



THE IMPACT OF FLEXIBLE WORKING HOURS ON EMPLOYEE JOB SATISFACTION

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ABSTRACT

To meet individual needs and enhance workplace outcomes, particularly in response to varying employee expectations, flexible working hours are a crucial part of modern working practices. Flexible hours may give workers more control over their time, support work-life balance, and increase job satisfaction. Meanwhile, flexible working arrangements may also create issues for communication, collaboration, and the continuity of working relationships. This study discusses the effect of flexible working hours on staff satisfaction at work, as well as the advantages and obstacles of flexible working arrangements. It also evaluates how flexible working hours affect staff members' desire to stay with their current organizations and their organizational commitment. This study is a quantitative, cross-sectional survey based on Primary data collected using a structured questionnaire. The questionnaire asks about participants' demographic characteristics, such as age, gender, qualifications, work experience, job position, type of organization, and work arrangement. It also includes employees' perceptions of the schedule's effectiveness, work-life balance, job satisfaction, intentions to stay with the organization, working relationships with colleagues, and problems with productivity and communication. Answers to the question highlight employees' perceptions of flexible working hours under remote, hybrid, and on-site work setups. The results emphasize the need for flexible working policies that consider employee autonomy, operational and communication needs, and the team coordination required.

Keywords: Flexible Working Hours, Job Satisfaction, Work-Life Balance, Employee Retention, Organizational Commitment, and Productivity

1. INTRODUCTION

Digital technologies, evolving employee expectations and alternative working arrangements have effected a significant shift in how people work. Traditional working time systems are increasingly accompanied by so-called flexible working time, where workers have greater autonomy over where and when they work (in some instances, working on location rather than from their desk). Flexible working hours may include flexible start/finish times, remote working, and arrangements such as hybrid working, where a worker selects their own hours of work (Zerhouni, 2022).

Employees may need to accommodate flexible working arrangements because of the demands of both interpersonal and private life. "Working a tight schedule can also prove challenging for workers to fulfill these duties properly. However, flexible working hours can allow staff to arrange their work routines around their particular needs (Indradewa & Prasetio, 2023). This independence can lead to better job satisfaction, reduced stress, and therefore better work-life balance.

Job Satisfaction is a significant measure of organizational outcomes because satisfied employees develop positive attitudes toward work and the organization. Job satisfaction can also affect employee motivation, performance,

and their intentions to remain in the organization. As a result, companies increasingly seek work practices that benefit their staff as part of their HR policies and procedures.

But flexibility doesn't always yield positive results. Fewer opportunities for employee interaction may lead to communication/comordination challenges when employees work alternate schedules. Additionally, workers may have trouble separating work and personal life (Aura & Desiana, 2023). The flexibility of working hours can therefore take many forms and be highly effective, depending on the arrangement and how it is applied.

This is why the current study focuses on the relationship between flexible working hours and employee job satisfaction. It explores employee perceptions of the effectiveness of flexible working practices, work/life balance, job satisfaction, productivity, relationships with co-staff, and intention to stay with their own company. The questionnaire also focuses in particular on communication difficulties related to flexible working hours.

Research Gap

Existing studies have linked flexible working with job satisfaction and work-life balance, but limited research examines these outcomes alongside retention, productivity, colleague relationships, and communication challenges. This study addresses the gap by examining employees



across different work settings and assessing how flexible working hours relate to job satisfaction and work-life balance.

2. Review of Literature

Wheatley (2017) examined employee satisfaction and how they use flexibility. The study found that flexible work schedules and locations can positively affect staff's workplace experience while helping them achieve work-life balance. The results indicate that flexibility positively influences employee satisfaction only when they have a higher level of control over their working conditions.

Davidescu et al. (2020) explored different aspects of work flexibility—such as job satisfaction and work performance—among the Romanian workforce. The findings revealed that flexible working arrangements positively affect job satisfaction and performance by increasing employee autonomy. The authors highlighted workplace flexibility as an important part of sustainable human resource management and effectiveness.

Adebayo and Ibrahim (2023) examined the effects of flexible work policy on job satisfaction among employees in the hospitality industry. Their study found that flexible working can increase employee satisfaction when arrangements meet employees' personal and professional needs. The results highlight the importance of workplace flexibility as a tool to increase

employee motivation, commitment, and job satisfaction.

Putra et al. (2020) studied the impact of flexible working hours, remote work, and work-life balance on employee satisfaction in the banking industry during the COVID-19 pandemic. According to the study, flexibility and work-life balance influenced employee satisfaction. It emphasized the importance of flexible job processes in times of uncertainty in the organization and environment.

3. Objectives of the Study

- To examine the impact of flexible working hours on employee job satisfaction.
- To identify the different flexible working-hour arrangements available to employees.
- To examine the relationship between flexible working hours and work-life balance.

4. Research Methodology

4.1 Research Design

This study used a quantitative, cross-sectional survey design to examine the relationship between flexible working hours and job satisfaction. Descriptive and inferential methods were applied.

4.2 Population, Sample, and Work Settings

The sample comprised 108 employees in entry, middle, and senior roles across private, public, and multinational organizations, working on-site, remotely, or in hybrid arrangements. Data were

collected using non-probability convenience sampling via a structured questionnaire.

4.3 Instrument, Reliability, and Analysis

A 5-point Likert scale measured flexible working dimensions. Content

validity was expert-reviewed. Data were analyzed using frequencies, means, and Pearson's correlation coefficient (r).

5. Data Analysis and Results

Variable	Category	Frequency (n)	Percentage (%)
Age	Below 25	41	37.6
	25–34	37	33.9
	35–44	17	15.6
	45–55	11	10.1
	55+	3	2.8
Total		109	100.0
Gender	Male	56	51.9*
	Female	52	48.1*
	Missing response	1	—
Valid total		108	100.0

Table 1. Demographic Profile of Respondents

The age distribution shows that younger employees made up the largest share of the sample. Respondents below 25 years represented 37.6% of the total sample, followed by respondents aged 25–34 years at 33.9%. Respondents aged 35–44 years accounted for 15.6%, while those aged 45–55 years represented 10.1%. Respondents aged 55 years and above constituted 2.8% of the sample.

The gender variable contained 108 valid responses. Of these, 56 were male (51.9%), and 52 were female (48.1%). One respondent did not provide a gender response. Reporting the missing response separately avoids treating the gender variable as though all 109 participants provided valid information

Statement	SA	A	N	D	SD	Valid n	Mean
Manage work schedule effectively	25	18	37	23	6	109	3.30
Better work-life balance	19	45	35	6	3	108	3.68
Higher job satisfaction	23	34	35	11	5	108	3.56
Greater willingness to remain	21	35	30	18	4	108	3.48
Better colleague relationships	26	14	35	19	14	108	3.18
Improved productivity	30	23	34	19	3	109	3.53
Communication challenges	15	38	29	15	8	105	3.47

Table 2. Employees' Perceptions of Flexible Working Hours

The results indicate generally favourable perceptions of flexible working hours, although the responses varied across the individual dimensions. Work-life balance recorded the



highest mean score of 3.68, indicating that respondents generally perceived flexible working arrangements as beneficial for balancing professional and personal responsibilities. Job satisfaction recorded a mean score of 3.56, suggesting a generally positive perception of the relationship between flexible working and job satisfaction. Improved productivity also received a relatively favorable mean score of 3.53, while willingness to remain with the organization had a mean of 3.48.

The statement concerning the ability to manage work schedules effectively recorded a mean of 3.30, indicating a moderately favourable perception. Colleague relationships had the lowest mean among the positive-outcome items (3.18), suggesting that flexibility may not necessarily improve interpersonal workplace relationships. Communication challenges recorded a mean of 3.47. Because this item is negatively worded, the relatively high mean should be interpreted as evidence that communication difficulties remain a relevant concern for respondents rather than as a positive outcome of flexible working. The number of valid responses varied from 105 to 109 across the items. In particular, the communication item had four missing responses, while several other items had one missing response. Therefore, the analysis should report item-specific valid sample sizes rather than assuming that all 109 respondents answered every question.

6. Hypothesis

H0: There is no statistically significant relationship between flexible working hours and employee job satisfaction.

H1: There is a statistically significant positive relationship between flexible working hours and employee job satisfaction.

This formulation is preferable because the reported Pearson correlation in Table 3 specifically concerns flexible working hours and job satisfaction. The original H0/H1 also included retention and work-life balance, but the reported correlation did not test those variables.

Variables	Pearson's r	p-value	Interpretation
Flexible working hours and employee job satisfaction	0.68	<0.001*	Positive and statistically significant relationship

Table 3. Pearson Correlation between Flexible working hours and employee job satisfaction

Interpretation:

The Pearson correlation is positive and statistically significant ($p < 0.001$), indicating a significant relationship between

flexible working hours and employee job satisfaction. Therefore, the Alternative Hypothesis (H1) is accepted, and the Null Hypothesis (H0) is rejected.

7. Discussion

The findings reveal different perceptions among employees, suggesting flexible working does not affect everyone the same way. Many respondents see flexible working hours as a critical contributor to work-life balance and schedule control. When evaluating job satisfaction, employee perceptions link flexibility to positive attitudes, though responses remain varied. Furthermore, flexibility helps retain staff, but it must be considered alongside other organizational factors such as pay, career progression, and culture. Notably, remote or alternate-time working employees face communication challenges and potential reductions in direct relational opportunities, highlighting the need for clear communication procedures, common working hours, and digital systems. The results underscore that organizations must implement flexible working systematically, not solely to meet individual needs.

8. Conclusion

Flexible working hours enhance employee work-life balance and job satisfaction, but successful implementation requires clear communication and coordination to overcome interpersonal challenges. Although general perceptions remain favorable regarding productivity and retention, organizations must tailor flexible policies to specific operational roles to

ensure balanced performance and collaboration.

9. Research Limitations

The study's cross-sectional design limits causal claims, and the small sample size (n=108) restricts generalizability. Furthermore, reliance on self-reported data creates potential bias; variable sample sizes due to missing responses require cautious interpretation, and the reported Pearson correlation requires verification against the primary dataset.

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