



# Flexible Working Arrangements and Employee Turnover Intention: Mediating Role of Employee Engagement

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Article Info.	Abstract
<p><b>Corresponding Author</b> Bishnu Giri</p> <p><b>Email</b> <a href="mailto:bishnu.giri@davnepal.edu.np">bishnu.giri@davnepal.edu.np</a></p> <p><b>Article History</b> Received: 14 February 2024 First Revised: 28 May 2024 Second Revised: 13 June 2024 Accepted: 21 July 2024</p> <p><b>Cite</b> Shilpakar, N., Giri, B., &amp; Pokhrel, S. K. (2024). Flexible working arrangements and employee turnover intention: Mediating role of employee engagement. <i>SAIM Journal of Social Science and Technology</i>, 1(1), 27–39 <a href="https://doi.org/10.5281/zenodo.13576403">https://doi.org/10.5281/zenodo.13576403</a></p>	<p><b>Background:</b> Flexible working environment is an essential element of work-life balance. Employees consider it as a driving factor for better performance. Organizations are adopting flexible workplace environments to attract, involve, and retain talent.</p> <p><b>Purpose:</b> This study examines the mediating role of employee engagement (EE) on the relationship between flexible work arrangements (FWAs) and turnover intention (TI) among employees of service-oriented organizations.</p> <p><b>Design/Methodology/Approach:</b> A cross-sectional survey research design was carried out to collect data from 242 respondents using a convenience sampling technique. Ordinary Least Squares (OLS) regression with a mediated hypothesis was performed to test the proposed relationship.</p> <p><b>Findings:</b> The result reveals that significant relationship between FWAs, EE, and TI. FWAs (job and family) have a significant positive relationship with EE. FWAs and EE have negative relationship with TI. Moreover, EE fully mediated the relationship between FWAs-Job and TI. However, EE has competitive (partial) mediation between FWAs-Family and TI.</p> <p><b>Originality/Value:</b> It addresses the necessity of FWAs for both employees and employers in Nepali organizations. It was among the earliest works to examine the mediation of EE between FWAs and TI in the Nepali context.</p> <p><b>Keywords:</b> employee engagement, flexible work arrangements, social exchange theory, turnover intention, work-life balance</p>

## Introduction

Flexible Work Arrangements (FWAs) have gained popularity for better work-life balance, quality of work-life, and greater control over schedules among employees. To simplify work-related behaviors,

organizations are using job redesign techniques such as telecommuting and compressed work week (Vasic, 2020). In the last two decades, the demand for FWAs are increasing globally, especially after COVID-19 and the rise of millennials. Numerous corporation in developing nations adopted FWA to



mitigate the adverse effect of epidemic prevention and control methods on organizational functioning (Jiang, 2023). ADP's People at Work 2023 report indicates that 44% of Indian employees have adopted flexible work, outpacing other Asia-Pacific countries (Richardson & Antonello, 2023). Similarly, an experiment conducted in a Chinese firm shows that work from home results in a 13% increase in performance and a 50% reduction in employee turnover (Bloom et al., 2015). This phenomenon reflects the emerging demand for FWAs among workers especially millennials. More or less majority of the organizations are adopting some form of FWAs. Top tech companies (e.g. Twitter, Apple, Google, and Facebook) have offered work from home to some jobs indefinitely.

Most Nepali organizations are based on the traditional concept of work structure where the rigid work schedule and employee physical presence at workplace are common. However, they are changing their traditional work schedule to a more flexible work structure along with the global wave of work flexibility. The balance between socio-cultural roles and organizational roles is difficult to manage without a flexible work schedule. Besides, traditional gender roles such as rearing children, household chores, and elderly care are expected from women. Thus, employees are demanding more FWAs which have become a major issue for organizations. However, this area of study needs to be explored as limited studies related to flexible work and turnover are found in the Nepali context. Additionally, the role of EE in employee turnover where flexible work environment is provided are unknown in the Nepali service sector. Few studies reveal that higher job satisfaction, workforce diversity, improved productivity, and better resilience are benefits of workplace flexibility (Pantha, 2020; Koirala et al., 2022).

FWAs enable employers to assign workers and their time based on work type, leading to more efficient use of human resources, increased efficiency, productivity, innovation, lower turnover intentions, and improved performance (Ghimire et al., 2023; Pantha, 2020; Parajuli, 2023). This highlights the significance of implementing the

FWAs in Nepali organizations too despite its unique socio-cultural dimensions. FWAs contribute significantly to promote employee well-being and organizational performance in the evolving work landscape (e.g., Amponsah et al., 2018; Gašić & Berber, 2021; Lamane et al., 2023). Flexibility in work has higher control over the job and EE which in turn has resulted in low turnover intentions (Haines, Guerrero, & Marchand, 2024). Therefore, this investigation helps to establish the relationship among work flexibility, EE, and turnover in the Nepali context. Service-oriented organizations have more flexibility to modify job designs to fulfill immediate needs and contribute to long-term success. Although workers and employers realize the importance of work flexibility, the understanding of its prevalence remains limited (Ray & Pana-Cryan, 2021).

## Research Objective

This study examines the mediating effect of employee engagement (EE) on the relationship between flexible work arrangements (FWAs) and turnover intention (TI) among employees of service-oriented organizations.

## *Literature Review and Hypotheses Development*

### **Turnover Intention**

Multiple researchers delineated TI as a deliberate desire to quit an organization (Joo, 2010). This intention to leave is also characterized as the degree to which an employee plans to depart from the organization (Cheng et al., 2022). Tolksdorf et al. (2022) portray it as a multi-stage process that commences with psychological responses to unfavorable job aspects and may lead to the ultimate decision to resign. Thus, TI refers to an organization's members' desire to leave their current job due to dissatisfaction, and it assesses their subjective feelings toward turnover (Namin, 2021). It entails reflection prior to final decision-making, including employees' perceptions of turnover and their willingness to seek new opportunities (Hancock, 2013). Reflecting this, TI signifies a deliberate aspiration to exit a role within a company, denoting a complex journey from

negative job perceptions through psychological reactions to culminate in the decision to resign, showcasing the intricate nature of employees' desires to leave their current positions.

### **Flexible Work Arrangements**

According to Brouge (2023), with technological advancements, telecommuting, and the gig economy, flexible work arrangements regained popularity in the late 20th century. The history of FWAs dates back centuries when artisans and craftsmen could work from home. However, the industrial revolution resulted in standardized work schedules and rigid office structures (Smith, 1997). Thus, the changes in technology and free market system enabled people to choose their projects and work hours, reducing commuting time and costs. FWAs grant employees autonomy over their work schedule and location beyond their regular workday (Lambert et al., 2008). These arrangements, characterized as choices in where and when work is conducted, such as telecommuting or flex place, and flextime or scheduling flexibility (Wohner, 2022), empower workers to make choices influencing the timing, location, and duration of their work-related tasks (Rudolph et al., 2017). As technology alters how people do things, the traditional workweek is likely to be replaced by more flexible arrangements. For starters, when applying for jobs, more people expect a suitable work-life balance such as gender equality, maternal leave and more work flexibility for females (Munsch, 2016). FWAs are method of conducting business that enables employees to effectively manage their work schedule, fulfill personal and professional commitments and activities linked to complete assigned tasks or objectives (Neirotti et al., 2019). FWAs encompass options such as telecommuting and flextime, offering employees greater control over their work environment and schedules, ultimately fostering adaptability and balance in fulfilling job responsibilities (Weideman & Hofmeyr, 2020).

### **Employee Engagement**

Saks (2022) characterizes EE as a pleasant, satisfying state marked by vigor, commitment,

absorption-vitality, significance, enthusiasm, and complete concentration in work tasks. It entails workers psychological and emotional attachment with their work, organization, coworkers, supervisors, or managers which affects willingness to exert extra discretionary effort at work (Richman et al., 2008). It is the optimistic state of mind where individuals express themselves and their emotions at work, characterized by passion, dedication, and devotion to their organization (Goestjahjanti et al., 2020). Highly engaged workers are efficient in work, eager to learn new things, feel valuable in their roles, have vivid understanding of their responsibilities, and find meaning of their work (Weideman & Hofmeyr, 2020). Thus, EE showcases a deep emotional and cognitive link between individuals and their work, fostering commitment and productivity through comprehensive physical, cognitive, and emotional involvement in the workplace.

### **Relationship between Variables**

#### ***Flexible Work Arrangement and Employee Engagement***

According to Horman's (1958) social exchange theory (SET), when a person behaves positively towards another, he/she feels obliged to act in favorable way. It argues that employees tend to be more engaged and productive when they are satisfied with the workplace.

Weideman et al. (2020) applied SET to explain the relationship between FWAs and EE. Several studies found that there was a positive relationship between FWAs and EE (e.g., Conradie et al., 2019; Giovanis, 2018; Ugargol & Patrick, 2018). FWAs provide employees more control over their work schedule which is likely to increase their engagement in organizational activities. Thus, it can be argued that employees who use FWAs are more likely to have higher engagement and performance outcomes than non-users.

Hypothesis (H1): FWAs is positively related to EE.

#### ***Flexible Work Arrangement and Turnover Intention***

SET postulates that satisfied workers with their work arrangement will produce positive work

outcomes (Hormans, 1958), reducing the negative consequences. Tsen et al. (2021) applied SET to explain the relationship between FWAs and TI. Several studies found that there was a negative relationship between FWAs and TI (e.g., Bontrager et al., 2021; Choi, 2018; Masuda et al., 2012; Mullins et al., 2021; Peretz et al., 2018). Individuals with access to FWAs-job-responsive policies (e.g., payment, inclusiveness, recognition) feel inclusion in the organization and develop a strong sense of attachment towards organization resulting in higher commitment. Additionally, organization offering FWAs-family-responsive policies (e.g., flexible hours, information about community childcare services) reported significantly lower TI compared to organization not offering it.

Hypothesis (H2): FWAs are negatively related to TI.

**Employee Engagement and Turnover Intention**

Job demands-resources (JD-R) model states that workers perform best in workplace where challenging job and adequate resources are offered encouraging EE (Bakker et al., 2007; Demerouti & Cropanzano, 2010). When employees are satisfied on their assigned roles, they are highly engaged in their job creating attachment towards organization. Moreover, engaged employees are likely to demonstrate reciprocal benefit in return to facilitation and support received from organization. Earlier, Yadav et al. (2020) applied

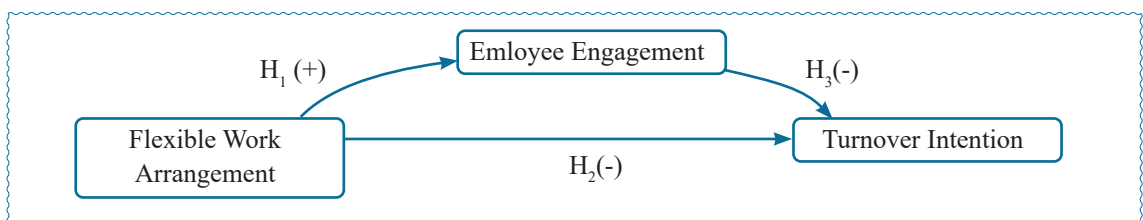
JD-R theory to explain the relationship between EE and TI. Several studies found that there is a negative relationship between EE and TI (e.g., Batool et al., 2022; Jung et al., 2021; Oh et al., 2023). Therefore, this paper proposes to apply JD-R theory to examine the relation between EE and TI because employees with higher engagement have greater sense of belonging to the organization and reduce the willingness to leave which in turn reduces employee turnover.

Hypothesis (H3): EE is negatively related to Turnover Intention.

**Flexible Work Arrangements and Turnover Intention: Mediating Role of Employee Engagement**

Gašić and Berber (2023) state that FWAs and EE have a direct positive effect on TI and EE indirectly affects FWAs-TI relationship. Similarly, prior studies found that there was an indirect effect as EE mediated the relationship between FWAs and TI (e.g., Berber et al., 2022; Timms et al., 2014). Therefore, this paper proposes to examine EE mediation effect in the relationship between FWAs and TI because both FWAs and EE correlate with TI. Consequently, the finding suggests that FWAs indirect only i.e. indirect only (full) mediation and competitive (partial) mediation impact TI through the mediating role of EE in the Nepali service sector having FWAs policies.

**Figure 1**  
*Conceptual Framework*



**Research Methods**

**Population and Sample**

The sampling population consists of employees working in the service sector with work flexibility,

such as telecommuting, flex place, flextime, or flexible scheduling. The manufacturing sector usually requires physical presence of employees for the production of products, where FWAs are

less offered. Thus, service sector is selected due to its flexible workplace environment. Employees who worked for at least three months in Nepali service-oriented organization with FWAs practices and policies were taken as samples. Likewise, this study applied the convenience sampling technique to reach the respondents. The data were collected from 242 employees working in different service sectors in Nepal (Pokhrel & K.C., 2024).

**Measures**

This study engaged three measures to capture different variables related to this study. The questionnaire was divided into two parts: the main questionnaire and the demographic questionnaire. 5-point Likert scale (1= Strongly Disagree to 5= Strongly Agree) was used to measure perception of the respondents. Demographic variables (age, gender, educational level, company size, and sector) were obtained through different scales of measurement. A brief description of the study indicators has been provided below:

**Turnover Intention Scale**

TI was assessed by asking them to answer four questions. Chen and Francesco’s (2000) four-item TI measure was examined. The Cronbach’s alpha value was TI (0.861). High scores indicate higher levels of turnover. The sample item includes: “I often think about leaving my current job.”

**Flexible Work Arrangements Scale**

FWAs was measured using eleven items i.e. FWAs-Job (seven items) and FWAs-Family (four items). The eleven-item measure of FWAs based

on Albion, (2004) was used as the independent variable. The Cronbach’s alpha values were FWAs-Family (0.819) and FWAs-Job (0.772). High scores indicate that employees have a more positive perception of FWAs. The sample units include: “I cannot afford the loss of pay associated with most Flexible Work Arrangement.” (Job) and “Flexible work arrangements help me balance life commitments.” (Family).

**Employee Engagement Scale**

It was measured with the nine items short version of the Schaufeli, et al. (2006) work engagement scale. The Cronbach’s alpha values were EE-Vigor (0.846), EE-Dedication (0.834), and EE-Absorption (0.681). The sample items include: “At my work, I feel bursting with energy.” (Vigor), “I’m enthusiastic about my job”. (Dedication), and “I feel happy when I’m working intensely.” (Absorption).

**Data Analysis and Results**

In the given Table 1, the majority of respondents were in the age group of 25-35 (n=145 or 59.9%) with male respondents (n=102 or 42.1%) and female respondents (n=140 or 57.9%). It illustrates the respondents are predominantly from age group of 25-35 which nominally was above 45(n=7 or 2.9%). Most of the respondents have completed their Bachelor’s Degree Qualification (n=137 or 56.6%). Also, the majority of respondents’ size of the company they worked (n=127 or 52.5%) was SMEs. Finally, the sector that respondents belong to public sector (n=86 or 35.5%) and private sector (n=156 or 64.5%).

**Table 1**

*Demographic Profile of Respondents*

Variable	Frequency	Percent
<b>Age(in Years)</b>		
Below 25	58	24
25-34	145	59.9
34-44	32	13.2
Above 45	7	2.9
<b>Gender</b>		
Male	102	42.1

Variable	Frequency	Percent
Female	140	57.9
Education		
Below Bachelor	46	19
Bachelor Level	137	56.6
Master Level	55	22.7
Above Master Level	4	1.7
Size of the Company		
Small and medium-sized enterprises (SMEs)	127	52.5
Large Enterprises	86	35.5
Others	29	12
Sector		
Public Sector	86	35.5
Private Sector	156	64.5

**Note.** Based on authors' calculation.

### Reliability Test

The Cronbach's alpha values greater than 0.70 are regarded as reliable; however, two variables provided the Cronbach's alpha below 0.70. Addressing this involves item analysis, consulting the supervisor, and potentially evaluating the item, all to improve overall questionnaire reliability

and validity while maintaining participant manageability. However, TI scale value of Cronbach's Alpha is slightly lower than the standard value. After dropping item 3, the value increased to 0.629. Therefore, this construct is considered reliable for further analysis.

**Table 2**

*Result of Reliability Testing*

Constructs	Cronbach's Alpha	No. of Items
1. Flexible Work Arrangements- Job	0.683	7
2. Flexible Work Arrangements- Family	0.793	4
3. Employee Engagement	0.769	9
4. Turnover Intention	0.629	3

**Note.** Based on authors' calculation.

### Multiple Regression Analysis

The Ordinary Least Squares (OLS) regression is a widely used statistical method to estimate the relationship between a dependent variable and one or more independent variables by reducing the sum of the average differences between the values expected and the observed values of the dependent variable (Field, 2018). This study has used OLS

regression because it is a reliable method for analyzing linear relationships between variables and for identifying the most important factors influencing an outcome variable. A normality test was performed to ensure the normal distribution of data. In the given data set, skewness ranges between -0.374 to 0.448 and kurtosis -0.539 to 1.020, the data distribution is perfectly normal. Similarly, multi-collinearity was estimated using

variation inflation factor (VIF), to know the inter-correlation of explanatory variables which reduces the reliability of the model (Kim, 2019). The values of VIF are less than 10, which indicate no

multicollinearity issue in this model. Additionally, scatterplot showed an absence of outliers indicating a homoscedastic relationship.

**Table 3**

*Results of Direct Hypotheses Testing*

Hypotheses		$\beta$	t-Value	P-value	HS
H1A	FWAs-Job $\rightarrow$ EE	0.161	2.526	0.012	Yes
H1B	FWAs-Family $\rightarrow$ EE	0.172	2.711	0.007	Yes
H2A	FWAs-Job $\rightarrow$ TI	0.36	0.573	0.573	No
H2A	FWAs-Family $\rightarrow$ TI	0.169	2.662	0.008	Yes
H3	EE $\rightarrow$ TI	-0.235	-3.747	0.000	Yes

**Note.** Based on authors' calculation;  $\beta$  = Standardized Beta Coefficients; HS= Hypothesis Support; FWAs-Flexible Work Arrangements; EE-Employee Engagement; TI-Turnover Intention.

It was found that FWAs-Job significantly predicted EE ( $\beta=0.161, t=2.526, p<0.05$ ). It implies hypothesis 1A is supported. Similarly, it was found that FWAs-Family has significantly predicted EE ( $\beta=0.172, t= 2.711, p<0.05$ ). It implies that hypothesis 1B is supported. It was found that FWAs-Job did not significantly predict TI ( $\beta=0.36, t=0.573, p<0.05$ ) and FWAs-Family significantly predicted TI ( $\beta=0.169, t=2.662, p<0.05$ ). It implies hypothesis 2A is not supported and hypothesis 2B is supported. Moreover, it was found that EE significantly predicted TI ( $\beta=-0.235, t= -3.747, p<0.05$ ), indicating support for hypothesis 3.

**Mediated Hypotheses**

The study estimated the mediating role EE with one of its dimensions FWAs-Job and TI. The table shows that the indirect effect value -0.0428 with a 95% bootstrap confidence interval of -0.0681(lower limit) to 0.2452 (upper limit).

The results revealed a significant indirect effect of FWAs-Job on TI supporting H4. Similarly, the direct effect of FWAs-Job on TI was 0.885 with a t-value=1.1132 ( $t>2$ ) and p-value= 0.2667; ( $p<0.05$ ), indicating insignificant influence on TI. Therefore, it is found that there is indirect only (full) mediation of EE in relation to FWAs-Job and TI. The study estimated the mediating role of EE with one of its dimensions FWAs-Family and TI. The table shows that the indirect effect is equal to -0.0405 with a 95% bootstrap confidence interval of 0.0873(lower limit) to 0.3312(upper limit). The results revealed a significant indirect effect of FWAs-Family on TI supporting H5. Similarly, the direct effect of FWAs-Family on TI was 0.2093 with a t-value=3.3796 ( $t>2$ ) and p-value= 0.0008; ( $p<0.05$ ), indicating significant influence on TI. Therefore, it is found that there is competitive (partial) mediation of EE in relation to FWAs-Family and TI.

**Table 4**

*Mediational Analysis Results*

Relationship	Total effect	Direct Effect	Indirect Effect	Confident Interval		t-statistics	Conclusion
				Lower Bound	Upper Bound		
FWAsJ > EE > TI	0.0457	0.0885	-0.0428	-0.0681	0.2452	1.1132	Indirect only (Full) mediation
FWAsF > EE > TI	0.1688	0.2093	-0.0405	0.0873	0.3312	3.3796	Competitive (Partial) mediation

**Note.** Based on authors' calculation; FWAsJ=Flexible Work Arrangements-Job; FWAsF-Flexible Work Arrangements-Family; EE=Employee Engagement; TI=Turnover Intention.

### Discussion

The study found that FWAs-Job and Family have a significant positive influence on EE. People tend to give a higher level of effort when they feel that they benefit in some form such as FWAs, which social exchange theory indicates as an economic relationship (Hormans, 1958). The result is consistent with the previous research (e.g., Conradie et al., 2019; Giovanis, 2018; Ugargol and Patrick, 2018). When employees are provided with FWAs, they can perform jobs as per their convenience along with fulfillment of their work. This increases willingness to engage in the fulfillment of organizational roles and responsibilities.

The result indicated FWAs-Job and TI have an insignificant relationship. Conversely, FWAs-Family has a significant negative influence on TI. It is consistent with the previous studies (Bontrager et al., 2021; Choi, 2018; Mullins et al., 2021; Peretz et al., 2018). It implies that FWAs, including job and family policies, significantly reduce TI. Organization with employee-friendly policies such as flexible working hours, compressed work weeks, telecommuting, and work from home develop stronger attachments with the organization, resulting in reduction of employee turnover. Besides, FWAs provide autonomy, independence, and freedom that save employee efforts, creating a feeling of obligation that lowers employee turnover. Based on JD-R theory, prior studies show that EE has significant negative relationship with TI, which is similar to the findings of this study (Batol, et al., 2022; Jung et al., 2021; Oh et al., 2023). According to the conservation of resources theory, people are motivated to engage in organizational activities to maintain current resources and access new resources (Hobfoll, 1989), resulting in lower-level turnover (Wang, Xu, Zhang, & Li, 2020). EE fosters loyalty, commitment, and a sense of belongingness towards the organization resulting in low TI.

It was observed that EE mediates the relationship between FWAs and TI. EE has an indirect only (full) mediation influence on FWAs-

Job and TI relationship whereas, FWAs-Family predicts TI with a mediating effect of EE, indicating a competitive (partial) mediation influence on TI. The result is aligned with SET by Hormans (1958). It implies that FWAs (Job and Family) indirectly impact employee turnover in the Nepali service sector through the mediating role of EE. This finding is consistent with the prior studies that suggest EE fully mediates job characteristics (a key to motivation such as FWAs) and TI relationship (Wan et al., 2018). FWAs enhance employee job satisfaction and contributes to lower TI (Berber, Gasic, & Borocki, 2022). Job satisfaction plays a vital role, creating a multi-path impact followed by EE that in turn leads to a decrease in TI (Zhang et al., 2020). When an organization provides a flexible work environment, employees are motivated to engage in numerous organizational work that in turn results in lower TI. Further, organization's FWAs policies help employees to have a work-life balance leading to a reduction in turnover. The study could be further analyzed in length of time to analyses the impact of FWA on economic activities and growth of the market along with its impact on employee occupational safety and health. It can further be analyzed to develop better working schedule for coping with increasing temperature as workplace to complaisance with heat standards across different industries (Mishra, 2024).

### Conclusion

The research investigates the mediating effect of EE between FWAs and employee turnover intention in service business companies. The research proved all the hypotheses successfully. It was found that flexible working arrangements significantly predicted employee engagement. It indicates that hypothesis H1 is supported. The research found that flexible working arrangements did not predict turnover intention which means hypothesis H2 is not supported. Further, employee engagement significantly predicted the turnover intention indicating that hypothesis H3 was supported. Finally, the research found that the mediation effect of employee engagement has an indirect relation between flexible working



arrangements and turnover intention. It means people tend to give extra effort when they feel that they are benefited in some ways, such as FWAs. The research findings imply that people perform their job tasks once they feel convenience as well as fulfillment of their personal needs, leading to a willingness to engage and fulfill the job responsibilities of the company. Organization with employee-friendly policies such as flexible working hours, compressed work weeks, telecommuting, and work from home develops stronger attachments with the organization, resulting in a reduction of employee turnover. Besides, FWAs provide autonomy, independence, and freedom that save employee efforts, creating a feeling of obligation that lowers employee turnover. According to conservation resources theory, people are motivated to engage in organizational activities to maintain current resources and access new resources, resulting in lower-level turnover (Wang et al., 2020). Employee engagement fosters loyalty, commitment, and a sense of belongingness toward the organization resulting in low turnover intention. The research also concludes that employees are motivated to engage in various organizational activities when they are provided a flexible work environment. This in turn leads to lowering the turnover intention. Therefore, the research entails that modern companies leverage the productive work environment where employee commitment fosters and consequently leads to a higher rate of retention.

### **Implications of the Study**

The findings of this study have implications on two levels: theoretical implications and managerial implications.

#### **Theoretical Implications**

This study explores the relationship between EE and TI in the service sector. From a theoretical perspective, the study examined how EE mediates FWAs and TI. Thus, the paper attempted to investigate these phenomena with the theoretical rationalization of social exchange

theory (Blau, 1964) and job demand-resources theory (Demerouti et al., 2001) to understand the mediational mechanism of EE in the relationship between FWAs and TI. The study found that employees with access to FWAs feel included, develop stronger bonds, and have lower TI. The study suggests a comprehensive mediational mechanism to measure TI, FWAs, and EE, focusing on job and family dimensions.

#### **Managerial Implications**

It is anticipated that the study will provide managers and practitioners with some interesting insights from a contextual or management perspective. The study holds meaning for human resources practitioners. Companies can enrich their employees' engagement through flexible work arrangements. Thus, the study suggests that service-oriented companies improve employee engagement and productivity by implementing flexible work arrangements (FWAs). This shift from full-time work to shorter hours can enhance employee connection to the workplace, reduce job turnover, and improve resource allocation. Therefore, the importance of employee engagement cannot be overlooked. FWAs also promote a balance between professional and personal responsibilities, leading to better job satisfaction and productivity.

#### **Limitations and Directions for the Future Research**

This study is carried out only among employees working in service sectors. The nature of manufacturing sector may largely differ from service industry, which limits its application. Thus, future studies should include samples from diverse industries to increase generalizability. Instead of convenience sampling, future research should use different sampling methods, which is more preferable to get in-depth insights. The present investigation used a cross-sectional design, in which data of independent and dependent variables were collected through survey method from the same person. Longitudinal study may provide a better understanding and accuracy of the findings. OLS regression was performed for data analysis.

Future studies should be conducted using PLS-SEM for integrated application of multiple data analysis. Additionally, common method biasness should be avoided in future studies. Finally, quantitative approach was only applied to examine the relationship. Therefore, qualitative techniques such as in-depth interviews and focus group discussions are suggested to incorporate in future studies for triangulation (Pokhrel & Goyal, 2022).

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