & Amirul, (2022) indicate that an examination into each of the three constructs is often carried out independently, without the incorporation of mediation analysis. In this study, the effects of mediation were explored, and the findings led to the conclusion that work satisfaction works as a mediator in the link that was postulated on the basis of the findings. This finding is in agreement with the findings of previous study (Amirul et al., 2023) as well as the concepts that are outlined in the theory of social exchange. In addition to making a contribution to the expanding body of information concerning the influence of FWAs on work satisfaction and intentions to leave one's current position, this study also offers insight on the specific links that exist between various facets of these three categories. Future studies may explore how post-pandemic developments—such as the integration of big data analytics, circular economy practices, and digital marketing as studied by Rafi & Sulman (2025)—interact with flexible work schedules to influence employee behavior and turnover intentions, particularly in digitally transformed and sustainability-oriented firms..

There is a possibility that the work that is currently being done has certain deficiencies. One of the most important aspects to take into consideration is the size of the sample at hand. Despite the fact that 219 employees can be considered a small sample size, the utilization of the Smart PLS software proved that the number of respondents in the sample was sufficient to obtain findings and to evaluate the validity of the data. This was demonstrated by the fact that the sample size was sufficient. This number satisfied the condition associated with the ten-time rule, which states that the number of responses must be "ten times the largest number of inner model paths directed at a particular construct in the inner model" (Khan et al., 2024). As a result, the PLS-SEM process was able to accept the 219 responses because this number satisfied the condition.

Furthermore, the authors of this study did not make use of controls for the theorized links, such as gender, age, or the sector of business; this could have resulted in intriguing findings; nevertheless, they did not utilize these controls. As a result of this, it is recommended that future research add control variables as moderators. These control variables include age, marital status, family status, gender, and other control variables. This is due to the fact that the incorporation of these variables tends to be advantageous. As a consequence of this, a more in-depth comprehension of the practical challenges that managers encounter while putting FWAs into action will be provided.

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