

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF FLEXIBLE WORK ARRANGEMENTS ON
EMPLOYEES' WELL-BEING, JOB SATISFACTION, AND WORK
PERFORMANCE IN MOROCCO: A CASE STUDY**

MASTER'S THESIS

Lamia ZERHOUNI

**Department of Business
Business Administration Program**

JUNE, 2022

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APPROVAL PAGE

DECLARATION

I declare that this Master thesis was written entirely by myself without assistance or violation of scientific ethics, and that it has not been presented in any previous application for a degree. The work presented here is my own. Any use of previous research is referenced and acknowledged in the Bibliography.

Lamiae ZERHOUNI

FOREWORD

First of all, I would like to thank my advisor Assistant. Prof. Dr. BILGE ÇAĞATAY for her invaluable help and guidance throughout this work but especially for her patience and understanding. I could not have done this without her. I would also like to thank the members of the jury for agreeing to review this work and enriching it with their suggestions.

A debt of gratitude is also owed to my beloved parents and family without whom I would not be where I am today.

And to all those who have contributed directly or indirectly to the creation of my thesis, I say THANK YOU.

June, 2022

Lamiae ZERHOUNI

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ABSTRACT

In today's global work environment, businesses face a fierce competition and are always on the lookout for the best employees and best strategies to achieve strategic advantage. It goes without saying that employees represent an organization's most invaluable asset. Indeed, any successful and long-lasting firm relies on its staff, and the employees are in charge of the company at all levels. Their determination, commitment, and dedication, as well as their emotional attachment to the organization are crucial factors in determining how well a business will perform. In fact, we can go as far as saying that the individuals who are dissatisfied with their jobs will not produce performance-oriented results for the organization. The problem that arises is that employees nowadays are consumed with a number of family responsibilities and other personal problems besides the demands of their workplace. In fact, most people lack the ability to efficiently manage all these things, and this leads to an unhealthy amount of stress, an imbalance between work and personal life, and a potential job dissatisfaction. This is why it is important for managers to come up with different practices to help employees find a balance, and hence increase their overall productivity and work performance. One-way managers achieve this is by including one or more types of Flexible Work Arrangements (FWAs). This study aims to look at the effects of FWAs on employees' wellbeing, job satisfaction, and work performance among the employees of Pastel Agency Services, Morocco. The paper will be organized in Three different chapters. The first chapter is an introduction to the concept of FWAs and a statement of the problem, purpose, questions, hypotheses and methodology adopted in the study. The second chapter is a review of the literature. The third and final chapter presents and discusses the findings of the study.

Keywords: Flexible work arrangements, wellbeing, job satisfaction, work performance.

FAS ÜLKESİNDE ESNEK ÇALIŞMA DÜZENLEMELERİNİN ÇALIŞANLARIN REFAHI, İŞ TATMINİ VE İŞ PERFORMANSI ÜZERİNDEKİ ETKİLERİNİN İNCELENMESİ: BİR VAKA ÇALIŞMASI

ÖZET

Günümüzün küresel çalışma ortamında, işletmeler şiddetli bir rekabetle karşı karşıyadır ve stratejik avantaj elde etmek için her zaman en iyi çalışanları ve en iyi stratejileri ararlar. Çalışanların bir kuruluşun en değerli varlığını temsil ettiğini söylemeye gerek yoktur. Gerçekten de çalışanlar, başarılı ve uzun ömürlü herhangi bir işin temelidir. Her seviyedeki çalışanlar şirketten sorumludur. Kararlılıkları, bağlılıkları ve bağlılıklarının yanı sıra kuruluşa olan duygusal bağlılıkları, bir işletmenin ne kadar iyi performans göstereceğini belirlemede çok önemli faktörlerdir. Aslında işlerinden memnun olmayan ve tatmin olmayan çalışanların şirket için performans odaklı sonuçlar üretmeyeceğini söylemek kadar ileri gidebiliriz. Ortaya çıkan sorun, günümüzde çalışanların iş yerlerinin taleplerinin yanı sıra bir takım ailevi sorumluluklar ve diğer kişisel sorunlarla tüketilmesidir. Aslında, çoğu insan tüm bunları verimli bir şekilde yönetme yeteneğinden yoksundur. Bu durum sağlıklı miktarda strese, iş ve kişisel yaşam arasında bir dengesizliğe ve potansiyel bir iş memnuniyetsizliğine yol açar. Dolayısıyla, yöneticilerin, çalışanların bir denge bulmalarına ve dolayısıyla genel üretkenliklerini ve iş performanslarını artırmalarına yardımcı olmak için farklı uygulamalar geliştirmesi önemlidir. Yöneticilerin bunu başarmasının yolu, Esnek Çalışma Düzenlemelerini (FWA) dahil etmeleridir. Bu çalışma, Fas'taki Pastel Acente Hizmetleri çalışanları arasında Esnek Çalışma Düzenlemelerinin çalışanların refahı, iş tatmini ve iş performansı üzerindeki etkilerini incelemeyi amaçlamaktadır. Tez üç bölüm ayrılmıştır. İlk bölüm, Esnek Çalışma Düzenlemeleri kavramına bir giriş ve çalışmada benimsenen amaç, araştırma soruları, hipotezler ve metodolojinin tespitini içermektedir. İkinci bölüm, literatür taramasıdır. Üçüncü ve son bölümde ise

alıřmanın bulguları sunulmakta ve tartıřılmaktadır.

Anahtar Kelimeler: Esnek alıřma dzenlemeleri, refah, iř tatmini, iř performansı.

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I. INTRODUCTION

A. Research Problem

Nowadays employees are consumed with a number of family responsibilities and other personal problems besides the demands of their workplace. In fact, a lot of people lack the ability to efficiently manage all these things, and this leads to an lack of balance between their work and personal lives thus leading to a decrease in work productivity. This is why businesses should give more importance to the well-being of their employees and their job satisfaction. In this context, the concept of flexibility or flexible work arrangements (FWAs) is gaining importance because it seems to have numerous benefits including increased personal and team effectiveness, greater employee commitment, reduced stress, and greater overall organizational performance (Clarke and Holdsworth 2017). However, the results of previous research on the effects of FWAs on work-related criteria were ambiguous, they varied from no or little effect to significant positive effect (Dunham et al., 1987; Pierce et al., 1989) (cited in Hosboyar et al., 2018). Similarly, De Menezes & Kelliher (2011) (cited in Klindzic and Maric ,2019) reviewed a 148 previous research concerning the effects of FWAs on organizational performance and found that the findings of those studies were inconclusive and that the relationship between FWAs and performance should be further examined. Also, while reviewing the literature it seemed that most of the studies on the topic of flexible work arrangements have been done in a western context. Indeed, FWAs have been gaining popularity mostly in Europe and Organization of Economic Co-operation and Development (OECD) countries. (Klindzic and Maric ,2019). Therefore, this paper will try to answer the following question: How do Flexible Work Arrangements affect the well-being, job satisfaction, and work performance of employees at Pastel Agency Services, an event planning company in Morocco?

B. Purpose And Significance Of The Study

As mentioned before, Flexible works arrangements is a concept that is becoming more and more popular among businesses. It is therefore only natural to wonder about its meaning and potential benefits. This study's purpose is to explore the aspects of Flexible work arrangements, but mostly to study the effect of FWAs on the well-being, job satisfaction and work performance of employees at Pastel Agency services in Morocco. The findings of this study will be of significance to the existing literature since they will help refute or confirm some of the previous research. They will also benefit organizations since they will allow them to first understand the link between flexible work and performance, assess the quantity and quality of work of flexible employees, and then use this information to plan more effectively for the future.

C. Main Questions And Hypotheses

The goal of this study is to bring some clarity on the implications and potential positive influence that flexible work arrangements might have on the well-being, job satisfaction, and work performance of workers. For this, three main questions need to be answered:

1. How do flexible work arrangements affect employees' well-being at Pastel Agency services in Morocco?
2. Do flexible work arrangements have any effect on the job satisfaction of the working staff at Pastel Agency services in Morocco?
3. Do flexible work arrangements positively affect the work-performance of those employees?

The study will also test the following hypotheses

1. H1: The wellbeing of employees with Flexible work arrangements (FWAs) is significantly higher than that of employees without FWAs.
2. H2: The job satisfaction of employees with Flexible work arrangements (FWAs) is significantly higher than that of employees without FWAs.
3. H3: The work performance of employees with Flexible work arrangements (FWAs) is significantly higher than that of employees without FWAs.

D. Methodology

This section explains the research design that this study will use. It will also discuss the criteria for selecting the research participants and research instruments.

E. Research Design

The aim of this study is to determine the effect of FWAs on employees' well-being, job satisfaction and work performance. Accordingly, a qualitative research design will be adopted, and more specifically a case study. Before moving further, it is essential to understand what a case study is as well as the reasons for choosing it as a research design in this particular study.

1. Case Study Definitions

A case study is a comprehensive examination of a specific topic such as an organization or a phenomenon. Case studies are frequently used in social, educational, and corporate research. They are useful for getting a thorough understanding of a [research problem](#).

A case study has also been defined as “*An analysis of a group or person in order to make generalizations about a larger group or society as a whole*” (Collins Essential English Dictionary, 2006, as cited in Davies and Beaumont, 2011)

Furthermore, Pacho (2015) explains that a case study is a research design that studies a particular case in a specific context in order to achieve an in-depth and intensive analysis of the experiences of participants. The results of the analysis of this single case are then applied to a broader group to make generalizations (Gerring 2004, cited in Pacho 2015).

A case study may involve the detailed analysis of a particular individual, program, or event. This is done by collecting and analyzing data on said individual, program or event through observations, interviews, past records...etc.

Yin (1984) (as cited in Zainal, 2007) gives the following definition of a case study “*an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.*”

Yin (1984) also explains the difference between the three categories of case studies. The first category is exploratory case studies which as their name suggests explore a certain phenomenon that is not clearly defined. Then there are descriptive case studies which basically aim to describe in detail a phenomenon to reveal patterns and connections. Third, explanatory case studies explain phenomena by carefully analyzing the data at a surface and deep level.

2. Why a Case Study?

A qualitative approach and more specifically a case study was chosen for this particular study for of numerous reasons. First, generally speaking qualitative research methods allow the researcher to learn about people's experiences, perceptions, beliefs, attitudes and behavior in a particular historical and cultural context (Clissett 2008, as cited in Pacho 2015). Additionally, A case study is a reliable research method since it allows an exhaustive and thorough exploration of complex phenomena (Zainal,2007). Furthermore, it can use both quantitative and qualitative data in which case they enable the researcher to go beyond quantitative statistical results by diving into the participants' perspective on a particular issue. Zainal (2007) further explains a number of advantages in using case studies as a research method. First of all, the data is assessed in light of the context in which it is used or the circumstance in which it occurs (Yin, 1984, cited in Zainal,2007). This, as Zaidah (2003) (cited in Zainal, 2007) explains, is the opposite of what happens in experimental research methods which study a phenomenon after isolating it from its context. The second advantage, as mentioned earlier, is that case studies can use both quantitative and qualitative data. Yin (1984) (cited in Zainal,2007) states that because case studies can be based exclusively based on quantitative data, they should not be confused with qualitative.

3. Why Pastel Agency?

For the present study, Pastel Agency Services, an event planning organization located in Rabat, Morocco was chosen. There are a few reasons behind this choice. The first reason is in terms of accessibility. Since the agency is located in Rabat, it will be easier to go on site in case further data needs to be collected. The second and most important reason is that this company offers its employees flexible work arrangements including flexible working hours or flextime and telecommuting. It

also has non-flexible employees, which will enable the comparison between the well-being, job satisfaction and work performance of flexible versus non flexible workers.

F. Research Participants And Data Collection

As mentioned before, this study uses a case study as a research design. In this regard, Taherdoost (2016) explains that the type of sampling most associated with qualitative research in general and case studies in particular is non probability sampling. This sampling technique is one in which participants do not have the same likelihood of being chosen and the selection of said participants is based on the subjective judgment of the researcher. Additionally, Taherdoost (2016) states that the sample sizes in case studies are typically small and intended to study a real-life issue or phenomenon. Moreover, he clarifies that the sample may not be representative of the population. Similarly, Schoch (2019) explains that case studies tend to concentrate on small samples, and that in some cases participants are selected based on their uniqueness or because of special arrangements or easy access.

Accordingly, the present study uses a non-probability sampling technique. Also, the sample size is small and consists of 36 participants in total. The respondents will be selected among the employees of Pastel Agency Services. In addition to that, managers will be selected to evaluate the work performance of those employees. So as to examine the effects of flexible work arrangements on the three aforementioned variables, namely wellbeing, job satisfaction and work performance, the respondents will belong to two groups; a group which will have access to FWAs and a group which will not.

A survey is used as a data collection method. It is divided in two main sections. The first section is reserved for employees and consists of three sections. The first is a simple question that determines whether the employee has access to FWAs or not. The second measures the employee's wellbeing and the third measures his/her level of job satisfaction. The second part is reserved for managers only and attempts to measure employees' work performance and therefore compare the performance of flexible workers to that of non-flexible workers.

Therefore, in total, 3 measures are used. The first is the Workplace wellbeing snapshot survey which is a survey developed by the "What Works Center for

Wellbeing”. It is designed for organizations to determine how their employees are doing in terms of several aspects of their wellbeing.

The second is the Minnesota Satisfaction Questionnaire (MSQ) authored by Weiss, Dawis, England & Lofquist (1967). The MSQ is a questionnaire that assesses an employee's job satisfaction. There are 3 MSQ forms available: two long forms and a short form. The MSQ short form is made up of 20 elements selected from the long form. For the present study a slightly adapted version of the MSQ short form is used.

The third is also a slightly adapted version of the “Employee Performance Evaluation Survey” developed by SoGoSurvey, a cloud-based platform that was created in 2013 and is based in Herndon, Virginia. Surveys, forms, polls, quizzes, and assessments may all be created, distributed, and analyzed with it. Also, an open-ended question was added to each section to give the participants the opportunity to express themselves freely. Combining quantitative and qualitative data will allow for an in-depth investigation.

G. Limitations Of The Study

One of the limitations of this study was the lack of literature about flexible work in Morocco. Most of the previous research was done in European and western countries.

In addition, this research used a case study as a research design. Case studies tend to use fewer research participants, and the present study used only 36 research participants including 33 employees and 3 managers. Therefore, the main limitation of the study is the small number of data collected which might have contributed to the lack of consistency of the results. Indeed, a small sample size increases the possibility of errors which affect the results and in turn reduces the power of the study.

To put it another way, when researchers are limited to a small sample size due to various constraints, they may be forced to accept less conclusive results.

II. LITERATURE REVIEW

Flexible employment arrangements have been the subject of numerous studies. Each study looked at a different aspect of FWAs, such as how they affect employee well-being, work performance, job satisfaction, work-family conflict, work-life balance, and more.

This chapter will review these studies and summarize their findings. But first, it will provide some basic definitions and types of flexible work arrangements.

A. Flexible Work Arrangements (Fwas)

Before we even begin to discuss the potential effects of Flexible Work Arrangements on employees and their work performance, it is vital to first define flexibility and to know the different types of FWAs. For this purpose, we will look at a number of definitions proposed by scholars and researchers throughout the years.

Bal and De Lange (2014) (as cited in Clarke & Holdsworth, 2017) define Flexibility in the workplace as “*the opportunity of workers to make choices influencing when, where, and for how long they engage in work-related tasks*”. Another definition of workplace flexibility is given by Grzywacz et al. (2008). They define it as a concept that includes a range of working practices which enable workers to adapt the timing or scheduling of work, as well as the location of work in order to meet their needs. The scheduling arrangements include flex-time, compressed hours and part-time work. The location arrangements include teleworking, home working and hot desking.

Also, Flexible work arrangements are defined as negotiated terms of employment in terms of working time and workplace (catalyst, 1997) (as cited in Allen & Shockley, 2009). Likewise, Rau (2003) defines FWAs as those involving telecommuting, i.e., where work takes place, and flextime, i.e., when the work takes place. (Cited in in Allen & Shockley, 2009).

Workplace 2010 (2006) defines FWAs as: “*any one of a spectrum of work structures that alters the time and/or place that work gets done on a regular basis. A flexible work arrangement includes: 1. Flexibility in the scheduling of hours worked, such as alternative work schedules (e.g., flex time and compressed workweeks), and arrangements regarding shift and break schedules; 2. Flexibility in the number of hours worked, such as part time work and job shares; and 3. Flexibility in the place of work, such as working at home or at a satellite location.*”

Flexwork is defined by Desmarets et al. (2014) as the combination of home and/or mobile teleworking with the creation of flexible workspaces. Telework is a type of work organization in which work is done in part or entirely outside of the company's traditional workplace. (Konradt, 2000). Similarly, the organization of flexible workspaces is characterized by the establishment of different forms of open-space, i.e., collective offices emptied of any differentiation and composed of rows where employees work (Léon, 2003). As the authors characterize it, flexwork is defined along three dimensions: the place(s) where it takes place, the frequency of the flexible working arrangement (permanent, alternating, occasional) and the design of this arrangement in terms of worker autonomy and control.

According to Walsh (2005) (cited Desmarets et al.,2014), flexwork arrangements describe a variety of initiatives such as flexible working hours, reduced hours, compressed work weeks, job-sharing, part-time work. For Taskin and Vendramin (2004) (cited Desmarets et al.,2014) flexibility is a broader concept that concerns all the components of work: location, forms of subordination, working time, the employment contract or the definition of functions.

As can be seen from these definitions there are many types of flexible work arrangements:

- **Work Scheduling Flexibility**

1-Flextime: Flextime is a Flexible work arrangement where employees can modify their schedule to meet their needs. They may for example vary the time they begin and finish work as long as they work a certain number of hours (Clarke and Holdsworth, 2017). For example, in a company where the hours worked are 40 hours per week, and the core hours are from 10 am. to 7 pm., employees may choose to work from 7 am to 4 pm instead.

2-Compressed workweeks: This FWA is one where employees may work full weeks' worth of hours in less than the 5 days' workweek, and they do this by increasing the number of hours they work per day. For instance, instead of working 8 hours per day for 5 days, they would work 10 hours per day for 4 days, thus compressing the length of the workweek.

3-Shift arrangements: Shift arrangements is a FWA where the employer gives his employees some flexibility in terms of the shifts they are allotted.. For example, a mother of young kids may be assigned a shift that allows her to care for her children, pick them up from school etc.

4-Break arrangements: Break arrangements is a FWA that allows workers to have some flexibility over when they take breaks during working hours.

- **Flexibility In The Number Of Hours Worked**

1-Part-time work: Part-time work is a FWA where employees work less than a full-time employee. In other terms, they work less than 35 hours per week. For example, employees may only work mornings or only some days a week.

2- Transition period part time This is when the employees are given the opportunity to gradually return to work after an important life event. This may be done by allowing the employee to work part time for a while before working full-time again.

3-Job shares Job shares are another type of FWA in which two or more employees split the work and responsibilities of one full time job.

4-Part-year work: This is a FWA in which employees work only a certain amount of months per year.

- **Location Flexibility**

1-Telework/homework or satellite location Telework is a FWA where employees work remotely from their home or another location away from the central office. This can be the case for all workdays, or just a few days a week.

2-Alternating location This is a FWA where employees work part of the year in one location and the other in a second location.

B. Employee Wellbeing

In this study the concept of employee well-being holds a significant role. That is why this section is dedicated to this concept. The following is based on research conducted by Krishantha (2018) on the effect of employee wellbeing-effectiveness on motivation and organizational performance.

The author explains that employee wellbeing is gaining more and more importance for organizations and the government as a whole especially in developed countries, and the reason behind this is that employee wellbeing seems to be vital for organizational success. So, what is employee wellbeing?

Warr (1987) (as cited in Krishantha, 2018) views it as “*the overall quality of an employee's*

experience and functioning at work”. It is not limited to physical health only. Rather, it refers to the physical, psychological and financial state of the workforce at the organization. Similarly, Currie (2001) (as cited in Krishantha, 2018) defines employee wellbeing at work as the physical and mental health of the employees, which are achieved through a stress-free and physically safe environment.

Krishantha (2018) explains that the concept of well-being has three dimensions namely a psychological dimension or happiness, a physical dimension or health and a social dimension or relationships:

- **Happiness:** The psychological wellbeing of the employees can be thought of in terms of employee happiness. After extensive research, psychologists identified two components of psychological well-being. The first refers to the subjective experiences of pleasure, whereas the second component refers to the realization of employees’ potential and fulfillment of their purpose. (Krishantha, 2018)
- **Health:** The WHO or World Health Organization (1946) (as cited in Krishantha, 2018) defines health as “*A state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity*”. When it comes to physical health, researchers identified three ways in which it is linked to work and the workplace. First, employees are at risk of injury and disease in their workplace. Second, employees could experience heavy

workload, stress and work intensification in their job environment. Third, work potentially allows employee to have access to healthcare services. (Krishantha, 2018)

- **Relationships:** The third dimension of employee well-being is social well-being, which can be studied in terms of the quality of the individual's relationships with other people and communities (Keyes, 1998) (as cited in Krishantha, 2018). In other terms, Social well-being tends to focus on the relationships between employees in terms of trust, cooperation, coordination, and integration.

The reason why understanding the concept of employee wellbeing is important is because, according to Krishantha (2018), many research found a substantial positive relationship between employee wellbeing and the firm's performance, growth and profitability. Satisfied and healthy employees tend to have higher productivity, higher job performance, lower absenteeism, and display organizational citizenship behavior. (Fisher, 2003; Judge et al., 2001; Wright & Cropanzano, 2000) (as cited in Krishantha, 2018). This goes to show how employee wellbeing has an important impact on the performance of the company as a whole.

Desmarests et al. (2014) explain that the well-being at work depends on many factors and particularities specific to each individual, specific to what they do and how they are considered at work. Rewarding work involves good relationships with colleagues and the possibility of perceiving a sense of accomplishment, which is the basis of psychological well-being. "Good" psychological well-being is linked to good physical health. Well-being is therefore perceived in three dimensions: physical, social and psychological (Robertson & Cooper, 2011).

Psychological well-being being impacted more directly by work, the authors focus on this dimension of well-being rather than on the physical or social dimensions of health, even if these are just as important in the approach to well-being.

Although psychological well-being can be compared with other terms referring to a positive mental state such as happiness or contentment (if I am happy or satisfied, chances are my psychological well-being is high), psychological well-being should be distinguished from terms such as job satisfaction or motivation. Job

satisfaction refers to an individual's state of satisfaction at work, and one of the factors of psychological well-being. Someone can indeed be very satisfied with their work but unhappy in their relationships with certain colleagues. The same goes for motivation.

In personality psychology, well-being is defined in terms of the acquisition of pleasure and happiness (LaGuardia & Ryan, 2000) (cited in Desmarets et al., 2014). This view, taken up by hedonic psychology, describes well-being as subjective pleasure, satisfaction or happiness, and the pursuit of happiness. From this movement was born the notion of subjective well-being developed by Diener (in particular) who maintains that subjective well-being consists in experiencing a lot of pleasant affects, few unpleasant affects and in feeling a great personal satisfaction of one's own life. According to this author, subjective well-being develops according to two components: a cognitive component and an emotional component. The cognitive component refers to the overall judgment that the individual makes about his life, while the emotional component refers to the emotional reactions that have left a mark on the individual in relation to past events in his life (whether these emotions are positive or negative) (quoted by Grosjean, 2005).

Waterman (1993) (cited in Desmarets et al., 2014) characterizes well-being in terms of eudemonia, according to which individuals attempt to live in accordance with their "true self", their daimon. Eudemonia is therefore self-realization or optimal psychological functioning. Eudaemony is therefore distinct from happiness: unlike eudaemony, happiness does not require the pursuit of activities or goals that stimulate personal growth and that involve self-realization. In the sense of eudemonia, Ryff and Singer (1998) (cited in Desmarets et al., 2014) define well-being using six main dimensions: a certain control of one's environment, positive relationships, autonomy, personal growth, acceptance of oneself and the meaning of life.

In conclusion, two currents approach well-being from different perspectives. The term "hedonic" well-being is normally used to refer to the subjective feeling of happiness, while the term "eudemonic" well-being refers to a particular aspect of psychological well-being. The first therefore emphasizes pleasure or the achievement of happiness, while the second emphasizes psychological performance in line with one's inherent nature. For hedonists, the important thing is to get what you want, thus

suggesting that you will be happy if you achieve this goal. Eudaemonists ask more about the "true" meaning of being human, look deeper to find the contextual and cultural factors that promote or undermine well-being.

In summary, the authors explain that the psychological wellbeing of employees depend on the following factors:

- Professional satisfaction
- Career satisfaction
- Family satisfaction
- The stress
- Happiness
- Self realisation
- The quality of life
- Professional attendance behaviors (absence/presence)

One study conducted by Orabi and Bentaleb (2018) discussed the topic of well-being at work in Morocco. They explain that in recent years, human resources practices in Morocco have undergone considerable change. A nationwide survey on well-being was carried out in 2012 under the theme "measurement of well-being in Morocco" by the High Commission for Planning, which is responsible for collecting and analyzing data on the reality economic and social impact of the country, as well as a more recent study on well-being at work was carried out by the Moroccan Observatory of Happiness (OMB) in 2016, marking the beginning of an awareness of its impact on the human, social and professional level. In the context of their research, they attempted to answer the question: What does well-being at work represent in Morocco?

They explain that well-being is a very old concept that has been built through several stages since the time of ancient Greece. Its first use referred to a "pleasant sensation provided by the satisfaction of the needs of the body and those of the mind" (E. Pasquier, *Le Monophile*, 20a, quoted by Vaganay in *R. Et. Rab.*, t. 9, p. 301). In English, it is translated as well-being (the fact of being comfortable, healthy or happy), wellness (the fact of being in good physical and moral health, which is the

result of 'deliberate effort) and welfare (health, happiness and prosperity of a person, group or organization). The emergence of positive psychology by Martin Seligman prompted the authors to shed light on the concept of well-being at work to distinguish it from general well-being. All the definitions examined bring together a few key elements explaining well-being at work:

- It is a pleasant and satisfying state
- It's characterized by a balance between body and mind
- It's part of the logic of avoiding the negative aspects with which the person is confronted (pain, suffering, constraints, etc.)

The authors have chosen the definition of Danna and Griffin (1999) who describe well-being at work as “*a construct that includes both physical and psychological medical symptoms, general life experiences and work-related experiences*”.

Through the study of the different theories of well-being at work, they retain for their present research the conceptualization of well-being proposed by Danna and Griffin (1999) which is part of the humanist approach to the concept. This model defines well-being at work as occupational health, general life experiences and work-related experiences such as job satisfaction.

There are several models studying the components of well-being at work. First, the general model of well-being presented by Ryff and his colleagues (Ryff, 1989; Ryff & Keyes, 1995). They based themselves on the work of positive psychology (Erikson, 1959) as well as on the work on motivation by Maslow (1954) in order to propose a conception of well-being with six distinct dimensions from a theoretical and empirical point. (control of one's environment according to one's needs and personal values, autonomy which reflects the fact of being independent and self-determined, personal growth which reflects a feeling of continuous development, positive relationships with others, meaning in life and self-acceptance.

Then, the Danna and Griffin model (1999) which follows on from that of Diener (1984). Well-being at work is made up of the different life satisfactions enjoyed by individuals; different satisfactions at work such as satisfaction or not related to pay, opportunities for promotion, work itself, colleagues and health in general. Then, the model of Daniels (2000) which corroborates with the work of

Warr (1990). The latter argues that the concept can be defined according to affective terms that are operationalized by five continuums. The 5 dimensions are anxiety-comfort, depression-pleasure, boredom-enthusiasm, fatigue-vigor and anger-placidity. The Cotton & Hart model (2003) considers that this concept brings together morale, distress and job satisfaction.

While Robert's model (2007) revolves around a new conception of well-being at work since it makes it possible to distinguish between well-being at work and the well-being of the person at work and the well-being of the worker or employee at work. In terms of the environmental factors an employee could encounter at work, the well-being of the person refers to cleanliness, safety, and the aesthetic appeal of the workplace. Having the suitable environment to perform his job well is a sign of an employee's well-being. Then, Page and Vella-Brodrick's model of employee well-being (2009) defines well-being as “the cognitive and affective experiences of employees at work”. They retain job satisfaction as a component of employee well-being. Finally, the Dagenais-Desmarais model (2010) is specifically dedicated to well-being at work. It is based on two axes. The first is the sphere of reference relating to the positive experience of the individual at work. It contains the individual sphere, the relational sphere. The second axis is directionality, representing the mechanism by which the worker elaborates his positive experience.

After defining wellbeing in general, Orabi and Bentaleb (2018) then discuss the concept of wellbeing in Morocco. They state that the history of companies in Morocco is very recent because at the time of the protectorate, they did not exist. The craft activity met the expectations and needs of Moroccans despite its limited means (Allali, 2008). After independence, a series of incentive measures were put in place, aimed at encouraging Moroccan enterprise through public procurement to encourage the development of the private sector. Subsequently, Moroccan society experienced economic and political changes encouraging freedom of enterprise. Since then, the economy has been changing in Morocco as well as society (Zaoual, 2008). Indeed, the country is part of a process of opening up and has experienced several reforms, plans and programs, particularly in the area of labor legislation. Thus, Morocco was inspired by international conventions to present in 2004 the new labor code marked by modernization, the removal of rigidities at work to ensure great flexibility through the liberalization of hiring and dismissal mechanisms. This code also emphasized the

important role of social institutions such as: the works council, union representatives and staff representatives.

The HR function in Morocco was born at the beginning of the last century with colonization and the introduction of capitalism. Overall, Morocco has gone from the colonial period where human resources management was very flexible, then it went from personnel administration to human resources management and finally to human capital management.

As for well-being at work, the national survey on general well-being carried out in 2012 under the theme "Measurement of well-being in Morocco" by the High Commission for Planning is the first step towards raising awareness of the topic. The survey reached 3,200 people aged 15 and over, of whom 2,080 people are in urban areas. It emphasizes the lack of a consecrated definition of well-being. The results show that housing ranks first. Income is in 2nd place, since nearly nine out of ten Moroccans highlight good remuneration for work as the main factor of well-being. Employment occupies the third position, with good working conditions and equity in access to employment which represent the main factors of the effectiveness of well-being in the field of employment. In addition, nearly one in two employed workers declares dissatisfaction with their job. Moreover, there is a U-shaped relationship between age and job satisfaction. According to socio-professional category, satisfaction remains limited among workers and unskilled workers and reaches its highest level among senior executives. Health comes in 4th place with an emphasis on free, proximity and quality of services.

Then, a first nationwide study on well-being at work was carried out by the Moroccan Observatory of Happiness (OMB) in 2017. Its objective was to measure the level of well-being of Moroccans at work and to identify the factors that impact it by interviewing 1,200 employees, aged 25 to 60, from all sectors of activity in rural and urban areas. Among the main conclusions of this survey the authors quote:

- The love of the profession exercised is mainly declared among employees who recognize an increase in income, a good atmosphere within the team and those who work in agriculture, fishing or forestry.
- Work is a source of well-being for men more than for women.
- Work is a source of stress for almost a third of respondents (30%). These

people consider that the lack of recognition, the lack of means to achieve objectives and the feeling of work overload are at the origin of this stress.

- The category of employees who express a certain "ill-being at work" is over-represented in rural areas (50%), in the agriculture and fishing sectors (50%) as well as among private sector workers (44%).

Furthermore, to conduct their study, Orabi and Bentaleb (2018) solicited a sample of 10 experts in different specialties including 3 psychologists, 1 sociologist, 3 HR directors, 2 consultants and an expert in labor law. These people are considered experts in their field by their positions and experiences.

The experts revealed a form of rejection of the concept of well-being at work and they judged it as futuristic. Below are excerpts from interviews conducted with experts from several disciplines highlighting the rejection of the concept: "*well-being at work is an uncomfortable concept in my opinion which can be replaced by the social climate in the company*" HRD; "*We are really late by about thirty years, I think that one company out of 1000 practices well-being at work, moreover when you speak to the leaders of a suggestion box, about the effect of essential oils on the concentration and management of talent in business via theater or singing, for them it's science fiction*" Psychologist; "*Me, I love your theme, it's a very nice theme but not in Morocco and in 2017, your results will be negative, you may find 1% of Moroccan companies that are green*" Expert in labor law.

The concept has been defined as the work situation where the employee exercises what he likes, when his needs correspond perfectly to the position he occupies within a healthy environment. Below is an excerpt from an interview with a human resources director in which she explains that during interviews with employees, they find it difficult to grasp the word "well-being", hence the need to replace it by the term motivation: "*well-being at work is motivation, which is not said but which emerges later during interviews with employees, it is motivation because when we ask the question by evoking the term well-being, they roll their eyes and automatically think of the spa and the med club*" HRD. In addition, according to the interview conducted with a consultant, it is synonymous with pleasure: "*well-being means taking pleasure in work and living positively in the company by carrying out one's tasks and working in a good mood with one's colleagues and personal growth*"

Consultant. Indeed, Thévenet (2009) believes that "one can also find pleasure there - not always, not all the time".

It emerges from the contextualization interviews that the contribution of local managers to the well-being of their teams is insignificant and this is mainly due to the fact that these people are not aware of this subject. Indeed, according to the results of the study "Manager's profession in Morocco" conducted by the OMPM4 in 2016, the Moroccan Manager sees himself first as an actor mobilized mainly on operational concerns. During the interviews conducted, a consultant with more than twenty experiences affirms that managers in Morocco lack knowledge and training: *"not all managers are human in applying and encouraging the well-being of their teams, they are not at all aware of the added value of the human being and are not trained in people management... they are not yet sufficiently aware or trained in the subject of well-being at work"* Consultant. However, a beginning of employee awareness of the subject is revealed by one of the human resources directors of a large company: *"we are in the beginning towards better consideration of the well-being of the employee, it becomes more and more fundamental ... the degree of awareness is very diverse, both from one company to another, but also within the same company, depending on the components of well-being at work, because some companies have already understood the interest of reasoning in terms of human capital to be valued but not taking into account all the dimensions of well-being »* HRD

The experts believe that well-being in the workplace is crucial insofar as it brings several positive elements for the company, such as loyalty, support and feeling of belonging of the staff, employability, pleasure and love of work, the happiness of the individual, the enhancement of the employer brand and the image of the company, social performance including the reduction in turnover and social conflicts as well as the improvement of productivity and performance

C. Job Satisfaction

Since Job satisfaction is an important variable in this study, it seems only natural to study this concept in more depth.

First of all, according to Saeed et al. (2014), job satisfaction refers to the

extent to which an employee enjoys performing his or her job, and the feeling of achievement they get from it. The authors also state that job satisfaction reduces turnover, and that it is a good indicator of how well the employee intends to perform their jobs. Greater levels of job satisfaction led to increased motivation and performance, while reducing absenteeism and turnover among employees.

Moreover, several studies have shown the positive effect of job satisfaction on performance and productivity. One such study was conducted by Dobre (2013), who found that satisfied employees appear to be more productive and motivated. Also, Tehseen and Hadi (2015) suggested that job satisfaction results in higher employee performance and retention.

Since job satisfaction is an important factor in improving performance, productivity and reducing turnover, many studies were done in order to find ways to increase it. For instance, Edrak et al. (2013) suggested that motivation, be it extrinsic or intrinsic has a significant positive relationship with both employee job satisfaction and performance. Employees that are highly motivated tend to have higher levels of job satisfaction whereas those who feel negatively about their jobs tend to be less satisfied (Robbins & Judge, 2013). Armstrong and Taylor (2014) agree with this. They explain that employees' attitude toward their jobs play a big role in whether they are satisfied or not. Those with a positive attitude achieve better job satisfaction.

Furthermore, Khalid et al. (2012) examined the effect of multiple factors on satisfaction, namely working conditions, job security, pay, promotion etc. Work productivity, positive connections with coworkers, and income were discovered to have the biggest effects.

Castel D. (2016) explains that job satisfaction is one of the oldest and most extensively researched concepts in the psychology of employment. Job satisfaction is the second factor most often used as a predictor in the scientific literature after performance. However, it is more frequently studied as a goal to be attained rather than a process to be explained.

The most frequently cited definition is that of Locke (1976, p. 1300): "*the pleasant or positive emotional state resulting from a person's evaluation of his work or work experiences*".

To gain a more comprehensive knowledge of the phenomena, job satisfaction should not be reduced to just its affective dimension (Weiss, 2002). Indeed, there are three separate, yet closely connected, components that make up job satisfaction: cognitive, affective and conative.

The cognitive dimension refers to the evaluation of one's job based on the perceived suitability between what one wants, desires, or attempts to accomplish in one's work and the opportunities provided by the latter. (Locke, 1969, 1976).

The positive or negative affect that results from this evaluation constitutes the affective component of job satisfaction.

The decision to do action to lessen unhappiness or increase contentment ultimately results from this evaluation and this affect, which relates to the conative dimension. Understanding the possible effects of job satisfaction or discontent as well as the variations in this variable over time is crucial.

In fact, people create plans to satisfy themselves or lessen their displeasure (Diener, 2000). Two categories are distinguished by Michalos (1980):

- Behavioral: They involve addressing the situation that led to the discontent felt, such as implementing individual or collective actions that aim to improve the aspects of the job which cause dissatisfaction or changing jobs. The implementation of behavioral strategies depends on the opportunities available to the individual to do so.
- Cognitive: These strategies involve altering one's expectations and/or perceptions of the work situation in order to lessen the dissatisfaction felt when there is no way to address the causes of this dissatisfaction (no way to improve the current job or find a better one): lowering one's level of expectation, persuading oneself that it's not that bad, etc.

To conclude, job satisfaction appears to be an important factor in increasing employees' motivation, productivity and performance. This section also discussed some ways to improve job satisfaction. Another important method of doing so is through the use of FWAs as will be discussed later on.

D. Performance

Kim and Ployhart (2014) (cited in Campbell and Wiernik, 2015) explain that individual performance is “*the basic building block on which the entire economy is based*”. If it wasn’t for it, there would be no organizational performance and the whole economic sector would fail. Austin-Egole et al. (2020) stated that any organization’s success is linked to the performance of its individual employees. In order to meet organizational goals and achieve competitive advantage, organizations need to recruit and retain talented and highly performing employees. Similarly, Mugania et al. (2016) state that better performing employees are generally more committed and more likely to achieve goals and increase organizational performance.

The aim of lot of studies, including this one, is to discover ways to improve employee’s performance. That is why it is essential to understand what is performance.

Campbell and Wiernik (2015) looked at the definitions provided by many scholars and concluded that individual job performance refers to what people do and the actions they take that help reach organizational goals. It also refers to how well an individual performs a certain job or task. This involves noticeable objectives and intangible ones as well. In addition, they note that work performance is not limited to observable actions of a certain individual but also includes other activities like mental productions and decisions.

Igbinovia and Popoola (2016) (cited in Austin-Egole et al., 2020) see job performance as behaviors and attributes that are consistent with organizational goals. Those attributes include employees’ abilities, skills, creativity, motivation, discipline and commitment. Dessler (2008) depicts work performance as a set of work-related tasks and how well those tasks are performed (cited in Austin-Egole et al., 2020)

Another definition of performance is given by Armstrong et al. (2014). They define it as result orientated behavior. In other words, performance is the actions taken by individuals and that contribute to the organization’ goals and performance (Campbell and Wiernik, 2015).

Furthermore, Robbins et al. (2013) explain the 3 main behaviors that constitute employee’s performance. The first type of behavior is called task performance, which refers to employees performing their duties. The second

behavior called citizenship refers to the actions that employees take to improve the work environment such as showing respect to colleagues without expecting a reward. The third behavior is counter productivity, which can be defined as the consequence of employees intentionally taking actions that cause damage to the organization.

Additionally, Desmarests et al. (2014) explain that A distinction should be made between the effects of flexwork on organizational performance (financial, but also social or environmental performance, as well as characteristics of productivity, absenteeism, turnover, etc.) and the individual performance of the employee (productivity, performance appraisal, quality of work, etc.).

For a very long time, the company's definition of efficiency was reaching the profitability goals set by the shareholders in terms of sales and market share (Dohou and Berland, 2007). Corporate responsibility has expanded to include new performance elements (environmental and social). The concept of global performance, which is defined as *“the aggregation of economic, social and environmental performance”* (Baret, 2006, p.2; Reynaud, 2003, p.10) (cited in Desmarests et al., 2014).

As part of this approach to flexwork and its impact on productivity, the authors limit themselves to individual performance, which they encompass under the term “productivity”.

Individual performance is widely used in organizational practices and as a measure in the social sciences.

In terms of research, little research has been conducted to clarify this concept. This lack of conceptualization has a significant impact. Many scientists erroneously use different measures of productivity interchangeably. Nevertheless, researchers who have attempted to conceptualize productivity agree on the fact that it is necessary to distinguish between an aspect of action (behavioral) and an aspect in terms of results (outputs).

However, the evolution of the organizational context and the first works of conceptualization of individual productivity have “favored the transition from the concept of output to the concept of performance” (Condomines, 2011, p.1) (cited in Desmarests et al., 2014). The latter can be understood as a “more generic term, referring to tasks with a more global, complex content and which cannot be reduced

to a simple quantitative measurement. Results are now considered as the “consequence of individual behavior” (Sonnetag and Frese, 2002), the fruit of a process, of an action (Foucher, 2007) (cited in Desmarets et al., 2014).

Therefore, it is through action and behavior that researchers define productivity. Thus, according to Campbell (1990, pp.704-705) (cited in Desmarets et al., 2014), productivity is a behavior that is reflected in action (Condomines, 2011). In addition to this distinction between behavioral aspects and results, productivity is a multidimensional concept by nature. Finally, in addition to being multidimensional, the concept of performance has a dynamic character. Indeed, the performance is not stable over time. It reflects learning processes and temporary changes (Sonnetag and Frese, 2002) (cited in Desmarets et al., 2014).

Campbell (1999) defines individual work performance as "a set of behaviors or actions that are relevant to an organization's goals and can be measured in terms of skill level and contributions to goals" (Campbell, 1999, p. 402).

It proposes a multi-factor model with eight behavioral dimensions of job performance: (1) skills in job-specific tasks, (2) skills in non-job-specific tasks, (3) written and oral communication, (4) effort in the activity, (5) maintaining personal discipline, (6) contribution to the performance of the team and colleagues, (7) supervision, (8) management and administration.

Behavioral dimensions of work performance	Description
Skills in job-specific tasks	Capacities created by the individual to master the tasks falling under the essential technical requirements related to a work and that are specific to him (mastery of skills specific to a job and which are found little or not in other positions in the firm
Skills in tasks not specific to the job	abilities acquired by the person to perform the duties needed in a variety of occupations within the company. This talent demonstrates adaptation and versatility.
Written and Oral Communication	Ability to efficiently and clearly communicate (train receiver’s confidence and interest).
Effort at work	Quality of commitment to the effort of the employee and of his drive to do his work, by making intense and persistent efforts.
Maintaining personal discipline	Having the capacity to refrain from bad behavior such abusing alcohol or drugs, breaking company regulations, being absent from work, etc.

Facilitation of the performance of the team and colleagues	A quality that pertains to a person's capacity to encourage, assist, and support others, as well as to strengthen the bond between teammates and the team as a whole through teamwork.
Supervision Ability to influence subordinates through face-to-face interactions	This ability is related to the person's demonstrated leadership traits as seen in his mastery of team management.
Management and administration	Being able to regulate a team's effectiveness through allocating resources, organizing, controlling and monitoring goals, applying rules, and developing a service (increase human, financial and material resources).

This model has been repeated on several occasions and has led to the distinction of two types of performance: (1) performance in the task (or role) which is very different from one job to another but also very variable insofar as the responsibilities employees are often varied and redefined during the various missions assigned to them; (2) Contextual performance, also known as extra-role performance, refers to a group of actions that enhance organizational success by influencing the psychological, social, and organizational context of the workplace. Concretely, this kind of behavior translates into actions that ease internal conflicts, lessens problems of hostility between people and promote interpersonal trust, which in turn fosters cooperation and interpersonal communication.

Continuing, Motowidlo and Borman (2000) propose a model of contextual performance with three dimensions: (1) interpersonal civic performance, (2) organizational civic performance, (3) conscientiousness towards task.

Motowidlo (2003) defines work performance as “the total value expected by the organization of episodes of discrete behaviors that an individual exercises during a given period of time” (Motowidlo, 2003, p.39).

Pulakos et al. (2006) defined the concept of adaptive performance as the capacity of employees to adapt to new conditions and demands of a job, thus linking the notions of individual performance and competence.

To conclude, individual performance is crucial for the success of the economy as a whole, and that’s why organizations should give it a lot of importance and work on improving it continually.

E. Findings Of Previous Studies

In their quasi-experimental study on FWAs, Hosboyar et al. (2018) investigated the effects of Flexible work arrangements on three things namely work-life balance, work-family conflict and job satisfaction. Their study focused on two types of FWAs: Telecommuting and Results only work environment (ROWE), which is a HR management strategy where employees' results are more important than the number of hours they work. Telecommuting (or flexplace) refers to location flexibility, which means the possibility of working remotely from home, a satellite office or a road location. Results only work environment (ROWE) not only offers location flexibility but also time flexibility as it basically allows employees to work whenever and wherever they want seeing that the work gets done (Ressler & Thompson, 2008).

In order to study the effects of FWAs on employees' work life balance, work-family conflict and job satisfaction, Hosboyar et al. (2018) used a quasi-experimental design, in which the participants, a 110 full-time employees of a large, international utility company in Southern California, belonged to three different groups. The first group experienced greater work flexibility (ROWE), the second had less flexibility (telecommuting), and the last had no flexibility (control). Although the participants were selected from different departments including the technical services, engineering and tariff programs departments, their workload was the same. At the end of the experiment, the employees were administered the different measures of the study.

The results of the study are summarized as follows:

- Greater work-family conflict was associated with less job satisfaction and work-life balance.
- There was no difference in regards to job satisfaction among the three groups.
- There was a marginal difference among the three groups in regards to work-family conflict.
- There was a significant difference however with respect to Work life balance.
- The ROWE group had greater work life balance compared to the telecommuting and control groups.

In conclusion, the results of Hosboyar et al.'(2018) study did not show that flexible work arrangements had a positive effect on job satisfaction. Nor does it prove that FWAs have a great effect on work-family conflict. However, the major finding of the study is that FWAs and particularly ROWE have a significant effect on work-life balance. The authors provide a possible explanation for this. They believe that FWAs give employees a sense of control of how when and where to work, thus allowing them to achieve a balance between personal and professional lives.

Another study by Ugarol and Patrick (2018) explored the utilization of FWAs in the IT industry in India as well as their effect on employee engagement. To do this, they selected 504 employees working in multiple IT organizations across Bengaluru, India, as their research participants. Most of them were aged between 26 and 30 years old and had less than 2 years experience in their current organization. Also, 45% of them had children. Besides, all the respondents had at least one type of FWAs available to them including flexible hours, flexishift arrangements, telecommuting, part-time employment, job sharing, extended leave and parenthood leave. The researchers collected the data through surveys.

They found that the availability of FWAs coincided with their utilization. Also, the use of FWAs was found to be positively related to Employee engagement. However, only 7% of employees who used FWAs experienced an increase in terms of engagement to the organizations they worked for. Whereas the majority of participants (51%) were neither engaged nor disengaged, and 41% were even disengaged. Additionally, they found that most of the employees opted for the flexible working hours, flexi-shifts and remote working arrangements as these helped them have a greater work-life balance. Moreover, there was a significant weak correlation between FWAs and employee engagement, which indicates that the use of FWAs improves employees' engagement to the organization.

The authors concluded that offering flexible work arrangements to employees has a positive effect on employees in terms of work-life balance and employee engagement.

A two-year study on flexible working and its impacts on a variety of factors, such as work-life balance, job satisfaction, organizational commitment, and work performance, was undertaken by the Working Families Organization in 2008. Staff surveys, semi-structured interviews, and stakeholder focus groups were the three

main methods utilized by working families to gather data. 3,580 questionnaires were completed in total. Additionally, both those with flexible schedules and those with more regular schedules were participants. In the seven different organizations that the researchers studied, the proportion of flexible workers ranged from 40% to 82 %.

The first major finding of the study was about work-life balance. It was seen that flexible working actually contributed to a greater work-life balance. Additionally, most of the employees stated that FWAs had a positive effect in reducing stress due to a reduction of hours worked and commuting time for example. However, in some cases, flexible working was a source of work stress since employees struggled to achieve objectives in reduced working hours.

The research also concluded that flexible workers showed higher levels of commitment to the organisation than non-flexible workers, and that they also had higher job satisfaction. This is an important conclusion since it refutes the assumption that FWAs are a cause of reduced commitment, which was a reason some of the employees did not want to adopt flexible work arrangements. They explained that these latter could harm or damage their careers. Moreover, some managerial resistance to flexible working was noticed. The reason behind it was that flexible workers were less present within the workplace, and therefore less likely to be chosen for crucial or urgent work.

Last but not least, it was discovered that there is a positive relationship between FWAs and work performance of employees who adopted them. In fact, the colleagues and managers of flexible employees reported that FWAs either positive affected or had no impact on individual performance. Not only this, but the research shows that FWAs not only affect positively the quantity of work produced, but also its quality.

To conclude working families' research showed that in most cases flexible working had positive effects on work-life balance, stress management, job satisfaction, organizational commitment, and individual performance.

Similarly, Mugania et al.(2016) carried out a study to determine the impact of flexible work arrangements on organizational performance in Kenya's banking sector.. They used a cross sectional survey to collect data from 43 registered banks located in Nairobi. The questionnaires consisted of both structured and unstructured

questions, and multiple regression analysis was then used to determine the relationship between FWAs and organizational performance. They found that flexible work arrangements accounted for 6.8% of variations in organizational performance, meaning there is a significant positive relationship between those two variables. In other words, employees who have access to FWAs such as flexible working hours or flextime, job sharing and flexible career paths tend to have higher work performance because they appear to have greater levels of self-reported focus, concentration, and drive.

In conclusion, flexible work arrangements improved organizational performance in the banking industry in Kenya.

In the same line of thought, Clarke and Holdsworth (2017) conducted a research to show the effects of flexible work arrangements on individuals, teams and organizations. They conducted a series of interviews at two different organizations: one public, and one private in order to identify the advantages and disadvantages of flexible working. The authors explain that sometimes organizations do not adopt FWAs because they believe that they might negatively affect the productivity of individuals and teams. However, their study proved otherwise. Indeed, they demonstrated that flexible working can improve both personal and team effectiveness. For instance, flexible workers admitted that they tended to be more focused on their tasks than others, and managers reported that flexible workers were more organized and productive. Also, those employees that worked from home were more efficient because they were less distracted, although they faced communications and team coordination issues. Furthermore, the study showed that the efficiency of flexible workers benefits their team's productivity and effectiveness.

There are a few reasons that explain why flexible workers are more efficient than non-flexible workers. First, the former uses a number of strategies, such as being well-organized and setting deadlines which allows them to be more productive. Second, employees who have access to FWAs are likely to be more devoted and willing to support the company, for example by working overtime, changing work hours, and taking work home. While these are positive effects of FWAs, individuals might experience some negative effects such as work intensification.

There was also evidence that FWAs might either reduce work stress through the reduction of work-life conflict and commuting stress, or increase it due work intensification, and lack of communication with colleagues and managers. Another finding was that managers expected flexible workers to be ‘flexible with flexibility’ by changing their day-off and being available when needed for example.

In conclusion the main advantages and disadvantages of FWAs according to Clarke and Holdsworth’ study are as follow:

- On the positive side, FWAs seemed to increase employees’ productivity and commitment, and also improved both individual and organizational performance.
- On the negative side, however, FWAs can sometimes lead to stress due to work intensification. Also, flexible workers are sometimes under-valued and perceived as unambitious which can affect them on an individual level and also affect their organization.

Altındağ and Siller (2014) explain that even though the concept of flexible working is not new, it is gradually gaining more and more importance. They further explain that nowadays businesses need to change their working methods in order to adapt to new conditions and maintaining their coetitive advantage. This is where the concept of flexibility emerges. The authors state that flexibility can simply be defined as the ability to adapt to environmental changes, and that there are some general reasons why Turkish companies started adoptiong FWAs.

The first reason is the economic crisis in the petroleum sector of the 1970s and unemployment that followed. The second general reason is the technological developments that occurred after the crisis which transformed the labor market, and also allowed for some forms of flexibility like telecommuting. Last but not least, globalization and Competition played a significant role in adopting flexibility as companies began to understand that flexibility could potentially increase worker satisfaction, which in turn could lead to competitive advantage.

In this context, Altındağ and Siller (2014) conducted a study to measure the effects of flexible working on employee performance in turkey. Specifically, they examined the effect of flexible working on a number of elements including work satisfaction, loyalty and performance. Their participants consisted of 200 turkish

employees who worked in different sectors and who had access to some form of Flexible work arrangements. The authors hypothesised that FWAs increase working performance of employees by increasing their work and life satisfaction and their organizational loyalty.

The results of their study can be summarized as follows:

- Organizational loyalty has a positive correlation with employee performance.
- Organizational loyalty is positively linked with job satisfaction.
- Flexible working hours allow employees to rest and motivates employees.
- FWAs have a moderate positive effect on employees' loyalty and job satisfaction. Thus by extention, FWAs positively affect job performance. In other words, employees who have access to Flexible working are more loyal and satisfied with their jobs, and hence are prepared to work very hard to support the success of their organization.

In conclusion, this study has shown that Flexible work arrangements do in fact have a positive effect on job loyalty, satisfaction and performance.

Apgar (1998) (cited in Rawashdeh et al., 2016) explains that work flexibility is a productive mechanism that companies can use to create effective association between employees and company goals. Moreover, Greenhaus & Parasuraman (1997)(cited in Rawashdeh et al., 2016) state that when firms give importance to employees, that results in the firm achieving its business goals. To test this, Rawashdeh et al.(2016), undertook a study to look into the connection between work-life balance, employee job satisfaction, and flexible work opportunities in Jordanian private airlines.. The quantitative study used random sampling and questionnaires that were distributed to 95 permanent employees of 12 Jordanian private airlines.

The Results of the study are as follows:

- There is a positive effect of flexible work arrangements on job satisfaction. In other words, the employees of Jordanian private airlines are satisfied with the flexible work arrangements that their companies offer.
- There is a positive association between FWAs and motivation. Employees seemed to be more motivated to work in such circumstances.

- This, in turn, can prove that flexible working may increase job commitment and organizational loyalty .
- The results also confirmed that flexible work arrangements positively affect work-life balance.
- Another significant effect of Flexible work practices is their role in attracting and retaining talented and competent employees.

In short, the authors conclude that flexible work arrangements have a positive and significant impact on employees and organizations alike, and that Jordanian private airlines management has adopted FWAs as an important factor for facing competition and sustaining competitive advantage.

Possenriede and Plantenga (2011) also studied the concept of FWAs in the netherlands. More specifically, their research examines how employees' job satisfaction is affected by flexible work schedules, including as flexitime, telecommuting, and part-time employment.. For this puprose,the authors used a Dutch survey that contains data on 24,414 public sector employees. This survey is conducted twice a year in the netherlands with the aim of studying the satisfaction, motivation, and behaviour of the public sector employees.

The results of the analysis show that all the three FWAs mentioned above namely flexi-time, telecommuting and part-time work are associated with higher job satisfaction.Also, it seems that combinations of these three FWAs do not lead to more satisfaction. This means that FWAs are not complementary but independent from each other. Moreover, one type of FWA,flexi-time, appears to be the one that contributes the most to work-life balance.

Finally,the authors explain that previous research has shown that higher job satisfaction leads to lower rate of absenteeism and increased general well-being. This means that by increasing job satisfaction, FWAs result in increased employee well-being and which has good effects on the company overall.

In another research, Krekel et al. (2019) studied the relationship between employees' well-being, their productivity and the firm's performance. To achieve that, they collected a total of 339 independent research studies on employee wellbeing and firm performance, which covered the well-being of over a million employees and around 200 independent organizations from different countries. After

analyzing the data, they came up with the correlations between firm performance and the well-being of employees.

Before discussing the results of their study, it would be useful to first look at some of the theories they mention, and which explain the reason why well-being is associated with productivity.

The first theory called the Human Relations Theory states that higher employee well-being, which is associated with job satisfaction, leads to higher productivity, less absenteeism or turnover, and more positive outcomes. The second theory or the Emotion Theory advances that employees' performance is influenced by their emotional states. In other words, a good mood may increase attention, motivation and work performance.

The findings of Krekel et al. (2019)' study agree with these theories:

- There is a positive correlation between employee satisfaction and firm performance.
- There is a positive correlation between employee satisfaction and productivity.
- There is a significant positive correlation between employee satisfaction and employee loyalty and a significant negative correlation between employee satisfaction and staff turnover.
- Employee well-being improves firm performance.

Russell et al. (2007) studied the impact of flexible working arrangements on work-life conflict and work pressure in Ireland. It was based on the data that was previously collected in a country-wide survey and which consisted of a sample of more than five thousand Irish employees.

The aim of the research was to examine the influence of flexible working arrangements on work pressure and work-life conflict. Since FWAs have been seen as a way of achieving work life-balance, the researchers hypothesized that they will decrease work-life conflict and this the summary of the findings:

- Flexible working arrangements, work pressure and work-life conflict have significant relationships though not in the direction anticipated.

- Teleworking from home is linked to greater levels of work pressure and work-life conflict. In other words, home-working is not a work-life balance arrangement.
- Home-working is also linked with working longer hours and leading to work intensification.
- Part-time working as anticipated reduces pressure levels and work-life conflict, but this limited to women.
- Flexible hours reduce work pressure, but does significantly affect work-life conflict.
- Job-sharing apparently does not affect work pressure or work-life conflict among women, but it causes more work-life conflict among men.

In conclusion, it appears that among all of the Flexible work arrangements discussed above, Russell et al. (2007) showed that part-time has the most significant effect on work-life balance. Flextime comes in the second position. However, home-working and job-sharing don't have such an effect, especially in regards to reducing work-life conflict and work pressure. The authors conclude that not all flexible working arrangements should be seen as equal, and that each FWA has its own potentials and benefits.

Masuda et al. (2012), studied the relationship between flexible work arrangements and job satisfaction, work-family conflict, and turnover intentions. Their participants consisted of almost 4000 managers from Anglo, Latin American, and Asian countries. Before discussing their results, here are some key points mentioned in their study.

First of all, FWAs are defined as “*employer provided benefits that permit employees some level of control over when and where they work outside of the standard workday*” (Lambert et al., 2008). FWAs are becoming more important as employees, in their attempt to balance personal life and work life, are demanding more flexibility in their job. Moreover, the authors explain that many researchers have found that FWAs benefit both the employee and the company by increasing job satisfaction (Baltes, Briggs, Huff, Wright, & Neuman, 1999), reducing turnover intentions (Allen, 2001) and work–family conflict (Gajendran & Harrison, 2007) (all

cited in Masuda et al., 2012).

Indeed, FWAs availability seems to be positively related to job satisfaction because when employees think that their organizations values and cares for them, then they tend to have a positive reaction (McNall et al., 2010) (cited in Masuda et al., 2012). Lock (1976) (cited in Masuda et al., 2012) agrees with this. In his percept theory, he explains that when employees' expectations are met, they become more satisfied in their job. Moreover, FWAs don't only affect job satisfaction, they are also related to turnover intentions. More specifically, they are negatively related to the latter (Allen, 2001; Batt & Valcour, 2003; McNall et al., 2010) (cited in Masuda et al., 2012). In fact, the availability of FWAs is a sign that organizations care about their workers' well-being, which in turn leads to employee commitment and reduce turnover (Rhoades & Eisenberger, 2002) (cited in Masuda et al., 2012). Besides job satisfaction and turnover intentions, FWA have also been shown reduce work-family conflict (Allen, 2001) (cited in Masuda et al., 2012).

Finally, the results of Masuda et al. (2012)' study show that the cultural context across different countries is particularly important when it comes to the effects of FWAs. For instance, they found that flextime in Anglo countries increased job satisfaction, reduced turnover intentions and lowered work-family conflict. Whereas the same was not reported in Latin American and Asian countries

Uglanova and Dettmers (2018) examined the impact of two flexible working time

Arrangements (FWTA) on the subjective well-being of employees, which is measured in terms of job satisfaction and leisure time. The two types of FWTA are employee-oriented FWTA and employer-oriented FWTA:

- **Employee-Oriented FWTA and Well-Being:** employee-oriented FWTA simply means that it is the employee who determines his or her own working schedule. This according to the authors could have many benefits for both employees and managers. The reason behind this is that employees adjust working hours in a way that they work during hours where they would be less stressed and more productive. This in turn reduces absenteeism and sick leave. Not only this but it seems that employee-oriented FWTA also increases the job quality of employees (Kelliher and Anderson 2010), leads to higher

work motivation (Kattenbach et al. 2010), and reduces stress (Almer and Kaplan 2002) (cited in Uglanova and Dettmers, 2018). As for job satisfaction Katternbach et al. (2010) showed that employee-oriented time flexibility has a positive effect on job satisfaction. Although this effect seems to be short term (Hanglberger 2011). However, FWTA doesn't only have advantages. For instance, (Kelliher and Anderson 2010) showed that it can lead to both work extensification and intensification. This can lead to more stress and less satisfaction (Burchell, 2006; Warr 1987) (cited in Uglanova and Dettmers, 2018). Besides, the gender of the employee plays a role in how employee-oriented FWTA affects him or her.

- **Employer-Oriented FWTA and Well-Being:** This type of FWTA refers to when the employer determines the employee's working hours. Research on this subject yielded similar and unanimous results. Jassen and Nachreiner (2004) stated that when the working hours vary a lot, it leads to a negative effect on the wellbeing and health of the employees. Similarly, Martens et al. (1999) (cited in Uglanova and Dettmers, 2018) explain that irregular and continuously changing hours affect the health, sleep quality and overall well-being of workers. In addition, employer-oriented FWTA increase irritation, stress and job dissatisfaction (Dowell et al. 2000) (cited in Uglanova and Dettmers, 2018). Moreover, Bamberg et al. (2012) (cited in Uglanova and Dettmers, 2018) argue that even if employees are not asked to work outside of their work schedule, they still experience increased irritation and bad mood because of the possibility of being summoned to work.

Uglanova and Dettmers (2018)'s results can be summarized as follow:

- In general, flexible work time arrangements do not affect men and women in the same way. Also, the outcomes of FWTA on employees depend on whether they are employer or employee-oriented.
- Employer-oriented FWTA have negative effects on job satisfaction and leisure time. On the other hand, employee-oriented flexibility has a positive effect on these two elements.
- Men find it easier to adjust to an employer-oriented FWTA.
- A reason why employer-oriented FWTA affect men and women differently

could be the unequal allocation of household work performed by men and women.

- The lack of predictability of an employer-oriented FWTA influences the process of adjustment to time changes.
- As for the case of an employee-oriented FWTA, the results show that women are more likely to profit from it.
- While women experience overall improvement following job satisfaction and leisure time, men experience a negative reaction before they adapt to the new transition.
- One explanation to this is that women are able to adapt their working hours in a way to meet their other demands.
- In having to determine their own schedule, men may experience stress and work intensification, which in turn leads to decreased job satisfaction and leisure time, and overall well-being.

Austin-Egole et al. (2020) conduct research to examine the effect of FWAs on organizational performance. Specifically, their aim was to investigate how employee-driven vs employer-driven FWAs affect organizational performance. The results can be summarized as follow :

- Employee-driven flexible working arrangements (FWA) help maintain employees' work-life balance and can lead to numerous positive organizational outcomes.
- The employees who adopt employee-driven FWAs such as part time or teleworking showcase higher motivation, self-discipline, good organization and communication skills, thus higher individual performance which in turn increases organizational performance.
- Employer-driven FWA seem to also have some positive effects on organizational performance. However, they are not as efficient as employee-driven FWA.
- Organizations that strive to achieve goals and improve performance should offer more FWAs especially employee-driven FWAs.

Desmarests et al. (2014) also conducted research to study the effects of flexwork on employees' wellbeing and work performance. Before we discuss their findings, here are some of the advantages and disadvantages of flexwork according to the authors.

First the advantages include the following

Stronger feeling of autonomy: Independence, familiar environment and fewer organizational constraints.

Cooperation encouraged: Open spaces, shared spaces, favored encounter and connectivity through ICT: emergence of new collaborative models

Better work-life balance: Synchronize requests between job and family and greater participation in private activities (social, cultural or sports).

Flexibility of schedules: More personal schedule management and free organization of work.

Reduction of “usual” stress: Less anxiety about arriving late, family anxieties as well as the flexibility offered by telework would be likely to reduce the

As for the disadvantages, they include the following:

Increased social isolation of employees: Loss of collective experience, decrease in formal and informal information and communication, disrupted knowledge & skills transfer and creation mechanisms, risk of losing opportunities for advancement and career progression, loss of identity and spatial unity and finally individualization of the employment relationship

Fragile collaboration: Despatialization of workers, isolation of members of the same team, openspace nuisances and relationship of trust and sharing likely to be disrupted

Possible conflicts between the professional role and the private role: Intrusion of the professional into the private sector (and vice versa), as well as different perceptions between a woman and a man, or according to belonging to a professional group, or according to the multicultural approach.

Greater demands in terms of time management: reinforced self-motivation, strengthened accountability and new forms of control.

New forms of stress: The organizational transformations generated by flexwork can be a source of “another” stress, and transfer of certain responsibilities.

Desmarets et al. (2014) found out that many characteristics of flexwork relate directly to different well-being antecedents namely work-life balance, professional development and learning opportunities as well as quality of interpersonal relationships and organizational climate, and can potentially have a significant impact on each of them.

The same characteristic can, depending on the case, be positively or negatively correlated with an antecedent of well-being. We are thus thinking of the reorganization of work imposed by flexwork, which can provide autonomy and independence in the tasks to be performed, while these same practices of flexwork can lead to isolation that is not conducive to professional development or organizational commitment. The same applies to the reconciliation of private and professional life, sometimes reinforced by the possibility given to the worker to take advantage of flexible arrangements, sometimes undermined by these same arrangements which undermine the clear distinction between the activities private and professional tasks.

It is therefore compulsory to anticipate these various issues and their consequences, in order to identify all the possible benefits for both the individual and his family and for the organization and its stakeholders. The implementation of flexwork within organizations must result from a successful process of reflection where all of these considerations will have been analyzed and put into perspective. The numerous studies on well-being and flexwork testify to the multitude of reactions and effects on workers when implementing flexwork practices. It would therefore be futile to claim a generalization of a good universal method or practice, but it is rather necessary to analyze each situation specific to any organization individually in order to draw the necessary lessons and precautions.

As for the impact of flexwork on performance, Desmarets et al. (2014) explain that performance can be measured using three different approaches depending on whether we refer to individual, situational or regulatory variables. In view of flexwork and its impact on individual productivity, the authors focused only on individual productivity variables. Similarly, they eliminated the individual variables concerning personality traits and cognitive abilities.

They found that the main dimension of flexwork that affects productivity is the social and physical isolation caused by the despatialization of certain forms of flexwork (mainly teleworking). Each of the variables selected is negatively impacted by this dimension. Isolation can make communication and interaction between colleagues more difficult, hamper opportunities for development, managerial recognition, commitment and organizational involvement, identification with the goals and values of the company, and this in particular through the loss of collective experience.

Conversely, the autonomy provided by flexwork will make it possible to personally manage one's schedule and work environment, thus reducing certain forms of stress or other organizational constraints. The motivation of the worker as well as his feeling of personal effectiveness will only be positively impacted, and therefore his productivity as well.

F. Conclusion

While reviewing the literature, it turns out that flexible work arrangements affect employees' well-being, job satisfaction and work performance in many different ways.

Firstly, concerning job satisfaction, the results have been inconsistent. For example, Hosboyar et al.' (2018) study did not indicate that FWAs had a positive effect on job satisfaction. Other studies have revealed the opposite. Working families organization (2008) showed that flexible work arrangements led to stronger commitment to the organization and higher job satisfaction. Similarly, Apgar (1998) (cited in Rawashdeh et al., 2016) found that there is a positive effect of flexible work arrangements on job satisfaction. Possenriede and Plantenga (2011) also concluded that FWAs namely flexi-time, telecommuting and part-time work are associated with higher job satisfaction. On a similar line of thought, FWAs availability has been positively linked to job satisfaction. The reason for this is that when organizations values and cares for employees, those latter tend to have a positive reaction in return (McNall et al., 2010) (cited in Masuda et al., 2012). Likewise, Altindağ and Siller (2014) showed that flexible working hours allow employees to rest, motivates them and have a moderate positive effect on employees' loyalty and job satisfaction.

As for the effect of FWAs on job performance, Altindağ and Siller (2014) showed that since FWAs are positively associated to higher job satisfaction, they are by extension positively related to better job performance. Identically, Working families organization (2008) found that there is a positive relationship between FWAs and work performance. Indeed, it was reported that there was either a positive impact or no impact on individual performance. Additionally, the research showed that FWAs positively affect both the quantity and quality of work produced . Mugania et al.(2016) also concluded that flexible work arrangements improved organizational performance in the banking industry in Kenya. On a similar note, Clarke and Holdsworth (2017)' study showed that flexible workers tend to increase their team's productivity and effectiveness.

Last but not least, FWAs were also seen to positively affect employees' well-being. Clarke and Holdsworth (2017) stated that FWAs might reduce employees' work stress by reducing work-life conflict and commuting stress, thus improving

employee's well-being. Similarly, Possenriede and Plantenga (2011)'s research showed that higher job satisfaction leads to lower rate of absenteeism and increased general well-being, and as mentioned before the authors have also shown that FWAs increase job satisfaction. As a result, FWAs seem to have a positive effect on employees' well-being. Finally, Uglanova and Dettmers (2018) examined the impact of two flexible working time Arrangements (FWTA) on the well-being of employees measured in terms of leisure time and job satisfaction. It turned out that Employer-oriented FWTA have negative effects on job satisfaction and leisure time and by extension on employees' well-being. On the other hand, employee-oriented flexibility increased job quality, lead to higher work motivation, reduced stress and increased employees' job satisfaction therefore increasing their well-being.

In conclusion, this chapter has shed some light on the multiple studies that have been conducted on the effects of flexible working arrangements on employees' well-being, job satisfaction and work performance. Although the majority of the research discussed here bore similar results, some were still inconsistent with others. The present study aims to shed more light on this topic.

III. RESEARCH FINDINGS AND DISCUSSION

This chapter presents and discusses the results of the tests carried out in order to test the following hypotheses:

1. The wellbeing of employees with access to flexible work arrangements (FWAs) is higher than that of employees without access to FWAs.
2. The job satisfaction of employees with access to flexible work arrangements (FWAs) is higher than that of employees without access to FWAs.
3. The work performance of employees with access to flexible work arrangements (FWAs) is higher than that of employees without access to FWAs.

As mentioned before, a survey was used as a research instrument. The survey consisted of two questionnaires. The first one was administered to employees to measure their wellbeing and level of job satisfaction. The second questionnaire was reserved for managers only with the goal of measuring employees' work performance. In addition to this, an open-ended question was added to each questionnaire to give the participants the opportunity to express themselves freely.

Also, the participants were divided in two groups, a group with access to FWAs and another without access to FWAs. The point behind this is to allow a comparison between the two groups and in turn be able to determine the effect of flexible work arrangements on the wellbeing, Job satisfaction and work performance of employees.

This chapter consists of two main sections. The first section describes the results of this study. Specifically, it describes the wellbeing, job satisfaction and work performance of employees with access and without access to FWAs as well as gives a comparison between the two. The second section discusses said results. Additionally, since the research instrument also includes an open-ended question, the chapter also has a small section that discusses the qualitative data.

First and foremost, I would like to make a brief analysis of the sample. As this is a case study, the sample was relatively small. It consisted of 33 employees and 3 additional managers whose purpose was to measure the work performance of said employees. The employees belonged to two groups as explained before. The group that did not have access to flexible work arrangements

consisted of 12 employees or 36.4% of the total number of participants. Whereas the group that did have access to flexible work arrangements consisted of 21 employees or 63.6% of the total number of participants (figure1). Although the percentages of the two groups are not equal, the results will still be used to make a comparison between them.

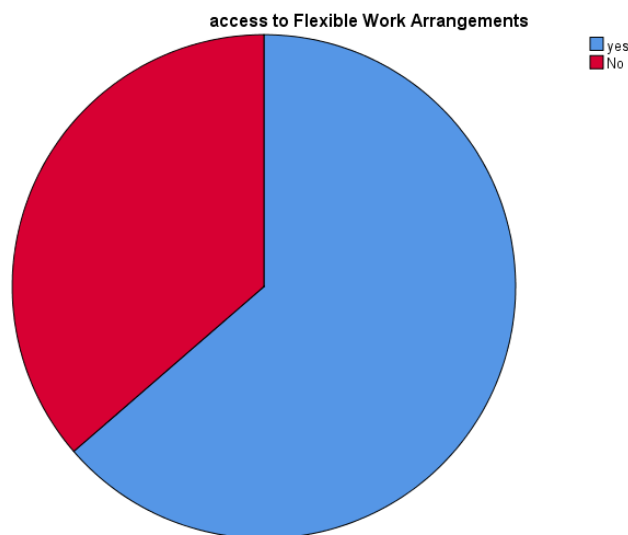


Figure 1. Access to Flexible work arrangements.

Source: Results of the survey.

A. Results

Before discussing the results, it is important to mention that a normality test has been performed. The test of the normality is crucial for choosing the statistical methods for data analysis. For instance, for parametric statistical analysis, a normal distribution of the data is needed, otherwise non parametric tests are used. If the assumption of normality is violated, interpretation and inference may not be reliable or valid. (Yap and Razali, 2011).

There are many methods for testing normality. However, the most common normality tests are the Shapiro-Wilk (SW) test and the Kolmogorov Smirnov (KS)

test. These two were used to test for normality in the present study. It turned out that the data is in fact normally distributed as is shown in the table 1 below. Indeed, the significance level is well above 0.05 which means that our data follows a normal distribution.

Table 1. Normality test

Tests of Normality	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
The mean wellbeing of employees With FWAs	.116	21	.200*	.959	21	.487
The mean wellbeing of employees Without FWAs	.140	12	.200*	.973	12	.938
The mean Job satisfaction of employees with FWAs	.128	20	.200*	.952	20	.396
The mean Job satisfaction of employees without FWAs	.149	12	.200*	.961	12	.792
The work Performance of employees with access to FWAs	.204	3	.	.993	3	.843
The work Performance of employees without access to FWAs	.253	3	.	.964	3	.637

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

Source: Results of the survey.

B. Descriptive Statistics

This section summarizes and organizes the characteristics of the collected data, such as the mean of the variables and the standard deviation. The mean is calculated by dividing the total number of values by the sum of all the values. It is a typical measurement in data description and is also referred to as the "average."

The average degree of variability in the dataset is represented by the standard deviation. It displays how far away from the mean each value is. The data is more dispersed and the values are farther away from the mean the larger the standard deviation. For normal distributions, the standard deviation serves as a useful indicator of spread. Data is symmetrically distributed about the mean or average in normal distributions, and values get smaller the farther they go from the center.

In total three variables were measured, namely the wellbeing, job satisfaction and work performance of employees.

1. Wellbeing

The wellbeing of employees was measured using an adapted version of the Workplace wellbeing snapshot survey developed by the “What Works Center for Wellbeing”. Table 2 shows that the minimum score of wellbeing among all employees is 1.31 on a Likert scale and the maximum is 4.85. This coincides with the minimum and maximum scores of the employees with access to flexible work arrangements. As for those without access to FWAs, the minimum score is 2.00 and the maximum is 4.69. As it turns out, the employees with FWAs scored both the minimum and maximum compared to those without FWAs. Also, there is a big difference between the minimum and the maximum scores especially for employees with FWAs.

Table 2 Wellbeing Descriptive statistics

	N	Minimum	Maximum
wellbeing among all employees	33	1.31	4.85
wellbeing of employees With FWAs	21	1.31	4.85
wellbeing of employees Without FWAs	12	2.00	4.69

Source: Results of the survey.

Table 3 shows that the mean wellbeing among all employees is 3.3869 with the mean wellbeing of employees with access to flexible work arrangements being 3.4176, whereas the mean wellbeing of employees without access to flexible work arrangements is 3.3333. Although the difference between the means is not very significant, this still indicates that employees with access to FWAs on average scored higher than those without access to FWAs in terms of well-being.

Table 3. Wellbeing Frequencies

		The mean wellbeing among all employees	The mean wellbeing of employees With FWAs	The mean wellbeing of employees Without FWAs
N	Valid	33	21	12
	Missing	0	12	21
Mean		3.3869	3.4176	3.3333
Std. Deviation		.91896	.98467	.83000

Source: Results of the survey.

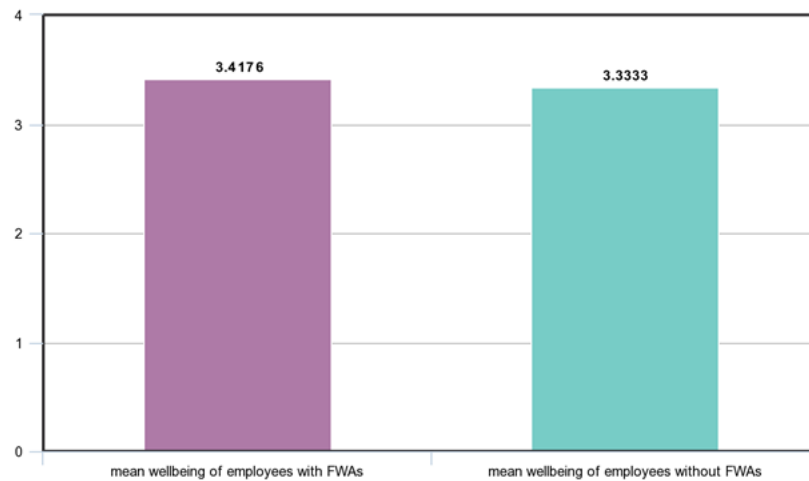


Figure 2. Wellbeing mean comparison

2. Job satisfaction

Job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ) authored by Weiss, Dawis, England & Lofquist (1967). Table 4 shows that the minimum score of job satisfaction among all employees is 1.47 and the maximum score is 4.89 on a Likert scale, which once again coincides with the minimum and maximum scores of employees with access to flexible work arrangements. On the other hand, the minimum score of employees without access to flexible work arrangements is 1.89 and the maximum is 4.84.

Table 4. Job satisfaction descriptive statistics

	N	Minimum	Maximum
The mean Job satisfaction among all employees	33	1.47	4.89
The mean Job satisfaction of employees with FWAs	20	1.47	4.89
The mean Job satisfaction of employees without FWAs	12	1.89	4.84

Source: Results of the survey.

Table 5 shows that the mean job satisfaction among all employees is 3.3126. The mean job satisfaction of employees with access to flexible work arrangements is 3.4395, whereas the mean job satisfaction of employees without access to flexible work arrangements is 3.1316. The difference between means in job satisfaction is a little bigger than wellbeing. And similarly, on average, the employees with access to FWAs scored higher than those without access to FWAs.

Table 5. Job satisfaction Frequencies

		The mean Job satisfaction among all employees	The mean Job satisfaction of employees with FWAs	The mean Job satisfaction of employees without FWAs
N	Valid	33	20	12
	Missing	0	13	21
Mean		3.3126	3.4395	3.1316
Std. Deviation		.90177	.97427	.80558

Source: Results of the survey.

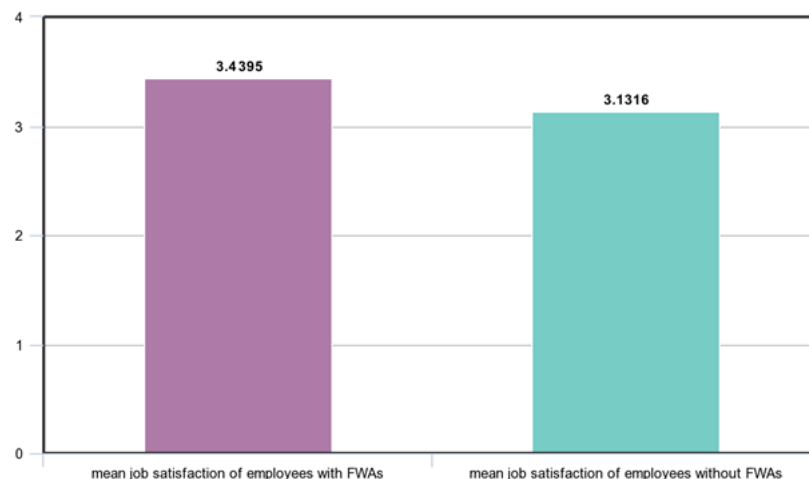


Figure 3. Job satisfaction mean comparison

3. Work performance

Work performance was measured using a slightly adapted version of the

“Employee Performance Evaluation Survey” developed by SoGoSurvey.

Table 6 shows that the minimum work performance score of employees with access to flexible work arrangements is 4.34 and the maximum is 4.78. As for the employees without access to flexible work arrangements, the minimum score is 3.72 and the maximum is 4.94. Therefore, whereas employees who don’t have flexibility have a significantly lower minimum score than their colleagues who have flexibility, the former have a higher maximum score. However, as the table also shows, on average the employees with FWAs have an overall higher work performance than the ones without FWAs. Indeed, the mean work performance of the first group is 4.5729 and the mean performance of the second group is 4.3958

Table 6. Work performance statistics and frequencies.

	N	Minimum	Maximum	Mean	Std. Deviation
The work Performance of employees with access to flexible work arrangements	3	4.34	4.78	4.5729	.21949
The work Performance of employees without access to flexible work arrangements	3	3.72	4.94	4.3958	.62056

Source: Results of the survey.

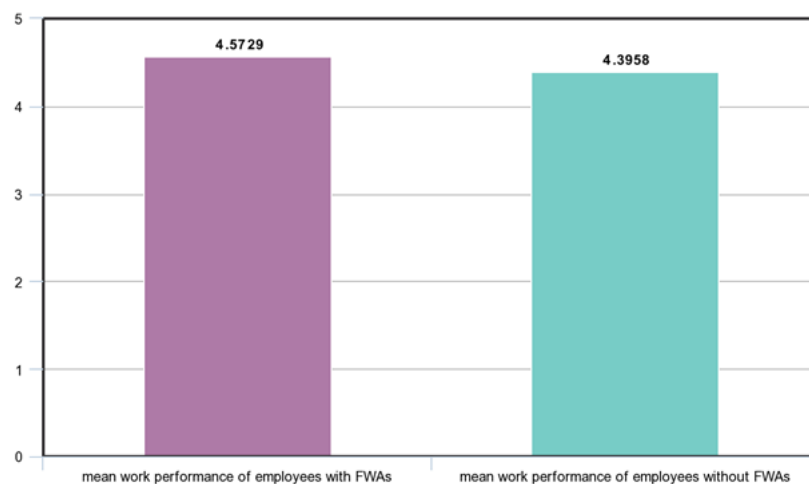


Figure 4. Work performance mean comparison

C. Inferential Statistics

As seen above, [descriptive statistics](#) summarize the characteristics of the

collected data. Inferential statistics on the other hand, are used to make predictions in order to understand the larger population from which the sample is taken.

Specifically, it can be said that inferential statistics have two main purposes or uses. The first use is making estimates about the population and the second use is testing Hypotheses. “*Hypothesis testing is a formal process of statistical analysis using inferential statistics*”. It is mainly used to make comparisons between two or more groups, as well as study the relationships or correlations between variables (Bhandari P., 2021)

In the case of this particular study, the hypotheses being tested are:

4. H1: The wellbeing of employees with Flexible work arrangements (FWAs) is higher than that of employees without FWAs.
5. H2: The job satisfaction of employees with Flexible work arrangements (FWAs) is higher than that of employees without FWAs.
6. H3: The work performance of employees with Flexible work arrangements (FWAs) is higher than that of employees without FWAs.

Inferential statistics include a number of different tests namely correlation tests, regression tests and comparison tests. Those latter are used to assess and compare the differences in means, medians or rankings of scores of two or more groups.

For the purpose of this study, comparison tests are used since the goal is to compare the two groups of participants namely the group that has access to flexible work arrangements and the group with no access to flexible work arrangements. Specifically, one type of comparison tests will be used, which is an independent sample T-test.

The t-test is a statistical test for contrasting the means of two groups. It's widely used in hypothesis testing to determine if a variable has an impact on the population of interest, or if two groups differ from one another. It is important to note that only when comparing the means of two groups can a t-test be employed but not more than two groups. This can be referred to as pairwise comparison.

There are three different types of T-tests: One-sample, two-sample or independent t-test, and paired t-test.

- A paired t-test is used if the groups are from the same population and the aim is to measure the before and after of an experimental treatment.
- A two-sample t-test or an independent t-test is used if the groups are from two different populations, which is the case of present study as one group consists of employees with FWAs and one without.
- A one-sample t-test is used if only one group is being compared to a standard value.

In order to determine whether there is a significant difference between the means of each group, the Independent Samples t-Test analyzes the means of two independent groups. Concretely, this section will demonstrate whether there is a significant statistical difference between employees who have access to flexible work arrangements and those who don't. In turn, it will provide evidence for whether FWAs have a direct effect on the well-being, job satisfaction and work performance of employees. Thus, this section will answer the research questions and will test the hypotheses of this study.

1. Wellbeing

Before we discuss the results of the independent t-test, it is important to understand a few concepts. First of all, A result is statistically significant if it cannot be fully explained by chance or arbitrary circumstances. In other words, a statistically significant result has an extremely low probability of occurring if there is no true effect in a research study.

Secondly, the p value, also known as the probability value, indicates the statistical significance of a result. A p value of 0.05 or less is deemed statistically significant in most research.

Additionally, the p-value is based on two hypotheses. The first called the null hypothesis, asserts that there is no difference or effect of a treatment. This means that, even if the findings reveal a numerical difference or effect, it would only be due to random changes and that the difference is thus not a true statistical difference. The second hypothesis is called the alternative hypothesis and is frequently based on the premise that the null hypothesis is false. (Bhandari, 2021)

In the case of the present study the null hypothesis and alternative hypothesis

are as follow:

1.The null hypothesis: There is no significant effect of FWAs on the wellbeing of employees

2. The alternative hypothesis: There is a significant effect of FWAs on the well-being of employees.

Table 7. Well-being: Independent T-test

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
The mean wellbeing among all employees	Equal variances assumed	.358	.554	.250
	Equal variances not assumed			.262
		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
The mean wellbeing among all employees	Equal variances assumed	31	.805	.08425
	Equal variances not assumed	26.412	.796	.08425

Source: Results of the survey.

Table 7 shows a significance value of $p = .805 > 0.05$, which indicates that the null hypothesis is true in this case and that the alternative hypothesis is rejected. In other words, there is no significant difference between the wellbeing of employees with access to flexible work arrangements and those without access to flexible work arrangements.

In conclusion, FWAs do not affect the well-being of employees, and the difference in the means is due most probably due to chance.

2. Job satisfaction

Table 8. Job satisfaction: Independent T-test

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
The mean Job satisfaction among all employees	Equal variances assumed	.490	.489	.868
	Equal variances not assumed			.911
The mean Job satisfaction among all employees	Equal variances assumed			t-test for Equality of Means df Sig. Mean Difference
	Equal variances not assumed			31 .392 .28446
				26.411 .371 .28446

Source: Results of the survey.

As can be seen in table 8, the significance value is $p = .392 > 0.05$, which indicates that the null hypothesis is true in this case and that the alternative hypothesis is rejected. In other words, there is no significant difference between the job satisfaction of employees with access to flexible work arrangements and those without access to flexible work arrangements.

In conclusion, FWAs do not affect the Job satisfaction of employees and the difference in the means is due most probably due to chance.

3. Work performance

Table 9. Work Performance: means comparison

	The work Performance of employees without access to flexible work arrangements	The work Performance of employees with access to flexible work arrangements
Mean	4.3958	4.5729
N	3	3
Std. Deviation	.62056	.21949

Source: Results of the survey.

In the case of work performance, the way the test was administered does not allow for an independent T-test. Therefore, a mean comparison was performed. Table 9 shows that the mean work performance of employees without access to FWAs is 4.3958 whereas the mean work performance of employees with access to flexible work arrangements is 4.5729.

While there is a difference between the two means, this difference of exactly 0.1771 remains insignificant.

We can conclude that there is no significant difference between the two groups. Thus, flexible work arrangements do not significantly affect the work performance of the employees of Pastel agency services. Therefore, we can also reject the third Hypothesis of this study which states that the work performance of employees with Flexible work arrangements (FWAs) is significantly higher than that of employees without FWAs.

4. Quantitative data Conclusion

From the descriptive and inferential analysis performed we are able to answer the 3 main research questions posed at the beginning of the study. Namely:

4. How do flexible work arrangements affect employees' well-being at Pastel agency services, Morocco?
5. Do flexible work arrangements have any effect on the job satisfaction of employees working at Pastel agency services, Morocco?
6. Do flexible work arrangements positively affect the work-performance of those employees?

The answer to the first question is that flexible work arrangements do not significantly affect employees' wellbeing at Pastel agency services. Similarly, FWAs do not seem to have a significant effect on the job satisfaction of the employees of the company. Last but not least, there is no significant positive effect of FWAs on the work performance of those employees.

Additionally, as mentioned above the findings allow us to reject all of the three hypotheses made at the beginning of the study.

D. Qualitative Results

Since this a case study, quantitative and qualitative methods were mixed to get more in-depth results. The Survey included an open-ended question to give the participants the opportunity to express themselves freely. This section shows and discusses the answers provided by both groups of employees in order to make a comparison between the two.

1. Wellbeing

- **Employees with FWAs**

“Flexibility at work gives me more freedom to control my whole life and to be able to equilibrate personal life with professional life.”

“My flexible work arrangement helps me feel better overall and the reason is I have a certain balance between my work and my personal life.”

“I appreciate being able to arrange my time and be evaluated by my work and not by the time I spend at the office”

“It makes daily life and day to day organization easy”

“Since that I work on the weekend and even on holidays, I feel my is only dedicated to my job that I'm in only for money”

“It highly affects my mental health. Feeling free to choose the arrangement that suits me each day affects my work productivity thus my professional Wellbeing.”

“Flexibility allows me to organize myself according to my own needs which helps me maintain a balance between my job and my personal life. This in turn has a positive effect on my overall wellbeing.”

“My job is pretty flexible (within reason) which helps maintain a good work-life balance. I can count on my colleagues to cover for me when needed and my manager doesn't mind.”

“It allows me to have a time for me and for my family.”

- **Employees without FWAs**

“Sometimes I would use some spare time to do something personal but the non-flexible arrangement I work on doesn't allow it. I see it as a pure waste of time.”

“My overall well-being is not affected by my non-flexible work arrangement”

“Non-flexible arrangement adds constraints in my daily life”

“I feel tired all the time.”

“My work schedule is not bad; it would have been great if I can manage to take time off every time I want just because I do a lot of other work on the side. But overall, it's okay I am managing so far”

“It does affect me in a bad way always stressed by the non-organized team”.

“The non-flexibility of my work can be a burden on my physical and mental Health”

“Overall im satisfied with my job but sometimes i really think to quit because of non flexible work schedule .as a mom i have lot of obligations that can only be done in my office hours.also when my child is sick and have no one to babysit him. which cause me lot of stress and bother me a lot”

2. Job satisfaction

- **Employees with FWAs**

“Flexibility at work makes me manage my own time regarding each project, and getting the job done in that time I set for myself makes me feel satisfied”

“The flexibility I have in my job positively affects my overall job satisfaction, because I feel less pressure in my work environment.”

“To me flexibility is key when choosing a job, I would easily choose a job that offers flexibility over a non-flexible job that pays more.”

“I am satisfied with my job overall because I feel that it allows me to work on

my own terms and puts less pressure on me”

“I am very satisfied with my job. It fulfills me every day. I can't imagine doing something else.”

“I have the flexibility to manage my time and my schedule at my level. This has been making my work life balance easier and I know how to prioritize to keep a healthy lifestyle which results in a better work turnover therefore I'm satisfied with my current job situation.”

“I am very satisfied with my job due to my work arrangement, even if the pay may not be as good as I want but I have many things that are more important for me in my job”

- **Employees without FWAs**

“At a quite low level. I'm a satisfied enough. Flexible work arrangement would perfect in fact but doesn't not lessen my satisfaction level overall.”

“I am not satisfied with my job because of its non-flexibility.”

“We work to have few days off in the year. When non-flexible you are obliged to take some days off. Days off should be to rest not to manage daily life. If my job hours were flexible I'll do what have to do and work later in the evening.”

“My work is not flexible which is the only thing I don't like about this job.”

“I think my dissatisfaction with my work is related to other factors other than flexibility (lack of meaning, lot of work, lack of support...) but of course non flexibility doesn't help”

“It really affects it like I said previously! It makes me think of seeking another job where there's more flexibility in working schedules.”

3. Work Performance

Manager 1 *“Flexible workers overall exhibit a better performance in my opinion and have more ownership of the work”*

Manager 2 *“Flexible workers have proven to be more efficient in the past couple of years with the pandemic. It may have been challenging to have a work life balance for some workers but productivity levels have shown great results. It has also contributed in low cost for companies.”*

Manager 3 *“Helps with a better life balance to have FWA.”*

4. Qualitative data conclusion

From the results of qualitative data, it seems that employees with access to flexible work arrangements have an overall higher wellbeing, job satisfaction and work performance compared to their colleagues who don't have access to flexible work arrangements.

This is contradictory to what was found in the quantitative data analysis, which showed that there are no significant differences between the wellbeing, job satisfaction and performance of the two groups of employees.

E. Discussion

As said above, the results of the study are somewhat inconsistent. Indeed, the results of the quantitative data have shown no significant difference between the level of wellbeing, job satisfaction and work performance of the two groups of employees with and without access to FWAs. However, the results of the qualitative data have shown the opposite and that there is in fact a difference between the two groups.

When it comes to job satisfaction, the inconsistency found in the present study is the same found in the review of the literature. Indeed, as we saw in the literature review chapter, the findings of different studies have been somewhat inconsistent. For instance, while Hosboyar et al.' (2018) did not find any positive effect of FWAs on job satisfaction, others like working families organization (2008) and Apgar (1998) (cited in Rawashdeh et al., 2016) found that there is a positive effect of flexible work arrangements on job satisfaction.

As for the wellbeing of employees, the findings of previous studies are consistent with the qualitative findings of the present study which show that there is a positive effect of FWAs on employees' wellbeing, but are not consistent with the quantitative results which show that there is no significant effect of FWAs on wellbeing. For example, Clarke and Holdsworth (2017) found that FWAs might reduce employees' work stress by reducing work-life conflict and commuting stress, thus improving employee's well-being. Similarly, Possenriede and Plantenga

(2011)'s research showed that FWAs increased levels of job satisfaction, which in turn leads to increased general well-being.

On a similar note, the qualitative and not the quantitative findings of the present study are consistent with the review of the literature. For example Altındağ and Siller (2014) showed that FWAs are related to better job performance. Identically, working families organization (2008) found that there is a positive relationship between FWAs and work performance.

In conclusion, it seems that some of the findings are consistent with those of previous studies while others are not. This indicates that further and deeper research should be made in order to answer the question of whether flexible work arrangements have a positive effect on the wellbeing, job satisfaction and work performance of employees.

IV. CONCLUSION

The concept of flexibility or flexible work arrangements (FWAs) has been gaining more importance in the recent years for many reasons. According to the literature, FWAs have a multitude of benefits for the employees and enterprise alike. As explained in this paper, flexible work is a concept that includes a range of working practices which enable workers to adapt the timing or scheduling of work, as well as the location of work in order to meet their needs. The scheduling arrangements include flex-time, compressed hours and part-time work. The location arrangements include teleworking, home working and hot desking.

In the present study, we attempted to explore many of the aspects of Flexible work arrangements, but we especially focused on the effects of FWAs on the well-being, job satisfaction and work performance of employees at Pastel agency services in Morocco.

The results of the study turned out to be somewhat inconsistent. Indeed, the results of the quantitative data have shown that there was no significant difference between the level of wellbeing, job satisfaction and work performance of employees with access to FWAs and those without access to FWAs. However, the results of the qualitative data have shown the opposite and that there is in fact a difference between the two groups of employees. In other terms, qualitative data showed that FWAs positively affect those 3 aforementioned variables, whereas quantitative data showed no effect at all, neither positive nor negative.

Because of this inconsistency, no clearcut conclusion can be made as to the effect of FWAs on the wellbeing, job satisfaction and work performance of employees at Pastel agency services.

- **Further suggestions**

Since the research yielded inconsistent results, further and deeper research should be made in order to answer the question of whether flexible work arrangements have a positive effect on the wellbeing, job satisfaction and work

performance of employees. Also, a purely quantitative research design might be a better alternative to this particular topic since it will have more research participants and hence more data.

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APPENDIX

Appendix a: Survey

APPENDIX b Ethical Approval Form

Appendix a: SURVEY

PART I: Reserved For Employees

Do you have access to flexible work arrangements ?	yes	No
--	-----	----

(NB: flexible work arrangements refer to flexibility in terms of when, where, and for how long employees engage in work-related tasks. Examples of flexible work arrangements include part-time work, remote work, shifts arrangements...etc)

2. Well-being

(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

Statements/scale	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree
Overall, I am satisfied with my life nowadays.					
Overall, I feel that the things I do in my life are worthwhile.					
Overall, I felt happy yesterday.					
Overall, I did not feel anxious yesterday.					
Overall, I am satisfied with my present job.					
I would recommend my organization as a great place to work.					
Overall, my physical health is good nowadays.					
Overall, my mental health is good nowadays.					
I feel safe from threats and physical hazards in my work environment.					
I am satisfied with my physical working environment.					
My colleagues help and support me.					
My manager helps and supports me.					
My job gives me the feeling of work well done.					

Use your own words to answer the following question:

How does your work arrangement (flexible or non-flexible) affect your overall well-being?

-----.

3. Job satisfaction

(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

Statements/scale	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree
I am able to keep busy all the time.					
I get the chance to work alone on the job.					
I get the chance to do different things from time to time.					
I get the chance to be “somebody” in the community					
I am satisfied with the way my boss handles his/her workers.					
I trust the competence of my supervisors in making decisions.					
I am able to do things that do not go against my conscience.					
I am satisfied with the way my job provides for steady employment.					
I get the chance to do things for other people.					
I get the chance to tell people what to do.					
I get the chance to do something that makes use of my abilities.					
I am satisfied with the way company policies are put into practice.					
I am satisfied with my pay					

and the amount of work I do.					
I have chances for advancement on this job.					
I have the freedom to use my own judgment.					
I have the chance to try my own methods of doing the job.					
I am satisfied with the working conditions.					
I am satisfied with the way my coworkers get along with each other.					
I am satisfied with the praise I get for doing a good job.					

Use your own words to answer the following question:

How does your work (flexible or non-flexible) affect your job satisfaction ?

Part II: Work Performance Evaluation (Reserved for Managers)

1: strongly disagree; 2: disagree; 3: neither disagree nor agree; 4: agree; 5: strongly agree.

	Employees with access to FWAs					Employees without access to FWAs				
	1	2	3	4	5	1	2	3	4	5
Work product										
1. This person stands behind the quality of his or her work.										
2. This person takes his or her work seriously.										
3. This person completes and/or submits work that supervisors can trust.										
4. This person gets work done in a reasonable amount of time.										
DEPENDABILITY										
5. This person arrives to work on time.										
6. This person meets his or										

her deadlines.										
7. This person takes initiative at work.										
8. This person has a good work ethic.										
9. This person is attentive when on the clock.										
COOPERATIVENESS										
10. This person willingly accepts new assignments.										
11. This person is open to suggestions and new ideas.										
12. This person works well with his or her peers.										
13. This person exhibits a positive attitude when working as part of a team.										
ADAPTABILITY										
14. This person shows a willingness to adapt to change.										
15. This person shows enthusiasm about new challenges and ideas.										
16. This person effectively adjusts his or her work to account for changing circumstances.										
17. This person thinks ahead to plan how to account for changing circumstances at work.										
COMMUNICATION										
18. This person communicates effectively with peers and supervisors.										
19. This person escalates issues to supervisors when appropriate.										
20. This person shows willingness to assist others when necessary.										
21. This person informs supervisors of concerns or frustrations.										
DECISION MAKING & PROBLEM SOLVING										
22. This person requires little supervision on projects once assigned.										

23. This person attempts to solve problems himself/herself before escalating them to supervisors.										
24. This person independently suggests solutions to problems.										
25. This person thinks strategically about how to solve problems										
IMPROVEMENT										
26. This person exhibits an eagerness to improve at work.										
27. This person goes out of his or her way to further personal knowledge.										
28. This person shows an interest in taking on more responsibilities at work.										
29. This person has improved the quality of his or her work during this evaluation period.										
USE OF TOOLS AND MATERIALS										
30. This person uses work tools efficiently and shows improving skills over time										
31. This person shows interest in improving his or her skills.										
32. This person takes advantage of resources designed to help him or her at work.										

Use your own words to answer the following question:

How would you compare the work performance of flexible and non-flexible workers?

APPENDIX b Ethical Approval Form

Evrak Tarih ve Sayısı: 28.02.2022-42773



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-42773
Konu : Etik Onayı Hk.

28.02.2022

Sayın LAMIAE ZERHOUNI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 28.02.2022 tarihli ve 2022/03 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Hüseyin KAZAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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RESUME

Name Surname: Lamiae Zerhouni

Education:

- 2019 – Present: Masters of Business Administration (MBA)
Istanbul Aydin University – Istanbul, Turkey
- 2016-2019: Bachelor's degree in English studies
Mohammed V University, Faculty of letters and social sciences
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- 2010-2015: Degree in Network engineering. The National Institute of
posts and Telecommunications (INPT)

Work Experience:

- 2022- present: Consultant at EPSA Morocco.
- 2020 (2 months) Import-export assistant at YORULMAZ Co., Istanbul, Turkey
- 2019 (4months) Receptionist, Pastel Agency Services.
- 2017 English teacher at CCL Language center.
- 2015 (4 months) Internship at Dimension Data, Temara.

Languages:

- Arabic: Native
- French: Fluent
- English: Fluent
- Spanish: Conversational
- Turkish: Intermediate

Skills:

- Communication, Teamwork, Problem Solving, Flexibility, Creativity
- Computer skills (Microsoft Office) and others.