



UNDERSTANDING THE IMPACT OF FLEXIBLE WORKING AND EMPLOYEE WELL-BEING WITHIN AN ORGANIZATION

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Chapter I INTRODUCTION

INTRODUCTION TO THE FLEXIBLE WORKING ENVIRONMENT AND EMPLOYEE WELL-BEING

According to Smith, J., Johnson, A., & Brown, C. (2020), "The Rise of Flexible Working: Implications for Employee Well-being.", points that flexible working is currently a primary focus in today's workplace. Flexible working gives employees control over when, where, and how they work; it also includes working remotely, having flexible hours, compressed schedules, and sharing responsibilities. The benefits of offering flexible work arrangements include improved job satisfaction, work-life balance, and productivity.

SIGNIFICANCE OF THE SUBJECT

It is essential to explore the impact of flexible working on employee well-being as it can affect different aspects of individuals' lives at work and beyond. Flexible working offers many benefits for employees, such as more independence, better work-life balance, lower stress, and higher job satisfaction" (Allen, 2013)

SCOPE OF STUDY

This study examines the experiences and perceptions of employees who have flexible working arrangements within the organisation. It explores different flexible working options, such as telecommuting, flexible scheduling, and remote work. The study includes workers from various backgrounds, positions, and levels within the organisation to gather various opinions on flexible working and how it affects employee wellness.

THE IMPORTANCE OF THIS RESEARCH/STUDY

It is essential to understand that flexible working supports employee well-being. Identifying factors contributing to employee well-being in flexible working environments can help organisations boost employee satisfaction, productivity, and retention. This research contributes to current literature on flexible work and offers advice for organisations on managing flexible work setups.

THE AIM OF THIS RESEARCH

This research delves into the impact of a flexible work environment on employee welfare, considering the pros and cons of this approach. By reviewing research studies and adopting recommended methodologies, organisations can effectively introduce flexible work arrangements to enhance the well-being of employees and drive overall business performance.

Chapter 2 LITERATURE REVIEW/ REVIEWING EXISTING LITERATURE

WHAT IS FLEXIBLE WORKING?

According to Ollier-Malaterre (2018), flexible working gives employees the freedom to choose their hours, location, and work methods. Flexible work options can be advantageous for both individuals and organizations. Flexible work schedules can improve work-life balance, boost job satisfaction, enhance overall well-being, and increase productivity for employees.

Based on Armstrong and Taylor (2018), flexible work schedules are increasingly common in contemporary organisations as they effectively attract and retain skilled employees, boost morale and well-being among staff, and ultimately enhance productivity and efficiency.

Balancing professional and personal commitments is a crucial tenet of flexible work arrangements. Research by Hill et al. (2019) found that individuals who were given the opportunity to work flexible schedules reported higher levels of job satisfaction, experienced less stress, and improved productivity in the long run.

Flexible working, BASED ON MY KNOWLEDGE, refers to a strategic approach to work organisation that enables employees to effectively manage the demands of their professional and personal lives, thereby fostering a conducive work environment that promotes employee motivation, enhanced performance levels, and reduced stress levels.

TYPES OF FLEXIBLE WORKING

This policy provides employees with the flexibility to determine their own commencement and conclusion times within a designated timeframe, thereby facilitating improved management of their work-life equilibrium (Brega, C. et al., 2023).

Remote work

Remote work, also known as telecommuting, allows employees to carry out their job responsibilities from locations outside of the traditional office setting. This adaptable work schedule shows promise in fostering enhanced autonomy and flexibility among employees and resulting in financial benefits for organisations. (Mohammed Banu 2021)

Compressed Workweek

Munyon, T.P. *et al.* (2023), consider that a compressed workweek involves fulfilling a typical full-time workload within a condensed timeframe that is less than the traditional five-day work schedule. undertook a research project investigating the impacts of a specific type of flexible work arrangement on levels of employee contentment and organisational outcomes. Using a shorter workweek can help make work and personal life more balanced. This can make employees happier by giving them more free time.

Job Sharing.

"Sharing the Work: An Analysis of the Issues in Worksharing and Jobsharing" by Noah Meltz, Frank Reid, and Gerald Swartz, in 2019, are defining job sharing allows multiple employees to share one full-time position, providing flexibility and better work-life balance. Work sharing allows companies to keep skilled workers by having multiple employees share the workload of one full-time position during economic uncertainty.

Flexible Location.

The publication titled *"Work Without Boundaries: Embracing Flexible Location Practices"* authored by White (2021) explores the concept of adapting to flexible work arrangements without constraints. showing how new location policies are changing the way we work.

THEORETICAL FRAMEWORK

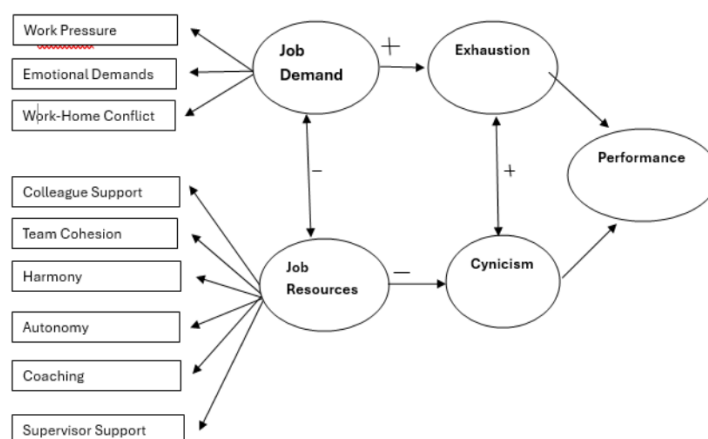
Theories applied for employee well-being.

Jayasekara and Rasika in their study of *"The effect of flexible working conditions on employee health and wellbeing,"* Studied how flexible work arrangements affect employee well-being in their academic research. The use of theories and frameworks helps organizations comprehend the intricate links between job demands, resources, social dynamics, and resource preservation in the workplace. Studying theoretical frameworks can enhance employee well-being, engagement, and productivity in organizations through strategic development. There are numerous theories to choose from for this study.

Job Demands-Resources (JD-R) model:

This model depicts the influence of job tasks and support on employee well-being and performance. Excessive job demands can lead to burnout, but ample job resources can increase engagement and motivation.

Figure 1 (JD-R) model Source: Ana-Maria Gorgan

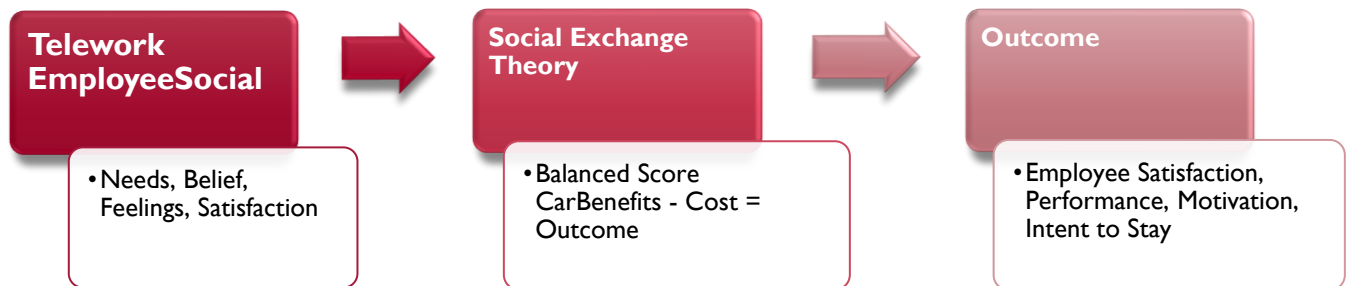


Social Exchange Theory:

This theory highlights the interdependent connections and interactions among individuals. Workers exchange their hard work and expertise with their employers for

monetary compensation and acknowledgement. Trust and reciprocity play crucial roles in shaping these interactions.

Figure 2 Social Exchange Theory, Source: Ana-Maria Gorgan



Conservation of Resources (COR) Theory:

This theory suggests that people work to gain, preserve, and safeguard important resources like time, energy, and social support. Stress occurs when people feel their resources are threatened or in short supply. This could result in burnout or lower productivity.

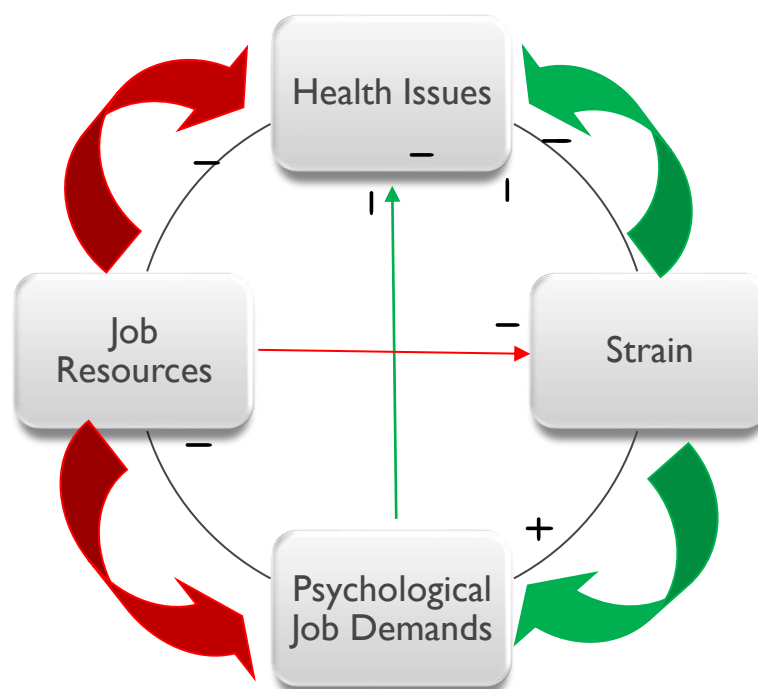


Figure 3 COR Theory, Source: Ana-Maria Gorgan

These theories can help researchers and practitioners understand how flexible work arrangements affect employee well-being. The book title is "Global Employment

Contracts and Employee Well-being." Isaksson and Witte will discuss factors affecting well-being in international job agreements.

Jayasekara and Rasika are researching the impact of flexible work environments on employees' health and wellbeing using the JD-R theory. This theory demonstrates the impact of work conditions on employee welfare and shows that flexible work schedules reduce stress and improve work-life balance for employees and are studying how flexible work arrangements affect employees' ability to maintain and enhance resources, ultimately leading to improved well-being at work as per the Conservation of Resources Theory.

FACTORS INFLUENCING EMPLOYEE WELL-BEING IN FLEXIBLE WORKING

In the study of *"Flexible working conditions and their effects on employee health and wellbeing"* by Joyce et al. (2010), researchers have studied how flexible work schedules affect employees' health. Research indicates that offering flexible work arrangements like telecommuting and flexible hours can enhance employee well-being by reducing stress, improving work-life balance, and increasing job satisfaction.

Employee welfare in a company is about taking care of the well-being and happiness of the employees. It covers physical and mental health, job satisfaction, and balancing work and personal life.

PHYSICAL HEALTH. Promoting employees' physical well-being encompasses offering health benefits, wellness initiatives, ergonomically designed work environments, and opportunities for physical activity (Smith, J.2022).

MENTAL HEALTH. Mental health is crucial for employees in flexible work settings. Recent study suggests that having flexibility and autonomy in work can enhance mental well-being by lowering stress levels and boosting job satisfaction. Hasson and Butler (2020) in the book *"Mental Health and Wellbeing in the Workplace: A Practical Guide for Employers and Employees: A Practical Guide for Employers and Employees"* discovered that too much flexibility and unclear work-life boundaries in flexible workplaces can cause elevated levels of anxiety and burnout in employees.

JOB SATISFACTION. In the framework of flexible work arrangements, job satisfaction plays a crucial role in impacting the overall well-being of employees. In research conducted by Wang, Jiang, and Kim (2020), it was found that employees who express satisfaction with their job and engage in flexible work arrangements are inclined to have enhanced overall well-being levels.

WORK-LIFE BALANCE. Establishing a harmonious equilibrium between work responsibilities and personal interests promotes employee well-being, which can be accomplished through adopting strategies such as flexible work schedules, paid time off, and family-friendly policies (Brown and Johnson, 2022).

Different factors in the workplace, such as culture, leadership, job demands, relationships, career opportunities, communication, and office design, can impact employees' well-being and satisfaction. Employees' well-being significantly affects

both individuals and organisations. Healthy, happy, satisfied employees are more productive and engaged. This leads to less absenteeism, better performance, more vital teamwork, and increased employee retention. Employee well-being improves the workplace environment, job satisfaction, and company performance (Cambridge, H.2018).

CORRELATION BETWEEN FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE WELL-BEING

According to research, flexible work hours are linked to improved employee well-being. Shifrin, Nicole V., Michel, Jesse S., in 2022, found that people with flexible work arrangements were less stressed and more satisfied with their jobs than those without flexibility. In 2018, Golden found that remote work and flexible schedules can improve work-life balance and well-being. This study demonstrates that offering flexible work arrangements can enhance employees' mental health and satisfaction at work.

It is essential to study how flexible work schedules affect employee well-being by examining work-life balance, job satisfaction, stress, and productivity (Schieman, 2017).

ORGANIZATIONAL FACTORS

To evaluate the impact of organizational factors on the effective implementation of flexible work practices, it is crucial to examine various components such as organizational culture, support from leadership, Human Resources practices, and technological resources such as:

Organizational Culture. To evaluate the impact of organisational factors on the practical implementation of flexible work practices, it is crucial to examine various components such as organisational culture, support from leadership, Human Resources practices, and technological resources such as: Organisational Culture. Research by Bordonaba-Juste et al. (2019) Emphasises the need for a supportive and inclusive company culture to enable successful flexible work arrangements. A culture that values work-life balance and allows employees to work remotely can greatly encourage flexible schedules.

Leadership Endorsement. According to Smith and Rojas (2018), Leaders must actively support and promote flexible work practices to create a culture of flexibility within an organisation. Leaders who support flexible working options foster a positive environment that promotes their use by employees.

Human Resources Policies highlighted the importance of robust HR policies supporting flexible work arrangements. Clear guidelines for remote work, flexible hours, and performance assessment are crucial for effective, flexible work practices Allen et al. (2020).

Technological Framework. Companies must invest in secure communication tools, collaborative platforms, and remote access systems to support productivity and connectivity for remote employees (Brown and Henderson,2017).

FACTORS MODERATING THE RELATIONSHIP

Flexible work schedules are becoming more popular in modern workplaces to help employees balance work and personal life and enhance their well-being. This research aims to study how individual differences affect the relationship between flexible work schedules and employee well-being. The effects of these structures differ for each person depending on factors like:

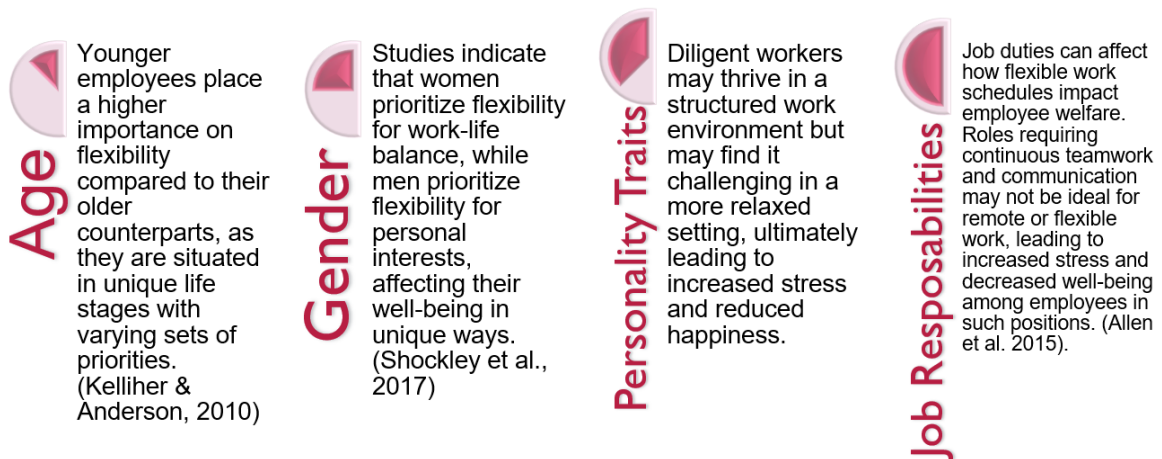


Figure 4 Factors influencing flexible work, Source: Ana-Maria Gorgan

Chapter 3 RESEARCH METHODS & METHODOLOGIES

PHILOSOPHICAL POSITION OF THE RESEARCH

The idea of flexible working and employee well-being can be viewed through humanistic psychology, emphasising individual development and happiness in the workplace. Flexible work options such as telecommuting, flexible hours, and compressed workweeks provide employees with greater schedule control, resulting in empowerment and a better work-life balance. Maslow (1943) says that employees must achieve their full potential and pursue personal goals to satisfy their basic needs for self-actualisation. Flexible work options allow employees to customise their schedules, leading to higher job satisfaction and well-being.

Flexible work arrangements can improve employee well-being, job satisfaction, and organisational outcomes by promoting autonomy, work-life balance, and job control.

METHODS AND METHODOLOGIES OF COLLECTING DATA

In *"Research Methods: The Key Concepts"* by Michael Hammond with Jerry Wellington, 2021, various research techniques and approaches are reviewed for gathering data. The book covers key topics such as qualitative and quantitative research, surveys, and experiments. Interviews, questionnaires, observations, also includes case studies, which involve detailed analysis of individuals, groups, or events. Case studies provide a thorough understanding of a particular topic, aiding in the comprehension of complex issues.

Interviews will be a source of collecting data on flexible working. Interviews yield valuable qualitative data on the experiences and perspectives of individuals and organisations regarding flexible work arrangements. Carefully crafted interview questions are crucial for getting valuable information. Prepared semi-structured interviews might involve challenging follow-up questions for participants based on their responses.

Although challenging, interviews can provide valuable insights into individuals' and companies' experiences with flexible work arrangements. For example, interviews can uncover the challenges, benefits, and factors impacting flexible work arrangements and their effectiveness.

Example:

Smith et al. (2018) interviewed employees from different industries about their experiences with flexible work schedules. Participants were questioned about their reasons for choosing flexible work, the difficulties they faced, and their strategies for maintaining work-life balance. Interviews revealed that employees in flexible work environments prioritise autonomy, flexibility, and well-being.

Chapter 4 DATA ANALYSIS AND DISCUSSIONS

Our objective is to analyse research findings and collected data to identify deficiencies and potential areas for development in flexible working practices. We aim to explore how these practices can influence employee well-being. Additionally, we will assess the results critically to determine the benefits and cons and consider opportunities for improvement.

GAPS AND FUTURE DIRECTIONS

It is essential to pinpoint deficiencies in current research on the correlation between flexible work arrangements and employee well-being to enhance our comprehension of this subject within academia. Several crucial areas require further examination:

4.1.1. Long term impacts. *"Time is the most valuable thing – Revisiting the Impact of Flexible Working Arrangements on Employee Satisfaction and Perceived Productivity"* by R. Busse and S. Mitteldorf, 2021, recognizing the long-term impact of flexible work can help organizations determine its continued use. It can improve the work environment, making employees happier, more productive, and healthier, leading to a more engaged and motivated staff.

4.1.2. Diversity and inclusion. Promoting diversity and inclusion enhances participation, success, and innovation for individuals and organizations. Continuously researching and embracing intersectional perspectives helps us move towards a fairer and more inclusive future. (E. Meletiadou, 2023)

4.1.3. Managerial Support. It is critical to provide clear guidelines and open communication channels to support employees in successfully utilising flexible work arrangements within an organisation. (F. Kravariti, K. Tasoulis, H. Scullion & M. Khaled Alali, 2022)

4.1.4. Organisational Culture. A corporate environment that encourages adaptability in the way employees approach their work. This culture may involve policies that support working remotely, flexible hours, and focusing on outcomes rather than strict schedules. (Jones and Jones, 2020)

4.1.5. Hybrid work models. Allow employees the opportunity to telecommute and work from the conventional office space, allowing them to gain firsthand exposure to the benefits associated with both work settings. (V. H. Shinas, Chu N. Ly and S. Yilmaz Ozden, 2022).

CRITICAL ANALYSIS

Flexibility at work can be beneficial, but it can also harm employee wellbeing. For instance, Smith (2017) discovered that remote workers could feel isolated and disconnected. Jones et al. also study. In 2018, it was found that flexible work schedules can cause more stress and burnout by mixing work and personal life. In conclusion, it is essential to carefully weigh the pros and cons of flexible working for

employees and organisations. Organisations should consider employees' needs and challenges when introducing flexible work arrangements for best results.

In conclusion, flexible working can improve employee wellbeing but also bring challenges like isolation and blurred boundaries that can harm mental health. Organizations should weigh the pros and cons of flexible working to safeguard the wellbeing of their employees.

Chapter 5 CONCLUSION

In short, remote work's impacts on employee well-being must be carefully studied and considered because of their complexity and evolution. After reviewing the literature and research, several vital conclusions are apparent:

THE IMPACT IS POSITIVE ON WELL-BEING.

Flexible work arrangements can enhance employee well-being by giving them more control and autonomy over their work schedules and environments. Workers with flexible schedules often have reduced stress, improved work-life balance, and increased job satisfaction.

HIGH BALANCE OF WORK-LIFE.

Flexible work arrangements help employees achieve a better balance between work and personal life. This alignment prevents burnout, increases job satisfaction, and enhances well-being.

EMPOWERING EMPLOYEES.

Fosters a positive environment, allows employees to have increased freedom and control over when and where they work, and encourages trust and engagement within the organisation.

STRESS FREE OR LOW STRESS ENVIRONMENT.

Employees can customise their schedules to suit their needs and preferences, reducing the pressure of set work hours, commutes, and stress.

THE CULTURE AND SUPPORT

In an organization are crucial in influencing how flexible working impacts employee well-being. Organisations that value trust, flexibility, and work-life balance can benefit from flexible working while reducing drawbacks.

FURTHER RESEARCH

Is required to understand how flexible working affects employee well-being, organisational performance, and societal trends as organisations change. More effort is required to develop evidence-based policies and practices that promote flexible working arrangements.

In short, flexible working with a positive company culture can significantly enhance employee well-being. Companies can foster a positive work environment by encouraging autonomy, work-life balance, and providing support.

Appendix

The example of interview form can be found as follow:

INTERVIEW

PERSONAL INFORMATION:

Full Name Date of Birth:

Marital Status: Gender: ☐ Male ☐ Female ☐ Prefer Not to Answer

Address:

INSTRUCTIONS:

Here are some interview questions you could use to explore the impact of flexible working on employee well-being:

Question 1: Can you describe your experiences with flexible working arrangements in your current role?

Answer:

Question 2: How do you believe flexible working hours influence employee productivity and motivation?

Answer:

Question 3: In your experience, what are the potential benefits of offering remote work options for employee mental health and work-life balance?

Answer:

Question 4: What initiatives or programs have you implemented to promote a healthy work environment and support the well-being of employees in a flexible work setting?

Answer:

Question 5: Can you share any specific examples or anecdotes that illustrate the positive or negative impact of flexible working on your well-being?

Answer:

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