



Flexible work arrangements, job satisfaction and performance

within

Eskom Shared Services

By

Govender Lucille

Student Number: 200307265

A Dissertation submitted in Partial fulfilment of the requirements for the degree of

Master of Business Administration

Graduate School of Business and Leadership (GSBL)

College of Law and Management Studies

Supervisor: Prof S.Migiro

Year of Submission

2017

Declarations

I, Lucille Govender (Student Number: 200307265) declare that:

- The research reported in this thesis, except where otherwise indicated, and is my original work.
- This thesis has not been submitted for any degree or examination at any other university.
- This thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- This thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a. Their words have been re-written but the general information attributed to them has been referenced;
 - b. Where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
 - c. Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
 - d. This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and in the References sections.

Signature:

Date:

College of Law and Management Studies

Supervisors Permission to Submit Thesis/ Dissertation for Examination

Name:	No:		
Title:			
Qualification:	School:		
	Yes	No	
To the best of my knowledge, the thesis/dissertation is primarily the student's own work and the student has acknowledged all reference sources			
The English language is of a suitable standard for examination without going for professional editing.			
Turnitin Report %			
Comment if % is over 10%:			
I agree to the submission of this thesis/dissertation for examination			
Supervisors Name:			
Supervisors Signature:			
Date:			
Co- Supervisors Name:			
Co- Supervisors Signature:			
Date:			

Acknowledgements

I would like to sincerely thank those that have assisted me throughout this research study. Your unwavering support has made this submission possible. I would specifically like to thank the following people:

- My parents, Johnson and Venie Govender and my brothers, Leon and Leeson Govender, for being a pillar of strength to me through sickness and health during the course of my studies, especially my mother who has always encouraged and supported me towards achieving my goals.
- My supervisor, Professor Stephen Migiro, for your academic guidance.
- Dr. M. Hoque for academic guidance.
- Zarina Bullyraj, thank you for always assisting us whenever we had a query, you are one of UKZNs finest employees.
- To my dear colleagues, Linda Mbotho and Thulisile Manyi for embarking on this unbelievable journey with me.
- Group four members: David, Kagiso, Ashnee, Asif and my sister Sophia. Thank you for all the hard work and team effort.
- To Robin, Indiran, Uveer, Kavisha and Morisha; you have been my support and inspiration through this journey; we are family, thank you ever so much.
- Management of Eskom, Shared services who allowed me to conduct my research with employees reporting to him.
- Each and every participant that took the time to complete the survey.

Abstract

Many Organizations are faced with time management problems such as late coming, leaving early from work and absenteeism. This research study looked at how Flexible work arrangements can decrease these time management problems whilst increasing job satisfaction and performance. Flexible work arrangements allow employees to balance their work and life commitments. Creating a balance between employees work and life can decrease time management problems. A flexible work arrangement can lead to increased job satisfaction and performance which benefits both the employer and the employee. A quantitative research approach was employed with online questionnaires being distributed using QuestionPro, an online survey tool. Using the simple random sampling technique, a sample size of 92 employees were requested to participate in the survey, 62% of these participants completed the online questionnaire. Data analysis, using SPSS, revealed that Flexible work arrangements is preferred amongst the majority of employees and that a significant positive relationship exists between flexible work arrangements as the independent variable and job satisfaction and performance as the dependant variable amongst employees of all ages. The availability of Flexible work arrangements enriches work life balance which increases job satisfaction and performance.

Contents

Declarations	i
Acknowledgements	iii
Abstract	iv
Contents	v
List of Figures	viii
List of Tables	viii
Chapter 1: Introduction to the study	1
1.1 Introduction	1
1.2 Background to the study	1
1.3 Focus of the study	3
1.4 Problem statement	3
1.5 Justification of the study	4
1.6 Purpose of the study	4
1.7 Specific objectives	4
1.8 Research questions	5
1.9 Theoretical framework	5
1.10 Operational definitions	5
1.11 Assumptions and limitations	6
1.12 Scope of the study (delimitations)	6
1.13 Methodology	7
1.14 Outline of chapters	7
1.15 Summary	7
Chapter 2: Literature Review	9
2.1 Introduction	9
2.2 Theoretical framework	9
2.2.1 Herzberg's two factor theory	9
2.2.2 Maslow's Needs Theory	12
2.2.3 Alderfer's ERG Theory	13
2.2.4 Vrooms Theory	14
2.2.5 Spill over Theory	14

2.2.6 Boundary Theory	14
2.2.7 Border Theory	15
2.3 Flexible Work arrangements.....	15
2.4 Job Satisfaction	16
2.5 Performance	18
2.6 Work life balance	20
2.7 Factors affecting employee turnover intention and absenteeism	20
2.8 Relationship between Flexible work arrangements, job satisfaction and performance	21
2.9 Conceptual Framework	29
2.10 Knowledge gaps.....	30
2.11 Summary	30
Chapter 3: Research Methodology.....	31
3.1 Introduction.....	31
3.2 Research design	32
3.3 Research Paradigm.....	32
3.4 Study site.....	32
3.5 Target Population.....	33
3.6 Sampling Strategy	33
3.6.1 Types of Non probability sampling.....	33
3.7 Sample Size.....	34
3.8 Research Instruments	34
3.9 Pre-Testing.....	35
3.10 Validity and Reliability	35
3.11 Procedures	36
3.12 Data Analysis	36
3.13 Ethical Considerations	36
3.14 Summary	37
Chapter 4: Results	38
4.1 Introduction.....	38
4.2 General Information.....	38
4.3 FWA, Job satisfaction and Performance.....	42
4.3.1 Job satisfaction.....	42
4.3.2 Performance	43
4.3.3 Flexible work arrangements	44

4.4 Data Analysis	46
4.4.1 Employees' preference over a flexible work arrangement.....	46
4.4.2 Relationship between Flexible work arrangement, job satisfaction and performance	47
4.4.3 Age as a determinant for flexible work arrangements	50
4.5 Summary	53
Chapter 5: Discussion of Results	54
5.1 Introduction.....	54
5.2 Research objectives overview	54
5.3 Findings.....	54
5.4 Critical Success Factors	54
5.4.1 Employee preference for a flexible work arrangement.....	54
5.4.2 Relationship between Flexible work arrangements, job satisfaction and performance	56
5.4.3 Age as a determinant in flexible work arrangements.....	58
5.5 Resolving the research problem.....	60
5.6 Outcome of the research	60
5.7 Summary	61
Chapter 6: Summary, Conclusion and Recommendations.....	62
6.1 Introduction.....	62
6.2 Conclusions on empirical study	62
6.3 Implications of findings	62
6.4 Limitations of research study.....	62
6.5 Recommendations to solve the Research problem.....	63
6.6 Recommendations for future studies.....	65
6.7 Summary	65
References.....	66
Appendices.....	78
Annexure A: Online Questionnaire.....	78
Annexure B: Ethical Clearance.....	81
Annexure C : Turnitin Report Summary.....	82

List of Figures

Figure 2.1 Conceptual framework for the study.

List of Tables

Table 4.1	Drop out analysis
Table 4.2	Demographic information
Table 4.3	Race representation, South Africa and eThekweni(Stats SA, Census 2011).
Table 4.4	Marital status of the population situated in eThekwini (Stats SA, Census 2011)
Table 4.5	Representation of level of education in eThekwini (Stats SA, Census 2011)
Table 4.6	Questions grouped for Job satisfaction
Table 4.7	Questions grouped for Performance
Table 4.8	Questions grouped for Flexible work arrangements
Table 4.9	Ranking, types of Flexible work arrangements according to employee's choice
Table 4.10	Analysis of questions answering research questions
Table 4.11	Questions to determine if employees prefer a flexible work arrangement.
Table 4.12	Summary of findings
Table 4.13	Pearson Correlation
Table 4.14	Regression analysis of Flexible work arrangements and job satisfaction
Table 4.15	Regression analysis of Flexible work arrangements and performance
Table 4.16	Flexible work arrangement needs according to age.
Table 4.17	Flexible work arrangement needs grouped in to two age groups.
Table 4.18	Open ended Question, comments/Suggestions by employees.

Chapter 1: Introduction to the study

1.1 Introduction

Absenteeism and poor time management have a significant impact on productivity. A balance of work and life commitments promotes productivity and efficiency in the workplace. Due to this employees and employers of varying organizations have collectively realised the need for flexibility in the workplace. This research looks at flexible working arrangements job satisfaction and performance.

1.2 Background to the study

The world around us has changed tremendously from what it was twenty to thirty years ago. Previously the roles of women were that of mother, wife and care giver whereas men were bread winners. Presently women and men collectively compete in the corporate arena on an equal footing. Many men have also adopted a family orientated lifestyle where they are responsible for taking care of the kids and the home equally as much as their female partners. The traditional perception of a family having one mum and one dad no longer exists, today there can be two mums or two dads in the case of same sex marriages and it can get even more complicated when single parenting comes into the picture. Adult education and further studies also influence the need for flexible work arrangements. A large number of countries have realised the need for flexible work arrangements since society's needs are constantly being redefined and changing at such rapid rates. In one survey it was found that 81 % of 16000 employees, taken from 88 countries, were able to enjoy the benefits of a flexible work arrangement (Regus.com, 2012).

Governments in first world countries such as The United states of America have also seen the importance of flexibility in the workplace. In 2014 a memorandum by the White house was issued to improve work life programmes and flexibility at work thus encouraging businesses to do the same (Whitehouse. gove, 2014). In countries that belong to the European Union, it is common practice to balance employees working hours and personal life (Jones & Jones, 2011). This practise helps individuals to balance work and family responsibilities.

The introduction of Flexible work arrangements in the work place would be favourable to both employer and employee. In certain working arrangements, it is not necessary for

employees to be at their work area for a full eight hour working day. Due to the nature of work, it may arise that the employee may be able to work from home and this can result in the employer reducing costs of finding a permanent office space and paying for other related expenses.

Flexible work arrangements can also help employees who have demanding family responsibilities such as taking care of children or an elderly parent whilst working from home and are designed to assist employees to efficiently balance work and non-work activities (Chen, 2015). In 2012, Matos and Galinsky conducted a national study on employees, their findings were that most employers have allowed for flexible work arrangements in the workplace thus providing for employees to be able to better manage their location of work and hours of work in a way that creates a well-rounded work life balance.

Previous research has looked at the impact of flexible work arrangements on performance, and job satisfaction which is mostly concentrated on international countries. In this study we look at Flexible working arrangements and its impact on performance and job satisfaction in a corporate environment within South Africa. For purposes of this research we will narrow our study to Eskom.

Eskom is a state owned company that deals with the generation, transmission and distribution of electricity within South Africa and parts of Africa. The company operates as a monopoly which is regulated by the National energy regulator of South Africa (NERSA). Presently business units within Eskom are faced with high absenteeism, late coming and staff turnover rates with its employees that are based throughout the organisation and this severely impacts on business operations within the organization.

A comparison of how flexible work arrangements impact on different cultures in South Africa would need to be looked at, considering South Africa's wide range of diverse cultures, as this can fill in gaps in research relating to job satisfaction and employee performance amongst a multicultural workforce.

This research document looks at flexible work arrangements , job satisfaction and performance of employees within Eskom Shared services. The research paradigm follows the positivist paradigm where quantitative data will be gathered through structured questionnaires.

1.3 Focus of the study

The focus of the study was to gain an understanding on whether employees who are offered a flexible work arrangement are more satisfied with their jobs and hence more productive. Furthermore it looked at whether rates of absenteeism, late coming and absconding are decreased through a flexible work arrangement. The study looks at the relationship between job satisfaction and productivity and how flexible work arrangements play a role in this.

1.4 Problem statement

In an ideal situation, employees would have a balance between work and personal life commitments. This would result in coming to work on time, leaving work at the end of a working day according to the prescribed working time and a zero rate of absenteeism. The organization would have optimum productivity. However, the current work situation has very high rates of late coming and absenteeism which consequently affects productivity.

Several attempts by management have been made to address the high rates of absenteeism, late coming and absconding within the department, these problems can be referred to as time management problems as they affect an employee's total working hours per week, which should account for 40 working hours/week.

The primary research objectives included determining the overall impact of flexible work arrangements on employee job satisfaction and performance at Eskom, Shared Services and its impact on the degree of absenteeism, turnover and productivity in the workplace. The information gathered from the research can be used by various departments within the company such as human resources to increase employee performance and productivity whilst allowing for employees to have a work life balance and a high level of job satisfaction. This can increase productivity, reduce absenteeism, decrease frequency of late coming and decrease high staff turnover which in turn results in increased profits and reduced costs for the employer. Using the results from the study, the employer together with relevant departments can look at addressing areas of low job satisfaction, poor performance, high absenteeism and high turnover rates.

This study intends to identify how flexible work arrangements can lead to higher levels of job satisfaction and performance in the workplace. By allowing various flexible work

arrangements, employers can create a work life balance for their employees and this can help with addressing time management problems.

1.5 Justification of the study

This research helps in assisting the organization in understanding how employees can perform better when they have more autonomy in choosing a flexible work arrangement that caters for a work life balance. Through previous studies conducted around the topic of flexible work arrangements, managers can view the benefits of such practices; which is detailed under the literature review. Improvements in employee job satisfaction and performance can be made by following a Flexible work arrangement.

1.6 Purpose of the study

The purpose of this quantitative study was to test appropriate theories concerning job satisfaction and performance that relate to flexible work arrangement and to find solutions to the problems of absenteeism, absconding, late coming and high staff turnovers within Eskom, Shared services at Westville. These problems adversely affect performance and are an indication that employees job satisfaction are not at an optimum level. This study determines whether the implementation of a flexible work arrangement can have an impact on performance and job satisfaction and whether this aids in addressing these problems. A quantitative research approach with a positivist paradigm, using online questionnaires to gather information, will be employed where flexible work arrangements is the independent variable and job satisfaction and performance are the dependant variables. The quantitative research provides Eskom a window to view how employees in a public corporate environment would like to structure their working arrangements and will allow the employer to form an understanding of how the business benefits from the implementation of flexible work arrangements .It forms a good basis for understanding the various factors that influence Flexible work arrangements and how through its use, other organizations have improved their business needs and outputs whilst keeping the employees needs and overall happiness as a focal point.

1.7 Specific objectives

- To investigate employees satisfaction with a flexible working arrangement
- To determine the relationship between Flexible work arrangements, job satisfaction and performance.

- To investigate the expectations employees of different age groups have on flexible work arrangements.
- To provide recommendations on how Flexible work arrangements can improve job satisfaction and performance.

1.8 Research questions

- Will employees be satisfied with a flexible work arrangement?
- Does a relationship exist between Flexible work arrangement, job satisfaction and performance?
- How does the need for Flexible work arrangements differ amongst employees of different age groups?
- What recommendations can be made to improve Flexible work arrangements?

1.9 Theoretical framework

Various theories that are related to job satisfaction and performance in the workplace are used to investigate the link they have with flexible work arrangements. The theories assist in drawing a relationship between flexible work arrangements and job satisfaction. These theories include Herzberg's two-factor Theory, Vrooms Theory, Maslow's Needs Theory, Alderfer's ERG Theory, Boundary Theory, Spill over Theory and Border Theory

1.10 Operational definitions

Flexible work arrangements: Chen (2015) stated that flexible work arrangements referred to an employees working time, place of work and duration of work.

Job Satisfaction : Job satisfaction can refer to how employees feel about their work (Chughati & Perveen, 2013). Moreover job satisfaction could also entail how workers feel about their workplace (Sypniewska, 2014).

Performance : Armstrong and Taylor (2014) described performance as a result orientated behaviour.

Work life Balance : Greenhaus and Singh (2003) defined work life balance as the degree to which individuals are just as involved and satisfied with their roles at work as they are with their roles at home

1.11 Assumptions and limitations

Limitations are shortcomings of a study that are beyond the control of the researcher (Horga, Kaur, Peterson, 2014). A limitation to this study was that the participants in the survey participated on a voluntary basis and had the option of dropping off at any time during the survey. It is not possible to conduct research without assumptions (Foss & Hallerberg, 2013). Employees participating in the questionnaire will do so voluntarily thus showing a sincere interest for participation, not because they are forced into it or doing it for selfish gains, this will allow for honest answers to filter through. The criteria for the sample size are appropriate and participants have similar experiences as those employees that did not participate in the survey. Another assumption was that the sample was representative of the population. Factors such as transportation to work and distance to the workplace from home are also considered to be equal as this can result in differences in participants' choices of answers. It was also assumed that all participants understood what was required from them when answering the questions and that all answers from participants were truthful and that participants were not coerced by management or through peer pressure to answer with a particular response.

1.12 Scope of the study (delimitations)

The scope of the study is limited through delimitations as this creates boundaries for the study (Ionel-Alin & Irimie Emil, 2013). This study is limited to Eskom, Westville, Shared services. Findings will be limited to the Shared services department. The findings of the research are limited to factors relating to the chosen department, in that specific area, due to the conditions that exists in that department during the commencement of this research hence the conclusion of this research will also be limited to the factors that the department is experiencing which may be related to only that particular department and may not relate to the company as a whole. The types of work performed by employees in different sections within the department can also be a limiting factor as to whether a flexible work arrangement is preferred or not as certain flexible work arrangements may not suit the nature of work such as a site supervisor working from home. Research information from a South African context

may be limited but similarities can be drawn to previous research conducted on international companies.

1.13 Methodology

This study used a quantitative approach to test the theory, following a positivist research paradigm and a deductive approach as it looks at the cause and effects of Flexible work arrangements on job satisfaction and performance. The study site was Eskom, Westville, Shared Services. The target population consisted of 120 employees reporting to revenue management, shared services. This study uses the simple random sampling technique. A probability sampling procedure with a sample size of 92 was needed for a population of 120 employees using a 5% level of significance and a confidence interval of 95%. An online questionnaire was used to collect data from the sample.

1.14 Outline of chapters

The following is a brief overview of the chapters to follow:

- Chapter 2 - A review into relevant literature that focuses on flexible work arrangements, job satisfaction and performance.
- Chapter 3 - Research methodology relevant to this study. This focuses on the research design, study site, population and sampling size.
- Chapter 4 - A review of the results from the survey
- Chapter 5 - A discussion of results and the outcome of the research is detailed .
- Chapter 6 - Summary, conclusion and recommendations relating to the research study will be highlighted.

1.15 Summary

The study undertook to investigate the relationship between Flexible work arrangement, job satisfaction and performance. In order for Eskom to increase productivity, factors leading to high rates of absenteeism and late coming needs to be investigated. Challenges related to decreased productivity can be addressed through creating a work life balance for employees. The next chapter looks at reviewing literature from previous studies that are relevant to this

study. This will assist in forming a foundation to understand the relationship between Flexible work arrangements, job satisfaction and performance within Eskom Shared services.

Chapter 2: Literature Review

2.1 Introduction

The literature review will delve into the factors that affect job satisfaction and employee performance by looking at past research studies that reviewed similar topics. Productivity is directly linked to job satisfaction and performance. Employees who are not productive are usually not satisfied with their job which affects performance and are more likely to leave their job or be frequently absent from work, resulting in high turnover rates and high absenteeism rates. It is therefore pivotal for employers to place emphasis on employee job satisfaction and performance as these are the key drivers in productivity.

2.2 Theoretical framework

Job satisfaction varies in definition due to personal experiences, preferences, needs and other factors from one organization to another. Job satisfaction can be explained as an employee's individual feelings towards his job which could be influenced by past and present experiences in the workplace. Harputla (2014) stated that job satisfaction changes from one organization to another due to these varying factors such as job characteristic, working environments and opportunities for employees. Locke (1976) describes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

2.2.1 Herzberg's two factor theory

This theory looks at explaining motivation and satisfaction in the organization by focusing on factors of satisfaction and dissatisfaction. Herzberg's theory links motivation to satisfaction and it also states that the factors that lead to satisfaction are different to those that lead to dissatisfaction. Furthermore Herzberg states that motivational and hygiene factors encourage employees to want to perform and also bring about job satisfaction (Herzberg, 2003). Those factors that relate to job satisfaction are termed motivators or satisfiers. Amongst the many factors that stood out intensely for high levels of job satisfaction was working conditions whereby the environment under which employees work has an effect on the level of pride they build up for both themselves and the work they perform (Syptak, Morsland & Ulmer, 1999).

Herzberg's two factor theory was introduced by Frederic Herzberg and is closely linked to Maslow's hierarchy of human needs theory. The two factors fall under the dimensions of

motivators and hygiene which lead to intrinsic and extrinsic satisfaction respectively. Motivators are representative of recognition, possibility of growth and advancement, responsibility, achievement and work. Hygiene encompasses working conditions, salary, relationships at work and home and job security. Herzberg believed that job satisfaction could be achieved through factors that were categorized under motivators and that job dissatisfaction was the result of the absence of hygiene factors furthermore job satisfaction does not necessarily result due to the presence of hygiene factors even though the decrease in hygiene factors causes job dissatisfaction (Syptak et al., 1999).

2.2.1.1 Intrinsic factors affecting job satisfaction-Motivators

Motivators are factors that motivate individuals to perform outstandingly since motivational elements are intrinsically rewarding and signify employees' psychological needs which results in long term motivation and drive (Njanja, Maina, Kibet & Njagi, 2013). Ackah (2015) stated that motivational factors can be grouped as an employee's opportunity to perform a meaningful task, involvement in important decision making, ability to perform challenging work, being recognized for accomplishment, being placed in roles that require responsibility & accountability and being valued by the organization.

Originally Herzberg pointed out that intrinsic factors are motivators that result in job satisfaction. Sinha & Trivedi (2014) said that when employees have high levels of job satisfaction, it was a result of motivational factors being present as indicated in Herzberg's theory. Stinchcomp & Leip (2013) stated that employee turnover was reduced in job environments where employees were respected, appreciated and recognized. Not to mention, recognition and appreciation could be attractive factors that ensure job retention within organizations (Bathnagar, 2014). In addition employee work engagement is positively affected by recognition and appreciation (Choo, Mat & Al-Omar, 2013). Voluntary employee turnover results from a lack of employee recognition (Panaccio, Vandenberghe & Ayed, 2014). There are four main features of jobs that form employee responsibility which are authority to communicate, accountability, self-scheduling and control of resources (Herzberg, 1974; Herzberg, Mausner and Snyderman, 1959).

It is important for managers to empower their employees so that they have competent staff within the organization who have the ability to accomplish the job at hand whilst managing their resources with authority and communicating effectively with customers because

empowering employees allows for the organization to transfer power to all employees within the organization thereby allowing employees to have authority, control and power (Hertzberg, 1974; Hertzberg et al., 1959; Efferin & Hartono, 2015). Employee empowerment makes it possible for employees to show innovation and through this employee performance is increased which as a result increases the overall organizational performance (Fernandez & Maldogazier, 2013).

To increase motivation employers must look at intrinsic rewards that are needed by employees like competence, relatedness and autonomy are (Roche & Haar, 2013). Moreover employees who have a high level of autonomy remain attached towards the organization emotionally thus showing higher levels of loyalty (Mowday, 2013; Porter & Steers, 2013). Learning allows for individuals to grow and advance within their organizations therefore training and development are both essential factors to allow employees to achieve growth and advancement. After all when all employees are trained and equipped with appropriate resources on a continuous basis, employees remain accountable within their allocated jobs (Hertzberg, 1974; Hertzberg et al., 1959; Maslow, 1943). For this reason leaders within the organization should look at enhancing individual employee job competence through training and development (Garcia, Lajara, Sempere, & Lillo, 2013). It is important to realize business performance, profitability and sustainability are achievable because of competent staff (Elnaga & Imran, 2013).

Results from a study delving into the reasons to leave and the reasons to stay employed within an organization confirmed that significant factors to employee retention are opportunities given to employees to broaden learning skills and to grow and develop professionally (McGilton, Boscart, Brown & Bowers, 2013).

2.2.1.2 Extrinsic factors affecting job satisfaction

Some of the most important parts of an employees work life are motivation and job satisfaction which inherently has an impact on an employee's individual work performance (Solanki, 2013). Since job satisfaction can have an impact on an individual's health, both physically and psychologically, it is important to ensure employees are satisfied at work as a healthy body and mind are essential in order for individuals to perform well at their work tasks (Godfrey, 2014). Observations have shown that quality work usually results from employees who are satisfied with their jobs. Moreover these employees show a higher level

of dedication to the organization yielding higher performance levels and retention rates compared to employees who are not satisfied with their job (Arif & Chohan, 2012).

Hygiene factors that could result in employee job satisfaction are supervision, pay, status, personal life, working conditions, job security, co-workers, policies and procedures and personal life (Hertzberg et al., 1959). Moreover it is important to realize that hygiene factors don't create employee satisfaction that lasts over a long period of time even though these factors have a significant impact on motivation within the workplace as these factors include fringe benefits, employee position and status, interpersonal relationships and organizational and administrative policies.

To quantify the level of job satisfaction, using Herzberg's 1959 motivation-hygiene theory, Employee job satisfaction is commonly associated with economic conditions (Bianchi, 2013). Palanski, Avey and Jiraporn (2014) sought to examine job satisfaction and relationships and concluded that employees who encounter abusive supervision become more focused on looking for job opportunities elsewhere. Employees voluntarily leave their jobs due to personal reasons such as family conflicts, future growth, employee's perception of organizational culture and the employee's personal development plans (Prottas, 2013). Furthermore organizational culture and personal characteristics are the main reasons for voluntary employee turnover. Organizational culture encompasses both job satisfaction and pay satisfaction therefore even though employees may be happy with their current job status, when an opportunity of a job which is similar to their current job but with a higher salary is advertised, employees are drawn towards both satisfaction and salary (Awan & Asghar, 2014).

2.2.2 Maslow's Needs Theory

The hierarchy of human needs model was developed by A.H Maslow during the time period of 1940-1950 and is one of the most well-known theories used in motivation where Maslow divides human needs into five categories which are Physiological, Security, Belonging, Esteem and Self-actualization. These needs fall into a pyramid structure where basic needs are at the bottom. According to Maslow, when lower needs are satisfied, higher needs such as belonging and self-actualization become more important. Physiological needs are needs that are necessary to stay alive, these are basic needs such as shelter, food, water and sleep amongst other factors that are needed to survive and they fall under the first level of needs.

The second level of Maslow's hierarchy of needs model encapsulates security which includes protection from harm, law, freedom from emotional distress, self-protection. Belonging or affection needs fall under the third level of the model and are the needs that an employee aims to achieve such as relationships, love, affection, family and other needs that are linked to the desire of love and friendship. Needs that are desired at work and one's social life fall under the fourth level of the hierarchy under esteem and ego needs which consists of independence, prestige and self-esteem. Self-actualization needs are at the highest level of the hierarchy and focus on developing creativity in the workplace and include finding personal growth, self-fulfillment and development

A core part of Maslow's theory stated that an individual's needs are molded by unsatisfied needs and this is what drives motivation and therefore performance in employees (Maslow, 1943).

2.2.3 Alderfer's ERG Theory

In Alderfer's ERG theory, the needs of existence, growth and relatedness were identified (Alderfer, 1969). Relatedness is compared to Maslow's social and esteem needs as relatedness is explained as the want to keep a good level of interpersonal relationships and this is important for individual development.

The existence-Relatedness-Growth theory follows the hierarchy of human needs theory that was developed by Maslow (1969). It differs from Maslow's theory as there are three categories that are used to classify human needs whereas Maslow's theory has five categories. The categories are existence needs, relatedness needs and growth needs. Alderfer's (1969) suggests that lower level needs tend to be a large determinant of an individual's motivation especially when an individual is unable to meet upper level needs on a constant basis. It is from this suggestion of Alderfer's that it is visible how ERG theory is different to that of Maslow hierarchy of needs as it suggests that the low level needs must not be completely satisfied prior to the top level needs becoming satisfied as the motivation of individuals move interchangeably between these levels (Ramprasad, 2013).

Existence needs are similar to the first two levels of Maslow's hierarchy of needs and encompasses material and physiological needs such as safety, attention, love, food and clothing amongst others.

Relatedness needs are similar to the third and fourth levels of Maslow's hierarchy of needs which includes external esteem, relationships with family, friends and the organization one works in. Growth needs can be compared to the fourth and fifth levels of Maslow's hierarchy of needs and encompasses self-actualization and internal esteem.

2.2.4 Vrooms Theory

Vrooms theory of job satisfaction viewed the relationship between workplace and personal factors. According to Vrooms formula, the three factors valance, expectancy and instrumentality affect job satisfaction, motivation and performance at work. When these three factors are low, a decline in work performance and motivation in employees occurs however if these factors are high, higher levels of job satisfaction and motivation will occur (Vroom, 1964). Furthermore Vroom declared that by satisfying the needs of employees within an organization, a positive effect on employee performance can be achieved.

2.2.5 Spill over Theory

Hart (1999) stated that spillover is a process whereby "an employee's experience in one domain affects their experience in another domain." Glowinkowski & Cooper (1986) stated that the occurrence of spillover is due to the actions of one environment affects the other environment. The spillover theory states that employees bear the attitude, skills, emotions and behaviors from their family life into their work role and from their work roles to their family lives (Lambert, 1990).

Positive spillover can be defined as attributes from one area affecting performance in another area and negative spillover is when attributes from one area prevents the fulfillment of demands in another area, both positive and negative spillover have been acknowledged by existing researchers (Allen, Johnson, Kiburz & Shocley 2013). Spillover theory has a significant influence on meeting work and family obligations either positively or negatively (Chen, Powel and Greenhaus, 2009).

2.2.6 Boundary Theory

This theory states that individuals are constantly involved in role transformation since they have different roles to portray in their work life and in their family life (Chen, Lai, Lin & Chen, 2005). With regards to work and family roles, individuals cannot have different roles at the same time. It's either they fill the work role or the family role at a specific time not both

congruently. Cho, Tay, Allen and Stark (2013) suggest that individuals have a need to integrate the boundaries of work and family.

2.2.7 Border Theory

Border theory considers family and work as 2 separate domains and underlines the understanding of the impact each domain has on the other (Chen et al., 2005).

Although Border theory is similar to boundary theory, it differs in that border theory states that borders do not only fall under psychological categories but also tangible boundaries that separate people, place and time that is associated with work versus family (Desrochers and Sargen,2003).

2.3 Flexible Work arrangements

Flexible work arrangements assist employees in achieving a balance between work and life commitments and was initially introduced to help employees who were unable to manage their time between life and work due to their personal responsibilities at home such as taking care of children furthermore flexible working practices results in decreased levels of turnover and absenteeism which results in higher productivity and profitability within the organization (PalkiSetia, 2015).

Policies regarding flexibility in the workplace can fall under the categories of time, location, amount and continuity (Kossek, Hammer, Thompson & Burke, 2014).Time relates to when the workforce is required to work and may include flextime, compressed work weeks, flexible shifts and time banking. Flextime allows employees to rearrange their start and finish times whilst still staying within the core business hours of the organization and working the 40 hour week, compressed work week permits employees to work extra hours during 4 out of 5 days in a week to make up the 40 hour week and to take the 5th day off, flexible shifts allows employees to swap shifts with coworkers based on personal needs and time banking allows employees to bank their overtime for time off when needed (Kossek et al.,2014).Furthermore Work flexibility that is location orientated allows employees to work from home through telecommuting/Telework or to work from a remote office through flexplace.

Varying the amount of work an employee works through part time work is appealing to employees who wish to study, take care of family needs and for employees who have

limitations due to age or ill health. (Kossek et al., 2014). Lastly, continuity refers to flexible arrangements and policies that provide employees the provision of temporarily being released from work responsibilities through sabbaticals and leave options. Another policy that falls under flexible work arrangements is Result oriented work environment where an employee's outputs are evaluated on performance not presence (Moss, 2012).

Employees who are offered workplace flexibility become more loyal to their employers thus creating a phenomenon called "a positive social exchange relationship". This results in increased productivity for the organization (Kossek, 2014). In a study conducted by Nienaber and Masibigiri (2012), one of the factors that influenced the voluntary turnover intention amongst South African employees was inflexible and poor working environments.

As stated earlier, Vrooms theory of job satisfaction declared that a positive effect on employee performance can be achieved by satisfying the needs of employees within an organization, this is attainable through Flexible work arrangements. Hygiene factors such as working conditions and relationships at work and home fall under Herzbergs two factor theory. Through flexible work arrangements employers improve the working conditions of employee which has a positive impact on employee job satisfaction and performance. Furthermore, Flexible work arrangements can help employees to create a work life balance and therefore improve relationships at work and home which also positively impact on Job satisfaction and performance.

2.4 Job Satisfaction

Job satisfaction can be described as how well an employee enjoyed performing his job (Saeed, Waseem, Sikander & Rizwan (2014). Employee's personal beliefs, morals, values and ethics fall under personal characteristics in addition to personal values, circumstances and personal situations and also play a role in an employee's decision to find employment elsewhere (Lyness & Judiesch, 2014). Edrak, Fah, Gharleghi and Seng (2013) suggested that both employee job satisfaction and performance can be improved in the workplace through intrinsic and extrinsic motivation. High levels of job satisfaction are achieved by people who feel positively about their job whilst those that have negative feelings towards their jobs usually have a low level of job satisfaction (Robbins & Judge, 2013). Armstrong et al. (2014) stated that the attitude of a person towards their job determines whether a person is satisfied or dissatisfied meaning that a person who has positive thoughts and feelings towards his job

will be satisfied and a person whose thoughts and feelings are negative towards his job will be dissatisfied.

Successful Organizations usually view their employees as the most important factor to quality and productivity and invest in their employees as a foundation of improvement since one of the main factors that positively affect efficiency and effectiveness within the operations of an organization is job satisfaction (Gupta, Kans, Gupta, Jain & Sharma, 2012). All aspects of work within an organization are included in job satisfaction even aspects that have no direct relationship with the job task itself (Awang, Amir, Osman & Mara, 2013).

Researchers found that a critical driver for employee turnover was job satisfaction caused by hygiene factors as they were the reason for negative emotional reactions amongst employees in the workplace (Pietersen & Oni, 2014). Conversely, motivation and performance increases when there are high levels of job satisfaction whilst turnover, absenteeism and attendance problems decline (Richardson, 2014). According to these prior studies, job satisfaction has a relationship to turnover, absenteeism and late coming. Sukriket (2015) stated that a correlation between job satisfaction and turnover was the most frequent finding where satisfied employees are less likely to leave their jobs compared to employees who were dissatisfied. Moreover employee's productivity, behavior and motivation have been associated with job satisfaction (Dobre, 2013). Yadav and Aspal (2014) stated that employee satisfaction is directly related to job productivity and employee retention. Furthermore Tehseen and Ul Hadi (2015) suggested that higher rates of performance and retention are the result of employee job satisfaction. In a study to examine how employee job satisfaction levels are affected by working conditions, fairness and job security ,experience of professional workplace relationships and pay and promotion, it was found that the most significant factors that lead to job satisfaction were work efficiency, supervision, good relationships with co-workers and pay (Khalid, Irshad & Mahmood,2012).

Uduji (2013) recommended that leaders in organizations should incorporate the needs of their employees into the organizational strategy so that employee dissatisfaction is reduced and employee motivation increased. Moreover when motivation and organizational strategy are aligned, it results in a satisfied workforce. A study examining job satisfaction and organizational commitment between employees who were offered work life programs that encompassed motivational attributes such as telecommuting, health and wellness initiatives and childcare, showed a positive relationship to organizational commitment (Caillier, 2013).

The above research all indicate that motivation and hygiene factors both play an important role in employee satisfaction and if organizations focus on these factors as part of their organizational strategy, levels of absenteeism, late coming and turnover can be significantly lowered. Flexible work arrangements refers to flexibility regarding an employees work location, working times and how much an employee works and is another important factor that can affect employee job satisfaction (Chen,2015).

Gathungu and Wachira (2013) state that the factors of extrinsic job satisfaction are what employers do for their employees to satisfy them at their place of employment. Extrinsic job satisfaction is explained in Herzberg's 2 factor theory of job satisfaction. According to this theory employers can improve the job satisfaction of employees through company policies and procedures that are favorable to their employees.

2.5 Performance

Performance can be defined as result orientated behavior (Armstrong et al., 2014). The actions that individuals perform that have a contribution in achieving organizational goals can also be defined as job performance (Campbell & Wiernik, 2015). The employees of an organization are the most important determinant of organizational success, hence organizations continuously strive to stay informed of the status of their employee satisfaction so that both organizational objectives and increased productivity is achieved (Indermun & Bayat, 2013). Watson (2012) stated that job satisfaction stems from intrinsic and extrinsic factors that relate to work values and instrumental values respectively.

Individual performance forms the basis for organizational decisions therefore organizations need to comprehend and recognize how each employee is individually affected by the various factors of job performance (Sonnentag, Volmer & Spsychala, 2008). Task performance and contextual performance are the 2 types of individual job performance that researchers have looked at in the past (University of Minnesota Libraries Publishing, 2015; Kappagoda, 2012). Researchers have, however, found new types of job performance, the 3 main types of behavior that forms an employee's performance at work are task performance, citizenship and counter productivity (Robbins et al., 2013). Task performance is when employees execute their duties to contribute in the creation of goods or services, citizenship can be defined as the actions of employees that add to the psychological environment of the environment without expecting a reward such as treating colleagues with respect and counter

productivity can be defined as a consequence due to employees performing intentional action that cause damage to the organization such as stealing (Robbins et al., 2013).

Employee performance is related to quality, financing, knowledge management, effectiveness and the developmental growth of the organization as a whole (Platis, Reklitis & Zimeras, 2015). In order for improvements to occur at the organizational level, improvement must be made at the individual level (Moccia, 2016). Determinants of job performance are stress, job satisfaction, interpersonal relationships and work attitudes (University of Minnesota Libraries Publishing, 2015).

Hertzberg's two-factor can be used by employers in increasing performance amongst employees. Ghazi, Shahzada & Khan (2013) conducted a study which revealed that the high levels of motivation and satisfaction that is needed to increase performance amongst employees is attained through prioritizing hygiene factors. Hygiene factors characterize an employee's work environment and can lead to job dissatisfaction, which affects performance, if organizations don't apply them appropriately.

2.6 Work life balance

Work life balance is relevant to all employees irrespective of an employee's relationship status or whether they have children to take care of as a balance in work and life responsibilities enable individuals to have a satisfied life. Furthermore it was found that a positive relationship exists between work life balance and an employees work performance hence as a result of employees being able to successfully take care of their life responsibilities ,they are able to perform better at work (Palkisetia,2015).

In a study conducted by Varatharaj & Vasantha (2012) that looked at the relationship between job satisfaction and work life balance in woman, it was found that job satisfaction and work life balance have a strong positive relationship and this is further highlighted by Adikaram (2016) whose study revealed that there was a significant association between work life balance and job satisfaction. It is important for employees to be able to manage their work and personal lives in a way that satisfies them (Sturges, 2012). When there is an imbalance to work life commitments, the imbalance is a stressor that can cause health issues which impact on work and life as it can affect an individual's health and wellbeing thus affecting performance at work and an individual's general quality of life at home (Lunau, Bambra, Eilcomo, van der Wel and Dragano,2014). Work life balance is commonly linked to improved performance (Wheatley, 2016).

The importance of work life balance was recognized by the European Union's efforts to successfully combine work and personal life as a new priority (Lunau etal.2014).When work and personal life come together ,it results in work life interference (Kelly, Moen, Oakes, Okechukwu, Davis, Hammer, Kossek, King, Hanson, Mierzwa & Casper,2014). Work life interference can result in work life enrichment which could lead to benefits to the individual (Pedersen & Jeppesen, 2012).

2.7 Factors affecting employee turnover intention and absenteeism

Turnover intention is an employee's contemplation to find a new job within a specific time outside of his organization (Medina, 2012). The employee's consideration to willingly leave his own job is another definition of turnover intention (Issa, Ahmed & Gelaidan, 2013).

Moreover this turnover intention will have an impact on the employee's performance which can have an impact on the position of the organization. Tariq, Ramzan & Riaz (2013) carried out a study on the impact of employee turnover on organizations efficiency and found that the

organizations performance was negatively impacted by employee turnover. Moreover organizational performance has a negative and insignificant correlation with employee turnover, salary, workload, work family conflict and work stress. Medina (2013) found that turnover intentions of young adults were strongly influenced by job satisfaction and older aged employees were less likely to move jobs. Furthermore employees with higher educational levels were more likely to seek new job prospects compared to employees with a lower level of education as employees with a lower level of education have fewer prospects of new job prospects.

Several reasons are responsible for employee turnover intentions such as absence of training, poor career path, inflexible and poor work environment, lack of recognition, limited opportunities for promotion, low pay and unchallenging work (Nienbar & Masibigiri, 2012). They also highlighted that for organizational goals and objectives to be achieved, employees should feel committed and emotionally attached to the organization so that they are efficient and productive at their jobs.

In a 2014 Workforce study done by Timeware, 45% of employees said that they were absent from work due to sickness, 20% were absent due to personal problems and 7 % were absent due to hangover. Moreover 57% of employees admitted to calling in sick when they were not sick. Furthermore the research revealed that it would be less likely for employees to be absent if flexible working hours and working from home was offered to them by their employer (Timeware, 2015)

2.8 Relationship between Flexible work arrangements, job satisfaction and performance

The theory that I will use is Herzberg's 2 factor theory. It was developed by Frederick Herzberg in 1959 and it was used to study job satisfaction and job dissatisfaction thorough intrinsic and extrinsic factors as discussed earlier. As applied to my study, this theory holds in expecting the independent variable Flexible work arrangements to explain the dependent variable Job satisfaction and performance.

Flexible work arrangements include flexible working hours and flexible working locations such as working from home. Flexible work arrangements are applicable for a large range of employees with varying responsibilities who require balancing work and personal obligations. A study conducted by Ali (2016) found that a significant relationship existed between job satisfaction and several organizational issues such as organizational

performance, employee turnover and organizational productivity. Due to the need to create conducive work life balances that emanated from employees needing to take care of children, elderly and balance studies, the establishment of flexibility in the workplace was certain (Shagraliyera & Yazdaniford, 2014).

Duggah, Ayaga & Dennis, 2014 found a reciprocal correlation between job satisfaction and employee performance whereby people who are satisfied with their jobs are satisfied with life and vice versa. One of the factors that positively influenced the improvement of conceptual and task performance was job satisfaction (Kappagoda, 2012). This was re-iterated by Idermun and Bayat (2013), who established an incontestable correlation between job satisfaction and employee performance, suggesting that job satisfaction was affected by physical rewards as well as psychological rewards. They believed that employees should be rewarded and motivated towards achieving job satisfaction as this will increase individual employee efficiencies which would result in an increase in overall performance being achieved.

Autonomy in decisions that affect the business and an environment that is conducive for work have an effect on increasing satisfaction and an increase in satisfaction levels leads to a rise in performance (Javed, Balouch & Hassan, 2014). Awan et al. (2014) highlighted that the performance of employees was greatest when they are satisfied with job security, reward systems at work and with their pay packages. Shmailan (2016) agreed that employee performance can be attributed to the strong influence of job satisfaction as satisfied employees are better performers who add to the ultimate success of an organization.

Job satisfaction is one of many factors that have an influence on employee performance (Platis et al., 2015). Funmilola, Sola & Olusola, (2013) also highlighted that the dimensions of job satisfaction independently and mutually predict job performance.

In a study on how workers job satisfaction levels correlate to workplace flexibility, it was found that job satisfaction was not considerably affected by changes in wages but rather on flexibility in the workplace, through regression analysis the findings of the study revealed that workplace flexibilities had an 8.1% correlation with an increase in employee job satisfaction (Coti, Haley and Miller, 2014). This inversely proportionate relationship helps employers to understand the dependencies of turnover on job satisfaction and how job satisfaction can have an impact on retaining or losing knowledgeable and competent staff.

In a study done by Nohe & Sonntag (2014), it was found that work family conflict and family work conflict were related to job satisfaction and marital satisfaction respectively. The benefits that arise from workplace flexibility to the employer are higher profitability and performance from employees who are committed to the company and are satisfied with their jobs which in turn results in increased performance, lower rates of absenteeism, absconding and turnover furthermore stress has a severe impact on employees wellness such that it can decrease productivity along with absenteeism therefore by providing a workplace that is effectively low stress and high trust based can consequently result in benefitting the wellness of the employees and result in an increase in productivity which can be achieved through flexibility in the workplace (Shagvaliyeva et al., 2014).

Altunas (2014) indicate that it is difficult to prevent job satisfaction which causes a reduction in an employee's individual performance and affects rates of absenteeism, productivity and job retention in a negative way. When the environment of an employee is able to meet the needs of employees, their values and their personal characteristic's then the level of job satisfaction is elevated(Ibrahim, Ahmed, Khan, Khan, Awan, Shadid & Karim, 2012; Zaim et.al,2012).

According to Goldsmith (2013), one of the most important factors that influence an employee's decision to stay within a company hence retain staff was found to be flexible working arrangements furthermore flexible working arrangements were also noted as a leading factor in job satisfaction. According to a 2012 report on employee job satisfaction and engagement flexibility in the workplace was ranked as the highest as compared to career growth and compensation in a report by the society of Human resources management (SHRM, 2012).

Cairn (2013) looked at flexible work arrangements considering the motivational theory constructed by Maslow such that Flexible work arrangements is seen as a benefit that fell in the lower end of the hierarchy towards security, the removal of the benefit of Flexible work arrangements from this lower level of Maslow's hierarchy may not have an impact on employee performance but if Flexible work arrangements were part of a higher need on the hierarchy such as self-actualization or esteem, the possibility that an employee's performance will be affected negatively by the exclusion of the benefit of flexible work arrangements is greater however the elimination of Flexible work arrangements in a group setting can increase an employee's self-actualization and sense of belonging thereby positively impacting

on an employee's motivation and individual abilities. It is therefore important to look at Flexible work arrangements and the impact it has on a group setting as compared to that on an individual setting where employees are tasked to work independently.

Employers choose to offer flexible work arrangements in the workplace for various reasons with life management motives and motives that are work related being the main reasons for offering flexible work arrangements (Shockley & Allen, 2012). The category of life management motives is to allow employees to have a work life balance so that they can properly manage their working life as well as personal lives as separate entities thus allowing employees to be able to change their schedule therefor enabling them to participate in personal activities such as fetching children from school or attending classes for further studies.

In the category of work related motives, these motives are used to go beyond maintaining a work life balance so that personal productivity is achieved. Productivity is increased through flexible work arrangements by choosing to work when offices are the quietest or to work from home as concentration levels peak when there is no disturbance or interference from the external environment. Shockley et al. (2012) found that employees are more productive when they work outside their boundaries of the normal office work.

It is fundamentally important for organizations to also look at the consequences of Flexible work arrangements that affects the individuals as well as the organization as a whole as this could impact on job satisfaction, employee performance and the choice of employees to stay within an organization for their career lifespan (Masuda, Poelmans, Allen, Spector, Moreno-Valazquez, 2012). Types of flexible work arrangements will be explained in detail under recommendations and include Flextime, Telecommuting and Compressed work week.

In an experiment that was conducted on randomly assigned employees who worked in a Chinese travel call center to test the effects of Flexible work practices, it was found that there was a 13% increase in performance from employees who worked from home (Bloom, Liang, Roberts & Ying, 2015).

Dutcher (2012) shows through experimental methods that were applied on randomly chosen students who were working in a lab that students who worked outside the lab performed better at creative tasks than those who worked in the lab.

Employees believe that when working environments become increasingly stressful, it impacts on the quality of their health and this is related to Conservation of resource theory (COR) theory which states that the consequence of a resource loss whether it is actual, perceived or an inability to receive an expected resource gain can be due to a resources impaired health (Leiter, 2014). Scheduled flexibility may benefit both the employees' abilities to engage themselves through performance at the workplace and at home by having a positive effect on an employee's family as well as the organization they work in (Pedersen & Jeppesen, 2012).

Stroup and Yoon (2016) support the adoption of flexible work arrangements based on recent research as they suggest that Flexible work arrangement policies lead to better employee retention, higher levels of organizational commitment, increased job satisfaction, increased financial performance and increased productivity so long as the policies are implemented successfully as the flexible work arrangement policies are highly dependent on successful implementation. 55 % of employees who participated in a 2015 employee job satisfaction and engagement survey stated that an important factor of their job satisfaction was having the flexibility to balance work and life commitments (SHRM, 2015). Furthermore employees indicated that the workplace flexibility that the organization offered was a main reason it would be either unlikely or very unlikely that they would leave their organizations employ. Moreover 56 % of respondents cited that the main reason that it would be unlikely for them to seek employment outside of their current organization is due to pay and flexibility to balance work and life commitments.

Noonan and Glass (2012) stated that flexible work arrangements are prevalent amongst employees and organizations in the United States. In general technological advancements allow for information and communication technologies to be easily accessible to employees to perform their jobs remotely through telecommuting. Equally important is that telecommuting allows women to take care of their children and work at the same time. Telecommuting allows woman to expedite child care whilst at the same time still being able to contend competitively in the workplace (Noonan et al., 2012). Organizations can bring together teams from different locations to collaborate online through online technologies (TNS Infratest & ZEW, 2014).

Noonan et al. (2012) conducted an econometric study on telecommuting and found that there was only a slight deviation between the number of employees who are parents who chose telecommuting compared to employees who were not parents and that mothers do not have a

higher rate of telecommuting than fathers do. Moreover telecommuting is not predominantly used by female employees to improve child care as much as it is used by employees who are college educate as their probability of telecommuting was greater than the population in its entirety. Flexible working hours results in benefits such as greater levels of productivity and organization profitability (Choudhary & Singh, 2016). Moreover work life balance is stimulated by flexible work hours which results in decreased levels of stress and a higher level of employee wellbeing.

Organisations are faced with the dilemma of an ageing workforce, larger numbers of employees will be getting older with fewer younger employees entering the workforce and these younger employees will lack the knowledge, skills and abilities to take over the full duties and responsibilities of those employees who are retiring (Paullin, 2014). In one study 85% of baby boomers, those born between 1946 to 1964, said that they planned to work after retirement, with approximately half stating that they plan to work well into their 70s and 80s (Bruyere, Young and Maybaun, 2012). The main reason for working past the normal retirement age was because they had money needs, to maintain health insurance, support family members, pay for health care for their families and themselves and because many enjoyed working (Paullin, 2014). Furthermore when compared to younger workers, older workers have an interest in learning new things, are less resistant to change and less likely to miss work. Moreover research has revealed that age is not related to performance, hence, older workers are not less productive compared to their younger counterparts and actually outperform younger workers which could be attributed to the knowledge and skill they have gained through their years of experience (Burtless, 2013 ; Paullin, 2014).

The 2014 SHRM survey on Ageing found many reasons why older workers should be retained within the organization of employ as the respondents of the survey agreed that older employees are more mature and professional, their work ethic is much stronger than that of younger employees, they have the ability to train and mentor new employees, are more reliable than their younger counterparts (Paullin, 2014). Knowledge such as human knowledge, social knowledge and cultural knowledge is also something that older workers have an advantage of over younger workers (DeLong, 2004 and Paullin, 2014).

BMW carried out an experiment on productivity by creating a “Pensioners assembly line” where the staff complement consisted of older employees, the defect rate for that line dropped to zero and productivity increased by 7 % (North and Hershfield, 2014). Older

workers are attracted to flexibility in the workplace therefore it is important that organizations look at ways of offering the flexibility that older workers prefer such as part time work, flexible working hours, working from home, compressed work weeks and ROWE (Kelly et al., 2014).

Individuals' age differently due to factors such as genetics, health and fitness, our ability to function in the workplace can be compromised through ageing (AON, 2014). By looking at the data collected by AON in their study, a strategy to decrease exposure to age specific risks in the workplace as well as a strategy to increase the ability to work can be found so as to address needs of ageing employees and thus reduce the risk of injury and prevent absenteeism. Moreover human resource programs such as flexible work arrangements play a role in understanding the production needs of the organization and reviewing jobs for age appropriateness as well as understanding absenteeism by structuring work in such a way that job retention is improved and fatigue reduced.

Previous research has found that flexible scheduling options are important to all employees irrelevant of career stage, gender or age (SHRM, 2012). Furthermore flexibility to balance work and life commitments ranked 11th by employees who viewed it as a very important factor, where 46% of employees stated that it was a very important part of job satisfaction. Moreover no significant difference amongst differing age groups were found thus suggesting that age does not play a role in choosing flexible work arrangements.

In a 2012 AARP/SHRM survey of full time or part time employees who were also seeking jobs, aged 50 years and older, 62 % of employees stated that it was either very important or somewhat important to have flex time available to them with regard to flexible work arrangements (Brown, 2012). According to the American time use survey (2012) of wage and salary workers who were aged 25 years and older, 61% of workers who had a bachelor degree or higher qualification were able to adjust their work location or work schedule when needed instead of taking leave or time off from work compared to 38% of workers who had less than a high school qualification. The working families' flexibility Act (2013) was introduced in the United States of America and signed into law to allow individuals who worked overtime in the private sector to choose how they would be compensated, either through money or time. Shockley et al. (2014) examined how flexible work arrangements affected an employee's motivation, hypothesising that employees who had more family responsibilities were focussed to use flexible work arrangements due to motivators related to

life management. Shockley et al. (2014) found that individuals were less likely to use flexibility to manage work and non-work commitments as compared to using flexibility to achieve better work related outcomes.

Human resource policies positively affect performance when they help employees create a balance between work and family responsibilities (Jyothi and Jyothi, 2012). A lack of work family balance can lead to a number of difficulties such as work family conflict, low morale and motivation, decreased performance and productivity amongst employees, reduced quality of life for the employee, increased grievances to the employer, high rates of absenteeism or late coming and low employee retention (Kumar & Chakraborty, 2012). Furthermore work family balance is the second most important workplace quality, with paid work being the most important workplace quality above all else.

Employees who make use of flexible work arrangements are viewed as individuals who lack commitment (Tajlil, 2014). It is therefore difficult to understand the effect of career success when flexible work arrangements can result in career penalties to employees (Leslie, Manchester, Park and Mehng, 2012). Workers who fall under the category of low wage earners have a lack of flexibility options available to them compared to the options available to blue collar workers and professionals (Berdahl and Moon, 2013). Moreover low waged employees could face warnings, suspended pay and unemployment if they chose to put the needs of children or elders ahead of their work needs due to the lack of flexibility in their workplace (Crate, 2012; Dodson, 2013). Mothers who used flexitime and are part of the higher income groups are stereotyped as individuals who lack “work devotion” whereas low wage mothers are labelled as mothers who have a lack of “personal responsibility” because they are unable to take care of their family needs due to a lack of flexibility in the workplace and are also criticized and questioned by society as being irresponsible reproducers for having children they cannot take care of (Dodson, 2013). To maximize the positive aspects of work family balance, flexible work arrangements and autonomy are essential (Allen, et al., 2013).

Budig, Misra and Boeckmann (2012) suggest that labour laws could protect mothers and women thus allowing them to have active careers through being able to combine their home and professional responsibilities concurrently. Many individuals face increased challenges in balancing work and family life whilst maintaining competitiveness in their business life (Rupert, Stevanovic, Harman, Bryan and Miller, 2012). In a study to explore the depth to

which male and females rate the importance of work family balance, flexibility in the workplace and their intention of looking for work flexibilities in their careers, women showed more interest than their male counterparts by prioritising work flexibility (Vandello, Hettinger, Bosson and Siddiqi, 2013). The reluctance of men to seek flexibility in the workplace could be due to fears of gender related discrimination and stigmatization at the workplace as they fear an attack on their masculinity where as women who seek flexibility at the workplace may have the perception that seeking work flexibility would increase their femininity (Wattis, Standing and Yerkes, 2013).

Pressure on employees to fit in to gender specific roles prevent effective implementation of policies that support work family balance especially with men when men are discouraged to use the benefits of flexible work policies that are available to them by the organization (Vandello et al.,2013).

2.9 Conceptual Framework

Prior academic research in flexible work arrangements has been used as a reference in conducting this study. The research is based on the following theories that relate to job satisfaction and performance.

- Hertzberg's two factor Theory
- Maslow's Needs Theory
- Spill over Theory
- Border Theory

These theories help in investigating the relationship between the independent variable flexible work arrangement to the dependant variables of job satisfaction and performance.

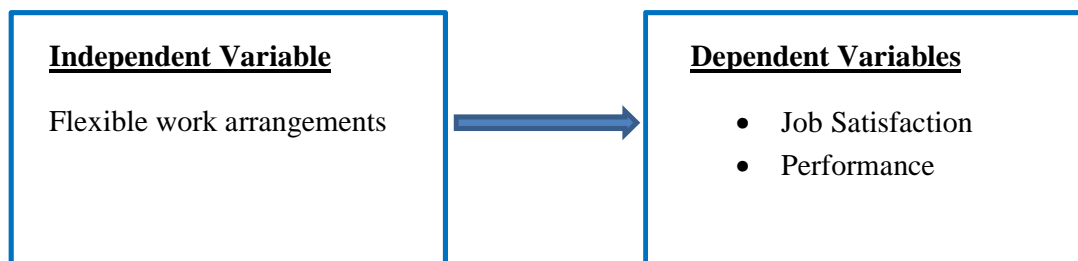


Figure2.1: Conceptual framework for the study.

2.10 Knowledge gaps

There are limited studies in this field that have looked at how employees in the South African context would relate to a flexible work arrangements or on how flexible work arrangements have an effect on job satisfaction and performance in South Africa. A look at how employees working in a state owned company perceive their need for flexible work arrangements have not been studied previously.

2.11 Summary

This chapter looked at previous research that pertained to theories and literature on flexible work arrangements, job satisfaction and performance. It also considered research gaps and the conceptual framework of the study. Herzberg's two-factor theory is the main theory that is used in this study on Flexible work arrangement, job satisfaction and performance. The information from the literature review is used in the discussion which falls under chapter 5. Chapter 3 will discuss the Research Methodology whereby an explanation into research design, data collection and analysis are discussed for the purposes of this study.

Chapter 3: Research Methodology

3.1 Introduction

The purpose of this quantitative study is to test the theory of job satisfaction and performance that relates to Flexible work arrangements for Eskom, Shared services at Westville office. An examination into research design, data collection and analysis are discussed in this chapter. Moreover this chapter specifically focuses on the following aspects of the research: research procedures and settings to answer the research question through research design, research instrumentation, research setting, research participants, internal and external validity and ethical considerations. These aspects shape the research and influences the reliability of the results obtained from the study. Recent research was used to review flexible work arrangements, job satisfaction and performance from peer reviewed journals which formed part of the literature review of this study. The specific objectives as outlined previously are:

- To investigate employees satisfaction with a flexible working arrangement
- To determine the relationship between Flexible work arrangements, job satisfaction and performance.
- To investigate the expectations employees of different age groups have on flexible work arrangements.
- To provide recommendations on how Flexible work arrangements can improve job satisfaction and performance in a corporate environment.

Responses were received by employees who participated in the survey to answer the following research questions:

- Will employees be satisfied with a flexible work arrangement?
- Does a relationship exist between Flexible work arrangement, job satisfaction and performance?
- How does the need for Flexible work arrangements differ amongst employees of different age groups?

The last research question was not addressed in the questionnaire. It formed part of the recommendations that will be dealt with by the researcher.

- What recommendations can be made to improve Flexible work arrangements as well as improve job satisfaction and performance in a corporate environment?

3.2 Research design

Sekaran and Bougie (2013) stated that research design is like a blue print that can be used to gather information, measure the information or data collected and evaluate or analyse the data to clarify a research problem. The 3 methods used in research studies are quantitative, qualitative and mixed methods (Hair, Wolfinbarger, Money, Samouel & Page, 2015). Qualitative research helps in finding solutions to how people feel about different things thus helping to comprehend feelings, reasons and values behind human behaviour by collecting data through focus groups, observations and interviews (Cooper & Schindler, 2014; Yin, 2014). Quantitative research evaluates research through statistical methods, using numerical data from experiments and surveys, where the focus is to use measurable data to observe the relationship that may or may not exist between variables (Gray, 2013; Wells, Kolek, Williams & Saunders, 2015). The mixed methods approach is a methodology that integrates both qualitative and quantitative research (Venkatesh, Brown & Bala, 2013). Numbers are regarded as more reliable than observation as observations can be biased by the views of the observer (Aydelotte, Fogel & Bogue, 2015). This study uses a quantitative approach to test the theory.

3.3 Research Paradigm

Science and scientific approach through cause and effect are viewed as being the path to achieving the truth in a positivist view of the world (Sekaran et al., 2013). Furthermore positivists use deductive reasoning to analyse theories that can be tested through objective measures and a set research design. Experiments allow positivists to test cause and affect relationships through observation. This quantitative research follows a positivist research paradigm and a deductive approach as it looks at the cause and effects of Flexible work arrangements on job satisfaction and performance.

3.4 Study site

The entire Eskom was too large a population to study considering time and resource constraints associated with the MBA dissertation. A division within the organization was thus chosen to achieve a realistic study. The study site was Eskom, Westville, Shared services.

3.5 Target Population

The target population consisted of 120 employees reporting to revenue management, shared services. The population comprised of employees from all levels in the organization. All employees are older than 18 years of age with diverse backgrounds.

3.6 Sampling Strategy

The purpose of sampling in research is to create a convenient subset of data, from a large population so that it is representative of the population (O'Reilley & Parker, 2013). Ott and Longnecker (2015) highlighted that it is crucial to select a suitable sample size as this ensures that realistic conclusions in academic research are made. The sampling design can be either probability sampling or non-probability sampling (Sekaran et al., 2013). Researchers are able to obtain names in the population directly through probability sampling whereas in non-probability sampling procedure, researchers identify clusters of groups within the organization and then sample within those clusters. This study looks at a probability sampling procedure as the names in the population were easily accessible to the researcher for sampling.

3.6.1 Types of Non probability sampling

3.6.1.1 Simple Random Sampling

Simple random sampling is an unrestricted probability sampling design whereby all individuals within the target population have an identical chance of being included in the sample. This method is free from bias and subjectivity but does not use knowledge about a population to choose the sample.

3.6.1.2 Systematic sampling

When using this method of sampling, the researcher needs to have complete information about the population and this should be listed in a systematic way. Every n th element/Individual within the population is chosen, starting with an element that is randomly chosen from 1 to n . This method is cost effective and simple but there is subjectivity due to how the list is compiled by different individuals hence it is not free from error. Also it is difficult to use if the researcher has no knowledge of the population.

3.6.1.3 Stratified Sampling

The researcher separates and groups the population into strata based on some characteristics and then draws randomly from each of these groups. Disproportionate, proportionate and optimum allocation are the 3 types of stratified sampling. This method of sampling ensures representation of the population and is objective but it is costly, time consuming and there is a risk of generalization.

3.6.1.4 Double Sampling

Used when more information is needed from a section of the sample who already participated in the same survey and information has already been collected from them. This technique can be used for small samples as it is time consuming, costly and complicated.

3.6.1.5 Cluster Sampling

Clusters are formed from the target population and then gathered into groups to form a sample. It is easy and economical but not free from errors.

This study uses the simple random sampling technique. The names of individuals from the target population were dropped into a hat and the sample was drawn according to the sample size calculated. This method was cost and time effective as the population was small. Stratification was not used due to time constraints as it would have been difficult to obtain knowledge of the population in order to separate the population into strata.

3.7 Sample Size

The sample size was chosen using a 5% level of significance and a confidence interval of 95%. Using a sample size calculator (2015) a sample size of 92 units was needed for a population of 120 employees. This was also confirmed using Table 13.3 from Sekaran et al. (2013).

3.8 Research Instruments

An online questionnaire was used to collect data from the sample. Online questionnaires are a quick and efficient method for data collection (Creswell, 2014). Online surveys are efficient, participants can access it anywhere at any time through laptops and smart devices (Callegaro, 2013).

Furthermore confidentiality and the protection of participants identity is guaranteed as an online survey does not require face to face contact (Dodou & De Winter). A link was emailed to all selected participants and the questions were designed to take approximately 5 minutes to complete. The questionnaire was developed using QuestionPro, a survey tool which UKZN has full access to as the university purchases a license from the owner for usage. Survey questions had to be developed to answer the research questions as existing questionnaires in this line of study were not able to do so. The online survey tool was easy to use and distribute to participants.

3. 9 Pre-Testing

A pilot study was conducted to verify the validity of the content within the questionnaire and to make improvements. Spelling errors were detected as well as ambiguous questions. Some respondents found questions were not easily understandable and needed to be rephrased. The ambiguous question required participants to rank their choice of preferred Flexible work arrangement. The question was not structured well and needed to be simplified for ease of understanding. Generally the pilot study concluded that the research questions would be answered. A pilot study is used to test the questionnaire by sending the questionnaire to a smaller sample than the sample size calculated for the study (Denscombe, 2014). The online questionnaire was emailed to 10 people who did not fall within the target population but were similar to them.

3.10 Validity and Reliability

Reliability is an indication of the extent to which the measures are free of bias (Creswell, 2014). The reliability and validity of a study is important to achieve objectivity, trustworthiness, integrity and credibility of the research (Murphy & Yelder, 2010). According to Creswell (2014) validity measures the competency of the research instrument to test the actual objectives of the research instrument is measuring relevant information.

Reliability can be confirmed using the Cronbach alpha value. Data was analysed through a statistical tool (SPSS) to ensure subjectivity. Validity was established through the selection of the most relevant methodology, target population, sample size and survey instrument. The pilot test also validates the study. Cronbach alpha coefficient has a range from 0-1 where values closer to 1 are excellent and 0, 5 to 0 are poor (Matkar, 2012). The Cronbach alpha

from the pilot study was found to be 0.458. Ambiguous and redundant questions from the Likert scale were removed as they led to unreliable results from respondents. The final Cronbach alpha value for the study was 0.76 which is very good as this value is close to one.

3.11 Procedures

A gatekeeper's letter was obtained from the department within the organization that the study will take place in. Ethical clearance was obtained from UKZN to ensure that ethical research is conducted by the researcher. An online questionnaire was developed using QuestionPro, an online survey tool. The link to the questionnaire was emailed to employees who were part of the sample; this list was obtained from the relevant manager. Respondents were reminded twice that they had an opportunity to participate in a voluntary survey, this helped in getting responses from participants.

3.12 Data Analysis

Results were obtained from the online questionnaire and transferred into SPSS, a statistical tool used to analyse data. Correlations were drawn to determine the link between the independent variable and the dependant variables at the 2-tailed level of significance using Spearman rho. Regression analysis helped in determining the significance of the relationship between Flexible work arrangements, job satisfaction and performance. Cross tabulation was also used to compare the need for flexible work arrangements amongst employees of different age groups.

3.13 Ethical Considerations

A gatekeeper's letter was obtained from the senior manager of revenue management within shared services in Eskom, Westville before ethical clearance was submitted. All respondents were over the age of 18 years and were well informed of the voluntary nature of the questionnaire and the option of withdrawing from participation at any time if they wished. This was also clearly explained in the opening page of the online questionnaire as well as highlighted in the introductory email to all participants. The questionnaire would only proceed when the participant agreed to participate in the survey. Respondent's anonymity was guaranteed.

The questionnaire was also checked for any questions that could warrant ethical considerations and was found to be clear of such. The online questionnaires have been stored for a 5 year period in a safe and confidential place which is in line with UKZNs research policy framework.

3.14 Summary

This chapter looked at the Research design of the study, outlining the research instrument and data analysis. The research paradigm, population, sample size and ethical considerations were also highlighted. Chapter 4 presents the results from the questionnaire.

Chapter 4: Results

4.1 Introduction

The results of this study are presented within this chapter. The chapter focuses on demographic information and factors that affect job satisfaction and performance as well as how employees feel about flexible work arrangements. The independent variable of flexible work arrangements and its impact on the dependent variables of job satisfaction and performance are analyzed to answer the research questions. The open ended question feedback is presented to indicate employee's comments or suggestions for this study. Employees were also asked which flexible work arrangement would be preferred by them. The study targeted 92 respondents within Eskom shared services. The response rate for completed questionnaires was 65,21 % of the total selected sample with 60 completed surveys which were completed at an average time of 7 minutes according to the online survey calculations. Fourteen employees dropped off before completing the survey as viewed in Table 4.1 .

Table 4.1: Drop out analysis

Details of survey	Count
Viewed (Reset)	102
Started	75
Completed	60
Drop outs after starting	14

4.2 General Information

Table 4.2 shows General information gathered from respondents and allows us to gain an insight on the demographics of the respondents in the study. This helps understand how people of different backgrounds perceive the need for Flexibility in the work place. Gender distribution for the completed survey showed that there was an almost equal distribution of respondents amongst both genders. The majority of respondents, 46.66%, were between the ages of 25 to 35 years. Table 4.2 displays the demographic details of the participants.

Table 4.2 Demographic information

	Answers	Count	%
<i>Gender</i>	Male	31	51.66
	Female	29	48.33
<i>Age</i>	20-25	0	0
	25-35	28	46.66
	35-45	16	26.66
	45-50	8	13.33
	50-60	7	11.66
	60+	1	1.66
<i>Race</i>	African	28	46.66
	Asian	23	38.33
	European	7	11.66
	Coloured	2	3.33
<i>Marital Status</i>	Single	26	43.33
	Married	32	53.33
	Divorced	2	3.33
	Widowed	0	0
<i>Highest Qualification</i>	Matric	5	8.33
	Diploma	22	36.66
	Bachelor's Degree	29	48.33
	Master/Doctorate	4	6.66
	No formal education	0	0
<i>Years' Experience</i>	Less than 5 years	6	10
	Between 5-10 years	26	43.33
	Between 10-15 years	8	13.33
	15+ years	20	33.33
<i>Flexible work arrangements being offered</i>	Flextime	34	56.66
	Job Commuting	1	1.66
	Compressed work week	5	8.33
	None of the above	20	33.33
	Other	0	0
<i>Take care of kids under the age of 16</i>	Yes	30	50
	No	30	50
<i>Taking care of adult dependants</i>	Yes	24	40
	No	36	60

People of differing cultures could have different opinions to the research questions. When compared to Table 4.2 and Table 4.3, the race representation of the country and city respectively, it can be seen that the population race groups are not appropriately represented by the respondents. The purpose of drawing a comparison of the population statistics of eThekweni to that of employees that work in Westville, which is in eThekweni, is to check if Eskom employees are representative of the eThekweni population with regards to race, marital status and level of education. A similarity between them will result in the assumption that the findings of the study can be applied across eThekweni.

Table 4.3 Race representation, South Africa and eThekweni (Stats SA, Census 2011).

<i>Population Group</i>	<i>South African Population Census 2011</i>		<i>eThekweni Population breakdown %</i>
	<i>Number</i>	<i>% of Total</i>	
<i>African</i>	41000938	79,2%	73,8%
<i>European</i>	4586838	8,9%	6,6%
<i>Asian</i>	1286930	2,5%	16,7%
<i>Colored (Mixed Race)</i>	4615401	8,9%	2,5%
<i>Other</i>	280454	0,5%	0,4%
<i>Total</i>	51770560	100%	100%

The results show under representation of the African race group by approximately 28 % in the area where the survey was undertaken. The population could have been better represented if a larger population was considered.

53, 33% of respondents are married which is closely followed by that of single employees at 43, 33%. This is in contrast to the population in eThekwini where 66% of the population fall under the category of never married (single) followed by 23.9% who are married which is represented in Table 4.4.

Table 4.4 Marital status of the population in eThekweni (Stats SA, Census 2011)

<i>Group</i>	<i>Percentage</i>
<i>Married</i>	23,9%
<i>Living together like married partners</i>	5,6%
<i>Never married</i>	66%
<i>Widowed</i>	2,9%
<i>Separated</i>	0,5%
<i>Divorced</i>	1,1%

The level of education amongst respondents is much higher than that of the city. All respondents have had some level of education with just over 8% of respondents achieving the lowest level of education being matric, 36% of employees achieving a diploma, a majority of 49% of employees achieving a bachelor's degree and the remaining 6, 5% obtaining either a masters or doctorate degree. The high level of education could be attributed to the need for a skilled workforce with a specialized area of expertise within the department.

Table 4.5 Representation of level of education in eThekweni (Stats SA, Census 2011)

<i>Group</i>	<i>Percentage</i>
<i>No Schooling</i>	2,5%
<i>Some Primary</i>	35%
<i>Completed Primary</i>	5,1%
<i>Some Secondary</i>	31,3%
<i>Completed Secondary</i>	21,4%
<i>Higher Education</i>	3,4%
<i>Not Applicable</i>	1,2%

This question looked at how many years of service an employee had within the business. Figure 4.8 shows that a 42, 62% majority of employees have between 5 to 10 years' service which is closely followed by employees with 15 years and more service. This suggests that a significant number of employees are retained within the business. The business should have plans in place for transfer of knowledge should these employees leave or retire thus preventing any negative impact on the operations of the business.

Flextime, Job commuting and compressed work week are Flexible work arrangements that are currently being offered to employees with the majority of employees on Flextime.

Approximately half of the employees have children that are under the age of sixteen that that take care of.

Approximately 41 % of employees have adult dependents that they take care off. The care and needs of adult dependents are similar to that of children and require the same level of attention from the involved

4.3 FWA, Job satisfaction and Performance

This section of the questionnaire looks at the questions that were directed towards Flexible work arrangements, job satisfaction and performance.

4.3.1 Job satisfaction

Questions looked at the current levels of job satisfaction, the desire for autonomy and employee retention. These questions will allow the employer to gain insight on the level of job satisfaction within their department.

Approximately 58% of employees stated that they were satisfied with their current work arrangement. This could be attributed to these employees being offered a flexible work arrangement by their employer.

Desire for autonomy: This question allows the employer to get a baseline of the level of satisfaction or dissatisfaction that employees have towards the level of freedom and decision making that an employer gives to the employee in the workplace.

The majority of employees either agreed or strongly agreed that a flexible work arrangement would keep them in their company's employ. Retaining employees within the business allows

employers to retain invaluable knowledge and expertise that is attached to the resources because of their experience.

Table 4.6 Questions grouped for Job satisfaction

<i>Measure</i>	<i>Question</i>		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Total</i>
<i>Current level of Job satisfaction</i>	I am satisfied with my current work arrangements	Count	2	4	11	31	12	60
		%	3.33	6.67	18,33	51,67	20	100
<i>Desire for Autonomy</i>	I would prefer to be involved in structuring my working times	Count	2	4	7	31	16	60
		%	3,33	6,67	11,67	51,67	26,67	100
<i>Employee Retention</i>	A flexible work arrangement will make me want to stay in my company's employ	Count	1	8	5	26	20	60
		%	1,67	13,33	8,33	43,33	33,33	100

4.3.2 Performance

The question relating to the dependent variable, performance, looked at factors that have an impact on employee performance such as late coming, absence and work life balance.

The question on late coming looks at whether employees have problems with keeping to the conventional office times due to personal commitments. Late coming has an effect on performance as the employer loses out on productive time for business operations.

Absenteeism from the workplace also affects productivity as employers are paying for a resource that is not productive. There is an equal number of employees who agree or disagree with this question whilst 23,33% of employees remain neutral which suggests that they sometimes, instead of often, need time off during a working day to take care of personal commitments.

The majority of employees believe that they can balance their work life commitments question with only 16.39% agreeing that they find it difficult to balance their work life commitments.

Table 4.7 Questions grouped for Performance

<i>Measure</i>	<i>Question</i>		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Total</i>
Late coming	I come late to work and leave earlier from work because of personal commitments	Count	24	17	11	7	1	60
		%	40	28,33	18,33	11,67	1,67	100
Absence	I often need time off during a working day to take care of personal commitments	Count	5	18	14	18	5	60
		%	8,33	30	23,33	30	8,33	100
Work life balance	I find it difficult to balance my work-life commitments	Count	13	21	16	10	0	60
		%	21,67	35	26,67	16,67	0	100

4.3.3 Flexible work arrangements

The question under this category looked at employee's perceptions towards a flexible work arrangement towards employee needs for spending time with their children, further studying and balancing work life commitments. Employees were also asked to rank their preference over the different types of flexible work arrangements.

Majority of respondents disagreed to this question as a large number do participate in a flexible work arrangement as can be seen in Table one under Flexible work arrangements being offered.

Respondents are in agreement that work life balance will be achieved through a flexible work arrangement.

Table 4.8 Questions grouped for Flexible work arrangements

<i>Measure</i>	<i>Question</i>		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Total</i>
Home life	I would like to spend time with my kids after they finish school but my working hours do not enable me to do so	Count	6	17	17	125	5	60
		%	10	28,33	28,33	25	8,33	100
Work life balance	A flexible work arrangement will help balance my work-life commitment	Count	0	5	12	28	15	60
		%	0	8,33	20	46,67	25	100
Career Advancement	I would like to further my studies but my working arrangement, where I am based and office hours, makes it difficult	Count	7	14	11	18	10	60
		%	11,67	23,33	18,33	30	16,67	100

Table 4.9 displays employee's preferences of flexible work arrangements. For rank 1, the majority of participants, 46.7 % (28), ranked flextime as their preferred flexible arrangement, followed by Result oriented work environments. Telecommuting was the next ranked as the number 2 choice by 31.6% (19) respondents. Compressed work week and Result orientated work environments drew at 3rd place. Compressed work week was the least attractive working arrangement and ranked 4th amongst all the choices with 43% of employees ranking this as their last choice.

Table 4.9 Ranking of Types of Flexible work arrangements according to employee's choice.

<i>Type of Flexible work Arrangement</i>	<i>Rank 1</i>		<i>Rank 2</i>		<i>Rank 3</i>		<i>Rank 4</i>	
	Count	%	Count	%	Count	%	Count	%
<i>Flextime</i>	28	46,67	7	28,33	10	16,67	5	8,33
<i>Telecommuting</i>	10	16,67	19	31,67	16	26,67	15	25
<i>Compressed work week</i>	7	11,67	10	16,67	17	28,33	26	43,33
<i>Result Oriented Work Environment (ROWE)</i>	15	25	14	23,33	17	28,33	14	23,33

4.4 Data Analysis

This section looks at all the questions that relate to the objective of the study. The questions used to realise the primary objects were edited from that of the pilot study, with redundant questions removed, to allow for ease and efficiency to the user when answering. This reduced the likeliness of participants dropping out of the survey due to confusion or it being time-consuming to complete. The validity of questions was tested using Cronbach alpha. Table below shows us the Cronbach Alpha value of 0.76 for this study.

Table 4.10 Analysis of questions answering research questions

<i>Reliability Statistics</i>		
<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
0.768	0.768	9

4.4.1 Employees' preference over a flexible work arrangement

A Cronbach alpha was done for questions that related to whether employees would prefer a flexible work arrangement. Table 4.9 shows the Combination of questions from the Likert scale gives a more reliable answer compared to only using one question.

Table 4.11 Combined questions to determine if employees prefer a flexible work arrangement.

<i>Inter-Item Correlation Matrix</i>			
	<i>I would prefer to be involved in structuring my working times</i>	<i>A flexible work arrangement will make me want to stay in my company's employ</i>	<i>A flexible work arrangement will help balance my work-life commitments</i>
<i>I would prefer to be involved in structuring my working times</i>	1.000	0.449	0.434
<i>A flexible work arrangement will make me want to stay in my company's employ</i>	0.449	1.000	0.686
<i>A flexible work arrangement will help balance my work-life commitments</i>	0.434	0.686	1.000

The combined questions revealed that an 88.5% majority of employees would be satisfied with a flexible work arrangement as seen in the summary of findings in Table 4.12.

Table 4.12 Summary of findings

<i>Satisfied with a FWA</i>					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	<i>No</i>	7	11.5	11.5	11.5
	<i>Yes</i>	54	88.5	88.5	100.0
	<i>Total</i>	61	100.0	100.0	

4.4.2 Relationship between Flexible work arrangement, job satisfaction and performance

Questions from the Likert scale were grouped together for each category that needed to be correlated. Questions linked to Flexible work arrangements looked at whether employees had a need for a flexible work arrangement. The questions grouped to job satisfaction took into account employee's answers towards a job that allowed for a flexible work arrangement, one question needed to be recoded as it related to a current work environment. Table 4.13,

Pearson correlation was conducted in order to determine if there are any relationships between Flexible work arrangements, job satisfaction and performance. The two tailed test of significance indicated that there was a significant positive relationship between flexible work arrangements and job satisfaction $R = 0.577$, $p < 0.05$. Job satisfaction increases when there is availability of flexible work arrangements. A similar two tailed test of significance indicated that performance was related to flexible work arrangements and job satisfaction. When performance was compared to flexible work arrangements, $R = 0.585$, $p < 0.05$, significant at 0.01 significance level, and when compared to job satisfaction $R = 0.327$, $p < 0.01$, significant at 0.05 (2-tailed) significance level. This suggests that performance has a strong positive relationship to Flexible work arrangements and job satisfaction.

Table 4.13 Pearson Correlation, Flexible work arrangement, job satisfaction, performance.

<i>Correlations</i>				
		<i>Performance</i>	<i>Job Satisfaction</i>	<i>Flexible Work Arrangements</i>
<i>Performance</i>	Pearson Correlation	1	.327*	.585**
	Sig. (2-tailed)		.011	.000
	N	60	60	60
<i>Job Satisfaction</i>	Pearson Correlation	.327*	1	.577**
	Sig. (2-tailed)	.011		.000
	N	60	60	60
<i>Flexible Work Arrangements</i>	Pearson Correlation	.585**	.577**	1
	Sig. (2-tailed)	.000	.000	
	N	60	60	60
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

The results of linear regression for job satisfaction and flexible work arrangements in Table 4.14 indicate that the model is statistically significant ($P < 0.05$). Moreover R^2 equals to 0.333 which means that Flexible work arrangements accounts for 33.3% of variability of job satisfaction. The regression coefficient of flexible work arrangements is 0.482 with a standard error of 0.90 and a p-value which reflects that this variable has an impact on job satisfaction and is highly significant (p-value < 0.001). Overall the model would consist of job satisfaction

and performance as the dependant variable with flexible work arrangement as the independent variable.

The relationship between flexible work arrangements and performance was examined using Correlation and regression. The correlation R value is 0.585 in Table 4.14. The relationship is established to be positive. The results of linear regression for Flexible work arrangements and performance, Table 4.15, indicate statistical significance ($P < 0.05$) with R^2 equal to 0.342 which means that flexible work arrangements accounts for 34.2% of variability of performance. From the Pearson correlation and regression analysis, the relationship between Flexible work arrangements and performance is established to be positive and significant.

Table 4.14 Regression analysis of Flexible work arrangements and job satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.577 ^a	.333	.322	1.70090	.333	29.012	1	58	.000
a. Predictors: (Constant), Flexible Work Arrangements									

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.935	1	83.935	29.012	.000 ^b
	Residual	167.798	58	2.893		
	Total	251.733	59			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Flexible Work Arrangements						

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.253	.920		5.707	.000	3.410	7.095
	Flexible Work Arrangements	.482	.090	.577	5.386	.000	.303	.661
a. Dependent Variable: Job Satisfaction								

Table 4.15 Regression analysis of Flexible work arrangements and performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.585 ^a	.342	.331	1.97737	.342	30.197	1	58	.000
a. Predictors: (Constant), Flexible Work Arrangements									

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.071	1	118.071	30.197	.000 ^b
	Residual	226.779	58	3.910		
	Total	344.850	59			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Flexible Work Arrangements						

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.740	1.070		1.627	.109	-.401	3.882
	Flexible Work Arrangements	.572	.104	.585	5.495	.000	.364	.780
a. Dependent Variable: Performance								

4.4.3 Age as a determinant for flexible work arrangements

This question was answered by taking all the questions that related to employees needs and cross tabulating it with age as seen in Table 4.16. Table 4.17 displays grouping the data into 2 age groups, that fall under the 25-35 age group or the 45-60+ age group, and looking at only those participants who answered yes to the need for flexible work arrangements to accommodate their needs, a clearer view of how the need for FWA differs amongst different

age groups is established. This simplification of data is done to easily answer the research question. Table 4.16 clearly shows that younger employees have a greater need for Flexible work arrangements. 68, 33% of Employees in the age group of 25-45 years see the need of Flexible work arrangements to balance both work and life commitments whilst 50% of employees within this category would like to further their studies and a flexible work arrangement would help achieve this. It is important to note that 75% of the 60 respondents were aged between 25-45 years of age and from this 91,11% aged in this group and 93,33% aged in the group of 45-60+years agreed that a flexible work arrangement would create a work life balance.

Table 4.16 Flexible work arrangement needs according to age.

<i>Need for FWA</i>	<i>Response</i>	<i>Age</i>				
		<i>25-35</i>	<i>35-45</i>	<i>45-50</i>	<i>50-60</i>	<i>60+</i>
<i>Further Studies</i>	Yes	21	10	3	4	1
	No	7	6	5	3	0
<i>Spending time with Kids</i>	Yes	17	8	5	6	1
	No	11	8	3	1	0
<i>Work Life Balance</i>	Yes	27	14	7	6	1
	No	1	2	1	1	0
<i>Time Management</i>	Yes	11	4	0	3	1
	No	17	12	8	4	0
<i>Work-life commitments</i>	Yes	13	8	1	3	1
	No	15	8	7	4	0
<i>Taking care of adult dependents</i>	Yes	10	5	4	4	1
	No	18	11	4	3	0
<i>Taking care of Children</i>	Yes	13	11	5	1	0
	No	15	5	3	6	1

Table 4.17 shows the ages grouped into two groups for easier viewing. The younger employees fall under the age groups of 25 to 45 years and the older employees into the age groups of 45 to 60+ years. Younger employees scored higher for further studies, time management, work life commitments and taking care of kids. Older employees scored higher for a work life balance, taking care of adult dependants and spending time with kids.

Table 4.17 Flexible work arrangement needs grouped in to two age groups.

Flexible work arrangement needs	Age 25-45		Age 45-60+		Variance
	Count	% of Total (60) participants	Count	% of Total (60) participants	
Further Studies	30	50%	8	13,33%	13,33%
Spending time with Kids	25	41,66%	12	20%	24,5%
Work Life Balance	41	68,33%	14	23,33%	2,22%
Time Management	15	25%	4	6,66%	6,67%
Work life commitments	21	35%	5	8,33%	13,33%
Adult Dependants	15	25%	9	15%	26,67%
Kid dependants	24	40%	6	10%	13,33

Table 4.18 displays the comments that were left by employees in the comments and suggestions part of the questionnaire.

Table 4.18 Open ended Question, comments/ Suggestions by employees.

“ Working away from office but always on standby and available would be most viable on technical environment, and administrative can always be executed away from office with modern technology”.
“I am currently not on a flexible/ telecommuting nor compressed work arrangement, however, my manager understands if there is a personal need I have to take care of. The standard work arrangement not an issue for me.”
“All of the above except flextime can only be successfully implemented with a very mature workforce. Combination of Result orientated work environment with telecommuting and/or compressed work week might be more optimal, especially for young employees with small kids”.
“I like the idea of working from home but I honestly think that our Society is definitely not ready for this scenario - my reason for this assumption is that work ethic is dismissal in fact none existent in many instances”.
“I believe if the company would benefit from the above mentioned work arrangements. More productivity as individuals would start work very early and even work after hours if needed in the comfort of their homes, due to not having to drive in traffic. The company would also benefit on cost savings i.e Office rentals, day to day cost of running an office”.

4.5 Summary

The results of the questionnaire were discussed. The results encompassed demographic details as well as information to answer the research questions. SPSS was used for data analysis. The following chapter will discuss the results in detail, drawing on the literature review.

Chapter 5: Discussion of Results

5.1 Introduction

This chapter draws similarities from the findings in Chapter four to Chapter twos literature review and the objectives of the study stated in chapter 1. A discussion of the results will be drawn in order to reach practicable recommendations

A discussion of the findings obtained from the questionnaire and conclusions from other researchers in the literature review will be discussed and compared. The aim of the research is to look at how flexible work arrangements can improve job satisfaction and performance in Eskom Shared services.

5.2 Research objectives overview

The research objectives of this study were:

- To investigate employees satisfaction with a flexible working arrangement
- To determine the relationship between Flexible work arrangements, job satisfaction and performance.
- To investigate the expectations employees of different age groups have on flexible work arrangements.
- To provide recommendations on how Flexible work arrangements can improve job satisfaction and performance in a corporate environment

5.3 Findings

Employees prefer a flexible work arrangement. Job satisfaction and performance have a positive relationship with flexible work arrangements. The need for flexible work arrangements does not differ amongst employees of differing ages.

5.4 Critical Success Factors

5.4.1 Employee preference for a flexible work arrangement

To gain insight on whether a flexible work arrangement would be preferred by employees, employees were asked questions that encompassed the desire for a flexible work

arrangement. 90% of employees stated that they would be satisfied with a flexible work arrangement.

Autonomy in business decision making and working in an environment that is conducive for work increases satisfaction which increases performance (Javed et al., 2014). The results from the questionnaire in this study showed that over 78% of participants either agree or strongly agree that they would prefer to be involved in structuring their working times which displays that they would like autonomy in business decision making. Job satisfaction and performance are increased when employees are allowed to make business decisions such as choosing when they work, where they work from and how long they work for.

Goldsmith (2013) stated that one of the most important factors influencing employees to remain within an organisation was flexible work arrangements with flexible work arrangements being a main factor in job satisfaction. Furthermore in a 2012 report conducted on employee job satisfaction and engagement, flexibility at work was ranked higher than career growth and compensation (SHRM, 2012). Based on previous research, Stroup et al. (2016) support the adoption of flexible work arrangements as flexible work arrangement policies result in better employee retention, increased job satisfaction and increased performance and productivity. Furthermore employees stated that they would be unlikely to leave their current employer to seek work elsewhere due to the organization offering them a flexible work arrangement to balance work and life commitments. These associates with the results from the study as over 76% of employees, who participated in the survey, either agreed or strongly agreed that a flexible work arrangement would make them want to stay in their current company's employ. This suggests that the availability of flexible work arrangements in business is an important aspect to employee retention and could assist in attracting future employees into the organization. Moreover organizations can retain competent employees who have gained invaluable knowledge of the business operations over the years. Training new staff to take over their duties would also incur expenses and decrease in productivity until they are able to work as efficiently as the lost staff member.

Stress, job satisfaction, interpersonal relationships and work attitudes are determinants of job performance (University of Minnesota Libraries, 2015). In a research conducted by Timeware (2015) it was found that it would be less likely for employees to be absent if flexible work arrangements was offered to them. By offering flexible work arrangements, employees become satisfied with their current work arrangement resulting in better

performance. In a 2014 study by Timeware, 57 % of employees stated that they called in sick when they were not sick. These same employees also stated if flexible work arrangements was offered to them by their employer, it would have been less likely for them to be absent. This shows us that employee absenteeism can be reduced through flexible work arrangements. Flexibility in the workplace can benefit both the employer and the employee through improved performance at work and by having a positive effect on an employee's family at home (Pedersen & Jeppesen, 2012). The results of this study showed that more than 71% of participants felt that a flexible work arrangement would balance their work life commitments. Balancing work and life commitments allows for employees to take care of personal commitments, often when work restricts employees from taking care of personal commitments, levels of stress increases and this takes a toll on the employees' health which results in the employee being absent from work consequently affecting productivity in the business. Furthermore, levels of absenteeism, late coming and early leaving are decreased as employees are able to choose flexible work arrangements that can help them balance work and life commitments in a way that is beneficial to both their employer and their families.

5.4.2 Relationship between Flexible work arrangements, job satisfaction and performance

This objective looked at investigating the relationship that flexible work arrangements has on job satisfaction and performance with job satisfaction and performance being the dependant variable and flexible work arrangement as the independent variable.

Pearson correlation shows us that there is significant positive relationship between flexible work arrangement, job satisfaction and performance. The findings confirm what was discussed in the literature review that flexible work arrangements have a positive impact in increasing both job satisfaction and performance. The regression analysis establishes that there is a strong positive relationship between flexible work arrangements, job satisfaction and performance. It therefore leads to the assumption that the more positive the perception of flexible work arrangements, the more positive a perception of job satisfaction and performance.

Ackah (2015) stated that an employee's involvement in making important decisions is a motivational factor. As stated previously, participants in this study were in agreement that they would prefer autonomy in structuring their working times. Sinha and Trivedi (2014) stated that high levels of job satisfaction amongst employees are due to the presence of motivational factors as indicated in Herzberg's theory. Autonomy is a motivational factor

hence when employees are given autonomy over structuring their working times and choosing where to work from, it leads to job satisfaction. Furthermore 78% of participants within this study either agreed or strongly agreed that they would prefer to structure their working times therefore by allowing employees more autonomy, employers can improve their employee's job satisfaction and performance. Solanki (2013) indicated that motivation and job satisfaction are some of the most essential parts of an employee's work life, which fundamentally impacts on the individual employee's work performance. Ghazi et al. (2013) indicated that the high levels of job satisfaction and motivation required to improve performance amongst the workforce is attained through the prioritization of hygiene factors. Motivation and performance increase when job satisfaction levels are high whilst turnover, absenteeism and attendance problems decline (Richardson, 2014).

Yadav et al. (2014) specified that employee satisfaction is directly related to job productivity and employee retention. This was further emphasised by Tehseen and Ul Hadi (2015), who suggested that employee job satisfaction results in higher rates of employee retention and job productivity. Some of the determinants of job performance are job satisfaction and stress (University of Minnesota Libraries publishing, 2015). Varatharaj and Vasantha (2012) found that job satisfaction and work life balance have a strong positive relationship which was also underlined by Adikaram (2016) whose study displayed that there is a significant association between job satisfaction and work life balance. When employees work outside their boundaries of the normal office work they are more productive (Shockley et al., 2012). Flexible work arrangement policies result in better employee retention, higher job satisfaction, increased financial performance and higher productivity (Stroup et al., 2016).

Chen (2015) stated that flexible work arrangements were an important factor in determining employee job satisfaction. Dobre (2013) stated that employee's productivity, behaviour and motivation have been associated with job satisfaction. In a recommendation to organisational leaders, Uduji (2013) stated that employee dissatisfaction is reduced and employee motivation increases when organisations incorporate the needs of their employees into the strategy of the organisation. Incorporating employee needs into organisational strategy could be implemented through flexible work arrangements. The questionnaire outlines various needs of employees such as spending time with kids and furthering studies which could be met through a flexible work arrangement.

Lunau et al. (2014) stated that when there is an imbalance to work life commitments, the imbalance is a stressor that can cause health problems that can impact on both their work and life. Furthermore, this can affect performance at work and the employee's quality of life at home. Flexible work arrangements helps in understanding absenteeism by structuring work in a way that reduces fatigue and improves job retention (AON,2014).A correlation between turnover and job satisfaction was established in a study by Sukriket (2015), where the most common finding was that satisfied employees are less likely to leave their jobs compared to employees who were not satisfied. When employees choose to stay in a company's employ, this translates to them being satisfied with their jobs.

A significant relationship exists between job satisfaction, organisational performance, employee turnover and organizational productivity (Vroom, 1964), (Ali, 2016).This supports the findings of this study where a significant relationship exists between Flexible work arrangements, job satisfaction and performance. Moreover Idermun & Bayat (2013) established a correlation between job satisfaction and employee performance. Duggah, Ayaya & Denis, 2014 also found a reciprocal correlation between job satisfaction and employee performance. Awan et al. (2014) stated that factors of an employee's job such as job security and reward systems also lead to increased performance thus job satisfaction leads to better performance. Performance is linked to the influence of job satisfaction as employees who are satisfied perform better (Shmailan, 2016).

Coti et al. (2014) found that high job satisfaction levels correlate to workplace flexibility which is further confirmed with the strong positive correlation between Flexible work arrangement, job satisfaction and performance. Through regression analysis workplace flexibility had an 8.1% correlation with an increase in employee job satisfaction. Masuda et al (2012) stressed the importance of organizations to look at the effects of flexible work arrangements on individuals as well as the organization as this could impact on job satisfaction, employee performance and the decision of employees to stay in an organization during the span of their career.

5.4.3 Age as a determinant in flexible work arrangements

Employees of varying ages who take care of family needs and other personal commitments find flexible work arrangements attractive. Younger employees usually look at furthering their studies to further their career and prefer a flexible work arrangement to accommodate

this need. This objective looked at determining whether age was a determinant for the need of a flexible work arrangement.

Kossek et al. (2014) stated that employees, who wished to study, take care of family needs or had limitations due to ill health or age found part time work appealing. Employees who fall into these categories can be of any age as with the findings in this study, employees of varying ages all perceived a need for Flexible work arrangements. In another study, all employees viewed work life balance as relevant as a balance between work and life responsibilities enables individuals to have a satisfied life (PakiSetia, 2015). Furthermore it was found that a positive relationship existed between work life balance and employees work performance. Adikaram (2016) also revealed that a significant association between work life balance and job satisfaction existed. 68% of the total employees who participated in the survey, aged 25 years to 45 years agreed that a flexible work arrangement would balance work life commitments.

Having the opportunity to develop professionally and broaden learning skills are significant factors to employee retention (McGilton et al., 2013). Furthermore these can be highly motivational to employees and results in increased job satisfaction and performance. Some of the main reasons employees choose to leave their jobs is due to personal reasons. These reasons can be due to family conflicts, future growth, organizational culture and the employee's plans for personal development (Prottas, 2013). If organizations take proactive steps that can allow employees to restructure their working times or place of work to cater to their personal life, employee retention will be increased. Retained employees are a strong signal that job satisfaction is present within the organization.

Further studies is a way of advancing ones career, 50% of the workforce that belongs to the younger age group agreed that a flexible work arrangement would help in furthering their studies. Shangraliyera & Yazdaniford (2014) stated that flexibility in the workplace arises due to the need for employees to create good work life balance due to the needs of caring for children, elderly and balancing studies. In this study it was found that 40% and 25% of employees aged 25 years to 45 years take care of children and adults dependants respectively whilst 10% and 15% of employees in the age group of 45 years to over 60 years take care of children and adult dependants respectively. A flexible work arrangement would allow these employees to better balance their work life commitments.

SHRM (2012) stated that previous research confirms that flexible scheduling options are important to all employees irrespective of the stage in their careers, their gender or their age. Furthermore there was no significant differences amongst different age groups that were found therefore suggesting that age does not play a role in needing a flexible work arrangement. The findings of this study relating to whether age is a determinant for the need of a flexible work arrangement displays that no significant difference exists between age differences. This is backed up with the literature review. Factors such as further studies, time management, work life commitments and kid dependents ranked slightly higher in the younger age group than the older age group. However this does not conclusively display a significant difference as the variance is too low. This variance could be attributed to employees building their career through further studies, coming late to work and needing time of due to picking and dropping off kids at school or child care. A significant variance was noted in spending time with kids and taking care of adult dependents amongst the older age group compared to the younger age group. This could be due to taking care of ageing parents, spouses or adult kids with disabilities. Overall both age groups exhibit needs for flexible work arrangements in different dimensions of life. Therefore the needs of flexible work arrangements do not differ amongst employees of different age groups.

5.5 Resolving the research problem

Some of the main problems encountered by the organization were high levels of absenteeism and late coming. Various factors contribute to these problems such as taking care of child and adult dependents as well as studying. Creating a work life balance for employees through flexible work arrangements enables employees to better manage their time. Results from the survey show that employees are aware that they come late to work and leave early due to work life commitments, even a small amount of employees doing this can result in productivity challenges within the organization. Flexible work arrangements can be used to address the research problem by creating a balance between work life commitments thus reducing absenteeism and allowing for better time management whilst also increasing job satisfaction and performance.

5.6 Outcome of the research

The independent variable, flexible work arrangement, has a significant positive relationship with the dependant variables, job satisfaction and performance. This was determined through correlation and regression analysis. A flexible work arrangement is preferred by the majority

of employees. Employees with varying ages have the same needs for flexible work arrangements hence flexible work arrangements are not determined by age.

5.7 Summary

The field research and literature review both correspond displaying that employees would like to work in organizations that provide a flexible work arrangement. Flexible work arrangements lead to better job satisfaction and performance amongst employees. Flexibility allows for a work life balance. The needs for a flexible work arrangement appeals to employees of all ages as flexibility in the workplace caters for a work life balance which is relevant to all. The next chapter will summarise the outcomes of the study, recommendations on flexible work arrangements and what future research can be conducted in this field of study.

Chapter 6: Summary, Conclusion and Recommendations

6.1 Introduction

This discussion from the previous chapter will be used to draw up a logical conclusion and recommendation for this study. This chapter looks at recommendations that the employer can use when deciding on a flexible work arrangements. It also looks at what future research can be conducted in the subject area of this study. Limitations of the research

6.2 Conclusions on empirical study

Employees prefer a flexible work arrangement in their workplace. This was noted in both the findings of the study as well as in the literature review. Whilst some employees enjoy the benefit of flexible work arrangements, others are currently not and would like to do so. Flexible work arrangements lead to lower levels of stress, better work life balance and increase morale amongst employees which in turn results in job satisfaction, higher productivity and better performance. Employees of all age groups see the need for a flexible work environment. Proper implementation and monitoring can lead to the success in the introduction and sustainability of flexible work arrangements in the workplace

6.3 Implications of findings

The employer can have a better understanding of the reasons behind the number of absenteeism and late coming that is currently occurring. By evaluating the number of employees who have dependants relying on them to take care of their needs and the number of employees studying, the organisation can look at ways to accommodate these individuals. If these individuals do not currently make use of a flexible work arrangement that is offered by the employer, they should be encouraged to do so. In cases where no Flexible work arrangement is offered, the organization needs to evaluate and look at what can be offered

6.4 Limitations of research study

Generalization of results because of the small sample size can be limiting. The possibility that misrepresentation of the population was not met as an equal amount of employees in different age categories were not sampled and one of the research questions looked at whether age was a determinant in needing a flexible work arrangement. Research questions were completed via questionnaire and no contact was made, participants who did not properly understand the

questionnaire had no way of asking for an explanation without remaining anonymous which could have resulted in them not answering the question correctly. Respondents were from one geographical area, it was not possible to compare data of employees from a variety of locations or departments. Location can have a considerable impact on absenteeism and time management due to weather conditions, distances from home to work and availability of transportation to work.

6.5 Recommendations to solve the Research problem

The following are recommendations that are based on the findings and discussions.

Organisations should engage with employees on a continuous basis to assist in work life balance as creating a work life balance for employees enables improved productivity and performance as well as increases morale and job satisfaction. A work life balance helps reduce work life conflict and can be achieved through various flexible work arrangements. Policies must take into consideration the goal of the organization and the adaptability of flexible work arrangements to specific environments. It may not be practical for business units to allow employees to work from home if they are required to do location specific work such as maintenance of buildings, delivering or commissioning substations but project management can be easily managed remotely through the use of technology.

Current offerings of flexible work arrangements to employees show that the organization is proactive and understands the needs of employees. Some respondents stated that they were offered flextime and telecommuting whilst a considerable number of employees, 33%, stated that no flexible work arrangement was offered to them, this could be due to inconsistent answering or difference in management styles amongst managers.

Flextime is the most ideal flexible work arrangement that can suite most employees and employers'. It is easy to manage as employees work their 40 hour week in a location specified by the employer, usually an open planned office. Flextime allows employees to start work early or later depending on their needs. By doing so, employees have some autonomy on the structuring of their working times which can help them create a work life balance.

Telecommuting results in a reduction of travel related time, cost and frustration that employees encounter when travelling to and from the workplace on a daily basis (Burgmann,2012).It also helps employees solve the problems of absenteeism and late coming whilst ensuring productivity through monitoring employee performance. Moreover the

employer also saves as reducing office space results in paying less rent, utilities, maintenance and parking costs. Employees can work with wireless devices and be contacted over the telephone or cell phone. Furthermore meetings can be arranged through teleconference or videoconference which can be set up via smart devices. Also incidents such as strikes, terrorist attacks or bad weather conditions that hamper travelling will not affect employees reaching their office place and halting work. Human resources and support services, within shared services, where an employee's work depends on communication resources such as telephones and access to email will be suited for work in a telecommuting environment.

Other options included compressed work weeks where employees can work extra hours during the week and get every Friday off. This is easily manageable and enables the employer to still achieve a 40 hour work week in 4 days. Result oriented work environment can also be considered a flexible work arrangement. This would work particularly well in a project environment or an environment where employees are given specific tasks just for the day. When the task is completed the employee is allowed to leave. This encourages employees to complete tasks allocated to them faster. Steps need to be taken to ensure that quality is not compromised by speed. This type of flexible work arrangement will work particularly well in the billing department within Eskom, shared services.

A Canadian discussion paper highlighted the possible need for employers to adapt workplace policies to accommodate flexible work arrangements in the workplace (Canada, 2016: 9). Such changes may include a change in the way an employee is supervised and appraised as well as costs that may arise from arrangements such as telecommuting. Effective implementation of a flexible work arrangement results in success but hinges on a mutual responsibility of both the employer and employees who need to respect the legalities of the arrangement being made as reported in the discussion paper (Canada, 2016: 22). Moreover a monitoring system to measure outputs of employee performance must be set up to assess the progress in meeting the desired results for both the employee and the employer. Furthermore basic requirements for reporting must be communicated to employees upfront as this will allow for tracking performance. A flexible work arrangement should benefit employers by increasing productivity, retaining employees and reducing absenteeism.

6.6 Recommendations for future studies

This study was undertaken in a state owned company, it is recommended that further research be conducted in the private sector so a correlation can be drawn between flexible work arrangements in the public sector compared to the private sector.

Further research in different geographical areas within the country can be conducted to gain insight on views on flexible work arrangement. Research in different geographical areas can expose researchers to individuals living in urban and rural areas and can help the researcher in understanding where the need of flexible work arrangements is the greatest.

South Africa has a large gap between high income and low income citizens as well as very few tertiary educated citizens. Further research in to comparing accessibility of flexible work arrangements to these individuals could be undertaken.

Further research can be used to analyse how differences in culture affects an individual's feelings towards flexible work arrangements and a look at the main reasons or causes for these differences.

6.7 Summary

Time management problems stem from an imbalance of personal and work commitments that employees are faced with Flexible work arrangements help employees create a work life balance. When employees have a balance between work and life commitments their stress levels decrease thus allowing them to have a better quality of life at home and at work. Decreased stress levels are an indication that employees are satisfied with their job and a satisfied employee performs better. Improving performance can result in increased productivity. It is therefore wise for organizations to look at how flexible work arrangements can assist in balancing employees work life commitments.

References

- Ackah, D. 2015. The impact of motivation on employee performance in the manufacturing industry in Ghana. *Global Journal of Management Studies and Researches*, vol.1, no 5, pp. 291-310. [online]. Available: <http://www.academicjournalscenter.org/> (Accessed 10 March 2017).
- Adikaram, D. S. R. 2016. Impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. *International Journal of scientific research and innovative technology*, vol. 3, no. 11, pp. 2313-3759.
- Alderfer, C.P. 1969. An Empirical Test of a New Theory of Human Needs. *Organizational Behavior and Human Performance*, vol.4, no. 2, pp. 42-175.
- Ali, W. 2016. Understanding the Concept of Job Satisfaction, Measurements, Theories and its Significance in the Recent Organizational Environment: A Theoretical Framework. *Archives of Business Research*, vol. 4, no. 1, pp. 100-111.
- Allen, T. D., Johnson, R. C., Kiburz. And Shockley, K. M. 2013. Work-family conflict and flexible work arrangements: Deconstructing flexibility, *Personnel Psychology*, vol. 66, no.2, pp. 345-376.
- Altunta, S. 2014. Factors affecting the Job Satisfaction levels and quit intentions of academic nurses. *Nurse Education Today*, vol. 34, no. 4, pp. 513–519.
- American Time Use Survey.(2012). Bureau of American statistics U.S. department of labour. Available : https://www.bls.gov/news.release/archives/atus_06202013.pdf (Accessed 11 November 2016).
- AON . 2014. White paper– *Responding to the needs of an ageing workforce*. April, 2014. [Online]. Available: http://www.aon.com/attachments/Ageonomics-Report_April-2014.pdf (Accessed 12 June 2017)
- Arif, A and Chohan A. 2012. How job satisfaction is influencing the organizational citizenship behaviour (OCB): A study on employees working in banking sector of Pakistan. *Interdisciplinary journal of contemporary research in business*, vol. 4, no. 8, pp. 74-88.
- Armstrong, M. and Taylor, S. 2014. *Armstrong's handbook of human resource management practice* (13 ed.). London: Michael Armstrong.
- Awan, A. G. and Asghar, I. 2014. Impact of employee job satisfaction on their performance: A case study of banking sector in Muzaffargarh District, Pakistan. *Global Journal of Human Resource Management*, vol. 2, no. 4, pp. 71-94.
- Awang, A., Amir, A. R., Osman, W. and Mara, U. T. 2013. Job behavioral factors and turnover intention: A case study at Sime Darby Property Limited. *International Journal of Advances in Management and Economics*, vol. 2, no. 6, pp. 103 - 115. [Online]. Available: www.managementjournal.info (Accessed 10 March 2017).
- Aydelotte, W. O., Fogel, R. W. and Bogue, A. G. 2015. *The dimensions of quantitative research in history*. Princeton, NJ: Princeton University Press.

- Berdahl, J. and Moon, S. 2013. Workplace mistreatment of middle class workers based on sex, parenthood, and caregiving. *Journal of Social Issues*, vol. 69, no. 2, pp. 341–366.
- Bhatnagar, J. 2014. Mediator analysis in the management of innovation in Indian knowledge workers: The role of perceived supervisor support, psychological contract, reward and recognition, and turnover intention. *The International Journal of Human Resource Management*, vol. 25, pp. 1395–1416.
- Bianchi, E. C. 2013. The bright side of bad times: The affective advantages of entering the workforce in a recession. *Administrative Science Quarterly*, vol. 58, pp. 587-623.
- Bloom, N., Liang, J., Roberts, J. and Ying, Z. J. 2015. Does working from home work? Evidence from a Chinese experiment. *The Quarterly Journal of Economics*, vol. 130, pp.165–218.
- Brown, S. K. 2012. What are older workers seeking? an AARP/SHRM survey of 50+ workers. Washington, DC: AARP.[Online]. Available: http://www.aarp.org/content/dam/aarp/research/surveys_statistics/econ/2012/What-Are-Older-Workers-Seeking-An-AARP-SHRM-Survey-of-50-Plus-Workers-AARP.pdf (Accessed 14 January 2017).
- Bruyere, S., Young, J. and Maybaum, M. 2012. The aging workforce: Challenges and opportunities for providers and employers. *National Council on Rehabilitation Education*. [Online]. Available: http://www.edi.cornell.edu/download/NCRE_2012_Aging_workforce_presentation.pdf. (Accessed 10 March 2017).
- Budig, M., Misra, J. and Boeckmann, I. 2012. The motherhood penalty in cross-national perspective: The importance of work–family policies and cultural attitudes. *Social Politics*, vol. 19, pp. 163–193.
- Burgmann, L. Australia. Australian Institute of management. 2012 . Whitepaper on Management in a Flexible work environment. [Online]. Available : <https://www.wgea.gov.au/sites/default/files/AIM-Managing-in-a-Flexible-Work-Environment.pdf> (Accessed 13 March 2017).
- Burtless, G. 2013. Is an aging workforce less productive? *Brookings*. Available: <http://www.brookings.edu/blogs/up-front/posts/2013/06/10-aging-workforce-less-productive-burtless>. (Accessed 10 March 2017).
- Caillier, J. G. 2013. Satisfaction With Work-Life Benefits and Organizational Commitment/Job Involvement Is There a Connection?. *Review of Public Personnel Administration*, vol. 33, no. 4, pp. 340-364.
- Cairn, T. D . 2013. What will tip the scales for flexible work arrangements- Motivation or Collaboration?, *Employment relations today*, Wiley.
- Callegaro, M. 2013. From mixed-mode to multiple devices. *International Journal of Market Research*, vol. 55, pp. 317-320.
- Campbell, J. and Wiernik, B. 2015. The Modeling and Assessment of Work Performance. *The Annual Review of Organizational Psychology and Organizational Behavior*, vol. 2, pp. 47 - 74.

Canada. Department of Employment and Social Development. 2016. *Discussion paper on Flexible work arrangements*. [Online]. Available : <https://www.canada.ca/en/employment-social-development/programs/labour-standards-equity/consultation-flexible-work-arrangements/discussion-paper.html> (Accessed 2 December 2016).

Chen, Y. 2015. The link between flexible work arrangements and employee work outcomes: A multilevel model. [Online]. Available: <https://rucore.libraries.tutgers.edu/rutgers-lib/46320/PDF/1/> (Accessed 2 June 2017).

Chen, Z., Powell, G. N. and Greenhaus, J. H. 2009. Work-to-family conflict, positive spillover, and boundary management: A person-environment approach. *Journal of Vocational Behavior*, vol. 74, pp 82-93.

Chen, I. H., Lai, I. C., Lin, Y. T. and Cheng, Y. Y. 2005. Blurring boundaries: The working-at-home employees' job involvement, sex division of labor, work-family boundary management, and work-to-family conflict. *Proceeding of EURAM Conference*, Germany, 2005.

Cho, E., Tay, L., Allen, T. and Stark, S. 2013. Identification of a dispositional tendency to experience work-family spillover. *Journal of Vocational Behavior*, vol. 82, no. 3, pp. 155-266.

Choo, L. S., Mat, N. and Al-Omari, M. 2013. Organizational practices and employee engagement: A case of Malaysia electronics manufacturing firms. *Business Strategy Series*, vol. 14, no. 1, pp. 3-10.

Choudhary, N., Singh NK (2016). Work – family balance as per life stage and total experience : An empirical study among officers of defence (Central Public Sector enterprises) in Bangalore, *US journal of organizational behaviour, Hyderabad*, 15(1), 49-70.

Chughati, F. D. and Perveen, U. 2013. A Study of Teachers Workload and Job Satisfaction in Public and Private Schools at Secondary Level in Lahore City Pakistan, vol. 2, no. 1, pp. 202-214.

Cooper, D. and Schindler, P. 2014. *Business Research Methods*. 12th ed. New York: McGraw-Hill Education, pp.142-169.

Cotti, C. D., Haley, M. R. and Miller, L. A. 2014. Workplace Flexibilities, Job Satisfaction and Union Membership in the US Workforce. *British Journal of Industrial Relations*, vol. 52, no. 3, pp. 403-425.

Crate, E. 2012. Flexibility for whom: Control over work flexibility in the U.S. *Feminist Economics*, vol. 18, no. 1, pp. 39-72.

Creswell, J. W. 2014. *Research Design*. 4th edition, Sage Publishers, Los Angeles.

Damij, N., Levnajić, Z., Skrt, V. R. and Suklan, J. 2015. What motivates us for work? Intricate web of factors beyond money and prestige. *PloS One*, vol. 10, no. 7, pp. 1-13.

DeLong, D. 2004. *Lost knowledge: Confronting the threat of an aging workforce*, (Oxford university press).

- Denscombe, M. 2014. *The good research guide: for small-scale social research projects* (5th ed). London, UK: McGraw-Hill Education.
- Derby-Davis, M. J. 2014. Predictors of nursing faculty's job satisfaction and intent to stay in academe. *Journal of Professional Nursing*, vol. 30, no. 1, pp. 19-2.
- Desrochers, S. and Sargent, L.D. 2002. *Boundary/Border Theory and Work-Family Integration*. A Sloan Work and Family Encyclopedia Entry, Chestnut Hill, MA: Boston College.
- Dobre, O. 2013. Employee motivation and organizational performance. *Review of applied socio-Economic Research*, vol. 5, no.1, pp. 53-60.[Online]. Available: <http://www.reaser.eu> (Accessed 2 June 2017).
- Dodou, D. and de Winter, J. C. F. 2014. Social desirability is the same in offline, online, and paper surveys: A meta-analysis. *Computers in Human Behavior*, vol 36, pp. 487-495.
- Dodson, L. 2013. Stereotyping low-wage mothers who have work and family conflicts. *Journal of Social Issues*, vol. 69, no. 2, pp. 257-278.
- Duggah, S.I. and Dennis, A. 2014. Job satisfaction theories: Traceability to employee performance in organizations, vol. 16, no. 5, pp. 11-18.
- Dutcher, E. G. 2012. The effects of work from home on productivity: An experimental examination. The role of dull and creative tasks. *Journal of Economic Behavior & Organization*, vol.84, pp. 355–363.
- Edrak BB, Fah BCY, Gharleghi B. and Seng TK. 2013. The Effectiveness of Intrinsic and Extrinsic Motivation: A Study of Malaysian Amway Company's Direct Sales. *International Journal of Business and Social Science*, vol. 4, no.9, pp. 96-103.
- Efferin, S. and Hartono, M. S. 2015. Management control and leadership styles in family business: An Indonesian case study. *Journal of Accounting & Organizational Change*, vol. 11, no. 1, pp. 130-159.
- Elnaga, A. and Imran, A. 2013. The effect of training on employee performance. *European Journal of Business and Management*, vol. 5, no. 4, pp. 137-147.
- Falk, J. R. 2015. Comparing Federal and Private Sector - Wages Without Logs. *Contemporary Economic Policy*, vol. 33, no. 1, pp. 176-189.
- Fernandez, S. and Moldogaziev, T. 2013. Using employee empowerment to encourage innovative behavior in the public sector. *Journal of Public Administration Research and Theory*, vol. 23, no. 1, pp. 155-187.
- Foss, N. and Hallberg, N. 2013. How symmetrical assumption advance strategic management research. *Strategic Management Journal*, vol. 35, pp. 903-913.
- Fu, W. 2014. The impact of emotional intelligence, organizational commitment, and job satisfaction on ethical behavior of Chinese employees. *Journal of Business Ethics*, vol. 122, pp.137-144.

Funmilola, O., Sola, K. and Olusola, A. 2013. Impact Of Job Satisfaction Dimensions On Job Performance In A Small And Medium Enterprise In Ibadan, South Western, Nigeria. *Interdisciplinary Journal of Contemporary Research in Business*, vol.4, no. 11, pp. 509-521.

Garcia, M. U., Lajara, B. M., Sempere, V. S. and Lillo, F. G. 2013. Training policy and organisational performance in the Spanish hotel industry. *The International Journal of Human Resource Management*, vol. 24, pp. 2851-2875.

Gathungu, J. and Wachira H. W. 2013. Job Satisfaction Factors that Influence the Performance of Secondary School Principals in their Administrative Functions in Mombasa District, Kenya. *International Journal of Education and Research*, vol. 1, no. 2, pp. 1-15. [Online]. Available: <http://www.ijern.com/images/February-2013/08.pdf> (Accessed 11 January 2017).

Ghazi, S. R., Shahzada, G. and Khan, M. S. 2013. Resurrecting Herzberg's two factor theory: An implication to the university teachers. *Journal of Educational and Social Research*, vol. 3, no.2, pp. 445-451.

Glowinkowski, S.P. and Cooper, C. L. 1986. Managers and professionals in business/industrial settings: The research evidence. *Journal of Organizational, Behaviour and Management*. vol. 8, no. 2, pp. 177-193.

Godfrey, S. (2014) 'Factors influencing employee job satisfaction and its impact on employee performance: A case of Unilever Kenya'. MBA thesis, Chandaria school of Business –United States International University, Nairobi city Kenya.

Goldsmith, B. 2013. Yahoo memo sparks debate on pros and cons of working at home. [Online]. Available : <http://www.reuters.com/article/2013/02/26/us-workplace-flexibility-idUSBRE91POS720130226>. (Accessed 15 March 2017).

Gray, D. E. 2013. *Doing research in the real world (Third Edition)*. London, UK: Sage.

Greenhaus, J. and Singh, R. 2003. *Work-family linkages, A Sloan Work and Family Encyclopedia Entry*. Chestnut Hill, MA: Boston College.

Hair Jr, J. F., Wolfinbarger, M., Money, A. H., Samouel, P. and Page, M. J. 2015. *Essentials of business research methods* (2nd ed). New York, NY: Routledge.

Harputlu, S. 2014. Job Satisfaction and Its Relation with Perceived Workload: An Application in a Research Institution. Middle East Technical University, Department of Industrial Engineering. *Research online*. [Online]. Available: etd.lib.metu.edu.tr/upload/12618134/index.pdf (Accessed 10 February 2017).

Hart, P.M. 1999. Predicting employee life satisfaction: A Coherent model of personality, work and non work experience, and domain satisfaction. *Journal of Applied Psychology*, vol.84, no. 4, pp. 564-584.

Herzberg, F. 1974. Motivation-hygiene profiles: Pinpointing what ails the organization. *Organizational Dynamics*, vol. 3, no. 2, pp. 18-29.

Hertzberg, F., Mausner, B. and Snyderman, B. 1959. *The Motivation to Work* (2nd ed.). New York, NY.

- Herzberg, F. 2003. One more time: how do you motivate employee? *Harvard Business Review*, vol. 81, pp. 56–96.
- Horga, G., Kaur, T. and Peterson, B. 2014. Annual research review: Current limitations and future directions of MRI studies of child and adult onset development psychopathologies. *Journal of Child Psychology and Psychiatry*, vol. 55, no. 6, pp. 659-680.
- Ibrahim, M., Ahmed, S. F., Khan, N., Khan, Y., Awan, Z. M., Shadid, M. K. and Kareem, A. 2012. Influencing Factors of Job Satisfaction in Technical Organization. *Journal of Economics and Behavioral Studies*, vol. 4, no. 3, pp. 172–179.
- Indermun, V. and Bayat, M. 2013. The Job satisfaction-Employee performance relationship: a theoretical perspective. *International journal of Innovative Research in Management*, vol. 11, no. 2, pp. 1-9.
- Ionel-Alin, L. and Irimie Emil, P. 2013. Conceptual delimitations on sustainable development. *Annals of the University of Oradea Economic Science Series*, vol. 22, no. 1, pp. 252 - 261.
- Issa, A. M., Ahmed, F. and Gelaidan, H.M. 2013. Job satisfaction and turnover intention based on sales person standpoint. *Midd. East J. Sci. Res.*, vol. 14, pp. 525-531.
- Javed, M., Balouch, R. and Hassan, F. 2014. Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions. *International Journal of Learning & Development*. Vol.4, no. 2, pp. 120-140.
- Jones, K. and Jones, E. 2011. Flexible working practices in the UK: Gender and management perspectives. *Journal of women in society*, vol. 2, pp. 1-8.
- Jyothi, V. and Jyothi, P. 2012. Assessing work-life balance: From emotional intelligence and role efficacy of career women. *Advances in Management*, vol. 5, no. 6, pp. 35-43.
- Kappagoda, S. 2012. Job Satisfaction and Its Impact On Task And Contextual Performance In The Banking Sector In Sri Lanka. *1st International Conference on Management and Economics 2012*. Sahiwal: COMSATS Institute of Information Technology.
- Kelly, E., Moen, P., Oakes, J., Fan, W., Okechukwu, C., Davis, K., Hammer, L., Kossek, E., King, R., Hanson, G., Mierzwa, F. and Casper, L. 2014. Changing Work and Work-Family Conflict: Evidence from the Work, Family, and Health Network. *American Sociological Review*, vol. 79, no. 3, pp. 485-516.
- Khalid, S., Irshad, M. Z. and Mahmood, B. 2012. Job satisfaction among academic staff: A comparative analysis between public and private sector universities of Punjab, Pakistan. *International Journal of Business and Management*, vol. 7, no. 1, pp 126-136.
- Kossek, E. E., Hammer, L. B., Thompson, R. J. and Burke, L. B. 2014. Leveraging workplace flexibility: Fostering engagement and productivity, SHRM Foundation's Effective Practice Guidelines Series, SHRM Foundation, Alexandria, VA. [Online]. Available: <http://www.shrm.org/about/foundation/products/Documents/9-14%20Work-Flex%20EPG-FINAL.pdf>. (Accessed March 2017).

- Kumar, H. and Chakraborty, S. K. 2013. Work-life balance: A key to organizational efficacy. *Aweshkar Research Journal*, vol. 15, no.1, pp. 62-70.
- Lambert, S. J. 1990. Processes linking work and family: Acritical review and research agenda. *Human Relations*, vol. 43, no. 3, pp. 239-257.
- Leiter, M. P. 2014. Key worklife areas contributing to health care burnout: Reflections on the ORCAB project. *British Journal of Health Psychology*, vol. 20 ,pp. 223 –227.
- Leslie, L. M., Manchester, C. F., Park, T. and Mehng, S. A. 2012. Flexible work practices: A source of career premiums or penalties. *Academy of Management Journal*, vol. 55, pp. 1407 - 1428.
- Locke, E A. 1976. *The nature and causes of job satisfaction*. Handbook of industrial and Organizational Psychology, Chicago, Rand McNally.
- Lunau, T., Bambra, C., Eikemo, T., van der Wel, K. and Dragano, N. 2014. A balancing act? Work-life balance, health and well-being in European welfare states. *The European Journal of Public Health*, vol. 24, no. 3, pp. 422-427.
- Lyness, K. S., & Judiesch, M. K. 2014. Gender egalitarianism and work–life balance for managers: Multisource perspectives in 36 countries. *Applied Psychology*, vol. 63, no. 1, pp. 96-129.
- Maslow, A.H. 1943. A Theory of Human Motivation. *Psychological Review*, vol. 50, no. 4 , pp. 370-396.
- Maslow, A.H., (1969)., "The farther reaches of human nature". *Journal of Transpersonal Psychology*, 1(1), 1-9.
- Masuda, A.D., Poelmans, S.A.Y., Allen, T.D., Spector, P.E., and Moreno-Velazquez, I. 2012. Flexible Work Arrangements Availability and their Relationship with Work-to-Family Conflict, Job Satisfaction, and Turnover Intentions: A Comparison of Three Country Clusters. *Applied Psychology: an International Review*, vol. 61, no. 1, pp. 1–29.
- Matkar, A. 2012. Cronbach's alpha reliability coefficient for standard of customer services in Maharashtra state cooperative bank. *IUP Journal of Bank Management*, vol. 11, no. 3, pp. 89-95.
- Matos, K., Galinsky, E. 2012. *National Study of Employers*. Families and Work Institute. New York. [Online]. Available: familiesandwork.org/site/research/reports/NSE_2012.pdf (Accessed 21 January 2017).
- Medina, E. 2012. Job satisfaction and employee turnover intention: What does organizational culture have to do with it?. MA Thesis, Columbia University, New York City, Manhattan. [Online]. Available: <https://academiccommons.columbia.edu/catalog/ac%3A15662> (Accessed 10 April 2017).
- McGilton, K. S., Boscart, V. M., Brown, M. and Bowers, B. 2013. Making tradeoffs between the reasons to leave and reasons to stay employed in long-term care 191homes: Perspectives of licensed nursing staff. *International Journal of Nursing Studies*, vol. 51, no. 6, pp.917-926.

- Moccia, S. 2016. Happiness At Work. *Psychologist Papers*, vol. 37, no. 2, pp. 143-151.
- Moss,E. 2012. Results oriented work environments a product of changing work landscape. 5 January 2012.[Online]. Available : <https://opensource.com/education/12/1/results-oriented-work-environment-product-changing-work-landscape> (Accessed 18 May 2017).
- Mowday, R. T., Porter, L. W.and Steers, R. M. 2013. *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*. London, UK: Academic press.
- Murphy, F. J. and Yelder, J. 2010. Establishing rigor in qualitative radiography research. *Radiography*, vol. 16, no. 1, pp. 62-67.
- Nienaber, H, and Masibigiri, V. 2012. Exploring factors influencing voluntary turnover intent of generation X public servants: A South African case. *Acta Commercii*,12,67-84.
- Njanja, W. L., Maina, R. N., Kibet, L. K. and Njagi, K. (2013). Effect of reward on employee performance: A case of Kenya power and lighting company Ltd., Nakuru, Kenya. *International Journal of Business and Management*, vol.8, no. 21, pp. 41-49.
- Nohe, C. and Sonntag, K. 2014. Work–family conflict, social support, and turnover intentions: A longitudinal study. *Journal of Vocational Behavior*, vol. 85, no. 1, pp 1-12.
- Noonan, M.C. and Glass, J. (2012), “*The hard truth about telecommuting*”, *Monthly Labor Review*, Vol. 135 No. 6, pp. 38-45
- North, M. and Hershfield, H. 2014. Four ways to adapt to an aging workforce. *Harvard Business Review*. [Online]. Available: <https://hbr.org/2014/04/four-ways-to-adapt-to-an-aging-workforce/>. (Accessed March 2017).
- O'Reilly, M. and Parker, N. 2013. Unsatisfactory saturation: A critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative Research*, vol.13, no. 2, pp. 190–197.
- Ott,R. L., Longnecker, M. T. (2016). Introduction to statistical methods and data analysis. (7th ed.). Cengage learning, Texas.
- Palanski, M., Avey, J. and Jiraporn, N. 2014. The effects of ethical leadership and abusive supervision on job search behaviors in the turnover process. *Journal of Business Ethics*, vol. 121, no. 1, pp. 135-146.
- PalkiSetia, P. S. 2015. Impact of flexible working hours on work-life balance. *International journal of recent scientific research*,vol. 6, no. 4, pp. 3567- 3569.
- Panaccio, A., Vandenberghe, C. and Ben-Ayed, A.K. 2014. The role of negative affectivity in the relationships between pay satisfaction, affective and continuance commitment and voluntary turnover: A moderated mediation model. *Human relations*, vol. 67, no. 5, pp. 821-848.
- Paullin, C. 2014. The aging workforce: Leveraging the talents of mature employees. *SHRM Foundation*. [Online]. Available:<http://www.shrm.org/about/foundation/products/Documents/Aging%20Workforce%20EPG-FINAL.pdf>. (Accessed 20 May 2017).

- Pedersen, V. and Jepperen, H. 2012. Contagious flexibility? A study on whether schedule flexibility facilitates work-life enrichment. *Scandinavian journal of Psychology*, Vol. 53, no. 4, pp. 347-359.
- Pietersen, C., Oni, O.A. (2014). Employee Turnover in local government department. *Mediterranean Journal of Social Sciences*. 5(2).
- Platis, C., Reklitis, P. and Zimeras, S. 2015. Relation between job satisfaction and job performance in healthcare. *Procedia - Social and Behavioral Sciences*, vol. 175, pp. 480 - 487.
- Porter, S. and Ayman, R. 2010. Work flexibility as a mediator of the relationship between work-family conflict and intention to quit. *Journal of management and organization*, vol. 16, no. 3, pp. 411-424.
- Prottas, D. 2013. Relationships among employee perception of their manager's behavioral integrity, moral distress, and employee attitudes and wellbeing. *Journal of Business Ethics*, vol. 113, no. 1, pp. 51-60.
- Ramprasad, K. 2013. Motivation and Workforce Performance in Indian industries. *Research Journal of Management Sciences*. Vol, 2, no. 4, pp. 25-29.
- Regus.com. 2012. *Flexibility drives productivity*. [Online]. Available : http://www.danskh.dk/media/1606/full_report_flexible_working.pdf (Accessed 18 May 2017).
- Richardson, F.W. 2014. Enhancing strategies to improve workplace performance. [Online]. Available: scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=1105&context=dissertations (Accessed 2 February 2017).
- Robbins, S. and Judge, T. (2013). *Organizational behavior* (15th ed.). Pearson, Boston.
- Roche, M. and Haar, J. M. 2013. A metamodel approach towards self-determination theory: A study of New Zealand managers' organizational citizenship behaviors. *The International Journal of Human Resource Management*, vol. 24, no.18, pp. 3397-3417.
- Rupert, P. A., Stevanovic, P., Hartman, E. R. T., Bryant, F. B. and Miller, A. 2012. Predicting work-family conflict and life satisfaction among professional psychologists. *Professional Psychology: Research and Practice*, vol. 43, pp. 341-348.
- Saeed, I., Waseem, M., Sikander, S., Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International journal of learning and development*, 4(2).
- Sekaran, U. and Bougie, R. 2013. *Research Methods for Business: A skill Building Approach*. John Wiley and Sons, New York.
- Sample size calculator. 2015. Available : <https://www.surveymonkey.com/mp/sample-size-calculator/> (Accessed 10 January 2017).

Shagvaliyeva, S. and Yazdanifard, R. 2014 . Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*, Vol. 4, pp. 20-23.

Shmailan, A. 2016. The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics Original Research Article*, vol. 4, no. 1, pp. 1-8.

Shockley, K.M. and Allen, T.D. 2012. Motives for flexible work arrangement use. *Community, Work & Family*, vol. 15, no. 2, pp. 217-231,

SHRM. 2012. *2012 employee job satisfaction and engagement: How employees are dealing with uncertainty*. Alexandria, VA: Society for Human Resource Management (SHRM). [Online]. Available: http://www.shrm.org/LegalIssues/StateandLocalResources/StateandLocalStatutesandRegulations/Documents/12-0537%202012_JobSatisfaction_FNL_online.pdf (Accessed 20 February 2017).

Society for Human Resource Management. 2015. *Employee job satisfaction and engagement report*. [Online]. Available: <http://www.shrm.org/research/surveyfindings/pages/job-satisfaction-and-engagement-report-optimizing-organizational-culture-for-success.aspx> (Accessed 11 May 2017).

Sinha, K. and Trivedi, S. 2014. Employee engagement with special reference to Hertzberg two factor and LMX theories: A study of I.T sector. *SIES Journal of Management*, vol. 10, no. 1, pp. 22-35.

Solanki, K. R. 2013. Flextime Association with Job Satisfaction, Work Productivity, Motivation & Employees Stress Levels, *Journal of Human Resource Management*. vol. 1, no. 1, pp. 9-14.

Sonnentag, S., Volmer, J. and Spychala, A. 2008. Job Performance. (B. Julian, Ed.) *SAGE*, 1, pp. 427-447.

Stats SA. Census 2011. [Online]. Available: <http://www.statssa.gov.za/> (Accessed 10 March 2017).

Stinchcomb, J. B. and Leip, L. A. 2013. Turning off jail turnover: Do generational differences matter?. *Criminal Justice Studies*, vol. 26, no. 1, pp. 67-83.

Stroup C. and Yoon. J. 2016. What impact do flexible working arrangements (FWA) have on employee performance and overall business results?. [Online]. Available: digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1121&context=student (Accessed 26 January 2017).

Sturges, J. 2012. Crafting a balance between work and home. *Human Relations*, vol.65, no. 12, pp.1539-1559.

Sukriket, P. 2015. The relationship between job satisfaction and turnover intention of Thai software programmers in Bangkok, Thailand. *AU Journal of Management*, vol. 12, no. 2. pp. 42–52.

Sypatak, M.J, Marsland, D.W. and Ulmer, D. 1999. Job satisfaction: Putting theory into practice. *Fam Practice Management*. vol. 6, no. 9, pp. 26-30.

- Sypniewska, B. A. 2014. Evaluation of factors influencing job satisfaction. *Contemporary Economics*, vol. 8, no. 1, pp. 57-72.
- Tajlil, M. H. 2014. A framework for promoting women's career intentionality and work-life integration. *The Career Development Quarterly*, vol. 62, no. 2, pp. 254-267.
- Tariq, M., Ramzan, M. and Riaz, A. 2013. The impact of employee turnover on the efficiency of the organization. *Interdisciplinary Journal of Contemporary Research in Business*, vol. 4, no. 9, pp. 700 - 711.
- Tehseen, S. and Ul Hadi, N. 2015. Factors influencing teachers' performance and retention. *Mediterranean Journal of Social Sciences*, vol. 6, no. 1, pp. 233-244.
- Timeware, 2015. Absenteeism, productivity and the bottom line. *Timeware workforce management study*. [Online]. Available: <https://www.timeware.co.uk/download/.../timeware-report-June-2015-absenteeism.pdf> (Accessed 14 February 2017).
- TNS Infratest and ZEW. 2014. Monitoring-Report: Digital Economy 2013-Digitalization and the new working world. *Bundesministerium fur Wirtschaft und Energie*, Berlin.
- Uduji, J. I. 2013. Hygiene factors: The foundations for heightening the marketing executives' motivation in the banking industry in Nigeria. *European Journal of Business and Management*, vol. 5, no. 15, pp. 68-75.
- University of Minnesota Libraries Publishing. 2015. *Principles of Management* (2015 ed.). Minneapolis: University of Minnesota.
- Varatharaj, V. and Vasantha, S. 2012. Work Life Balances A Source Of Job Satisfaction – An Exploratory Study On The View Of Women Employees In The Service Sector. *International Journal of Multidisciplinary Research*, vol. 2, no. 3, pp. 450-458.
- Vandello, J. A., Hettinger, V.E., Bosson, J.K. and Siddiqi, J. 2013. Why equal really isn't equal: The masculine dilemma of seeking work flexibility. *Journal of Social Issues*, 69(2), 303-321.
- Venkatesh, V., Brown, S. and Bala, H. 2013. Bridging the qualitative-quantitative divide: Guidelines for conducting mixed methods research in information systems. *MIS Quarterly*, vol. 37, no. 1, pp 21-54. [Online]. Available : <https://arizona.pure.elsevier.com/en/publications/bridging-the-qualitative-quantitative-divide-guidelines-for-condu>. (Accessed 10 October 2016).
- Vroom V H. 1964. *Work and motivation*. Carnegie Institute of Technology, Pittsburgh. PAJ New York: Wiley.
- Watson, T. 2012. *Sociology, Work and Organization*. London: Routledge.
- Wattis, L., Standing, K. and Yerkes, M. 2013. Mothers and work-life balance: Exploring the contradictions and complexities involved in work-family negotiation. *Community, Work & Family*, vol. 16, no. 1, pp. 1-19.

Wells, R. S., Kolek, E. A., Williams, E. A. and Saunders, D. B. 2015. How we know what we know: A systematic comparison of research methods employed in higher education journals, 1996–2000 v. 2006–2010. *Journal of Higher Education*, vol. 86, no. 2, pp. 171–198.

Wheatley, D. 2016. Employee satisfaction and use of flexible working arrangements. *Work, Employment & Society*. vol. 31, no. 3, pp. 567–585.

Whitehouse.gov. 2014. Presidential Memorandum – Enhancing *Workplace Flexibilities and Work-Life Program*. 10 November , 2014. [Online]. Available: <https://obamawhitehouse.archives.gov/the-press-office/2014/06/23/presidential-memorandum-enhancing-workplace-flexibilities-and-work-life-> (Accessed 12 September 2016).

Working Families Flexibility Act of 2013. (2013). 113th Congress (2013-2014). Available : <https://www.congress.gov/bill/113th-congress/house-bill/1406> (Accessed 10 June 2017).

Wright, T.A. and Cropanzano, R. 2000. Psychological well-being and job satisfaction as Predictors of job performance. *Journal of occupational Health Psychology*. vol. 5, no. 1, pp. 84–94.

Yadav, P. and Aspal, J. 2014. Importance of job satisfaction and talent management. *International Journal of Research in IT & Management*, vol. 4, no. 7, pp. 5 -65. [Online]. Available: <http://www.indianjournals.com> (Accessed 24 November 2016).

Yin, R. K. 2014. *Case study research: Design and methods* (5th ed.). Thousand Oaks, CA: Sage Publications, Inc.

Zaim, H., Kurt, I. and Tetik, S. 2012. Casual Analysis of Employee Satisfaction and Performance: A Field Study in the Finance Sector. *International Journal of Business And Management Studies*, vol.4, no. 2, pp. 31–42.

Appendices

Annexure A: Online Questionnaire

Hello:

You are invited to participate in our survey Flexible work arrangement, job satisfaction and performance. Approximately 100 people will be asked to complete this survey that asks questions about Flexible Work arrangements, job satisfaction and performance. It will take approximately 5 minutes to complete the questionnaire.

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. It is very important for us to learn your opinions.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential. If you have questions at any time about the survey or the procedures, you may contact Lucille Govender at (031) 240 7938 or by email at govendl@eskom.co.za

Thank you very much for your time and support. Please give consent to complete the survey by clicking the checkbox below.

☐ I agree

Q1

* What is your Gender

☐ Male

☐ Female

Q2

* What is your age

☐ 20-25

☐ 25-35

☐ 35-45

☐ 45-60

☐ 50-60

☐ 60+

Q3

* Please specify your Race

☐ African

☐ Asian

☐ European

☐ Coloured

Q4

* What is your marital status

☐ Single

☐ Married

☐ Divorced

☐ Widowed

Q5

* What is your highest qualification

- ☐ Matric ☐ Diploma ☐ Bachelors Degree ☐ Masters/Doctorate ☐ No Formal Education

Q6

* How many years experience do you have in the Business

- ☐ Less than 5 years ☐ Between 5-10 years ☐ Between 10-15 years ☐ 15+ year

Q7

* If your employer currently offers you a flexible work arrangement, what type is being offered

- ☐ Flextime ☐ Job Commuting ☐ Compressed work week ☐ None of the above
- ☐ Other

Q8

* Do you take care of children under the age of 16

- ☐ Yes ☐ No

Q9

* Do you have Adult dependents who need you to take care of them

- ☐ Yes ☐ No

Q10

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with my current work arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would prefer to be involved in structuring my working times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I come late to work and leave earlier from work because of personal commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find it difficult to balance my work-life commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A flexible work arrangement will help balance my work-life commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A flexible work arrangement will make me want to stay in my company's employ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often need time off during a working day to take care of personal commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to spend time with my kids after they finish school but my working hours do not enable me to do so	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to further my studies but my working arrangement, where I am based and office hours, makes it difficult	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11

How would you rank the following work arrangements according to your needs and preferences where 1 is the most * important and 4 least important. Each must have a unique number from 1 to 4, no number should be repeated more than once

Flextime (Structuring start and end times according to individual needs)

Telecommuting (Working from home)

Compressed work week (Working 40 hours in 4 days instead of 5)

Result Orientated work environment (Work according to outputs, not based on time)

Q12

Please add any comments or suggestions that you may have.

Annexure B: Ethical Clearance



12 April 2017

Ms Lucille Govender (200307265)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Govender,

Protocol reference number: HSS/0333/017M

Project title: Flexible work arrangements, job satisfaction and performance within Eskom Shared services

Full Approval – Expedited Application

In response to your application received on 07 April 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Professor Stephen Migiro
Cc Academic Leader research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee
Dr Shanuka Singh (Chair)
Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Telephone: +27 (0) 31 250 0007/0360/4657 Facsimile: +27 (0) 31 250 4609 Email: smigiro@ukzn.ac.za / shnamam@ukzn.ac.za / mtshun@ukzn.ac.za
Website: www.ukzn.ac.za

 1910 - 2010 
100 YEARS OF ACADEMIC EXCELLENCE

Founding Campuses  Edgwood  Howard College  Medical School  Pietermaritzburg  Westville

Annexure C : Turnitin Report Summary

Flexible work arrangements,Job satisfaction and Performance

ORIGINALITY REPORT			
1%	1%	0%	0%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	www.csef.ca Internet Source		1%

EXCLUDE QUOTES	ON	EXCLUDE MATCHES	< 1%
EXCLUDE BIBLIOGRAPHY	ON		