Impact of flexwork arrangements on motivation of female employees in ISP industry in Karachi, Pakistan

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ABSTRACT

Studies on Human Resource in the past are tremendous in number and still many researchers are working on the various aspects of Human Resource management. In the 21st century when businesses are going global and management of human resource is becoming critical day by day, the management of human resource by organization is of great importance and consideration. All the organizations are focusing on this issue; however, the service industries is placing its great efforts in it with the help of various innovative programs in order to enhance motivation and satisfaction of their employees resulting in the growth of organization. Therefore, the researcher conducted this study with the aim to find out the impact of flexi work arrangements on the motivation of female employees working in ISP companies in Karachi, Pakistan. The impact on motivation was measured through the three flexi work arrangement including Flextime, compressed work week and part time work individually as well as their relationship with increasing the motivational level of employee was determined. The study aimed at discussing the various options of flexi work arrangements including flextime, compressed work and part time work and their role in motivating the female employees working in ISP companies. In this regard, the researcher applied the descriptive approach and distributed the 92 female employees working in these three ISP companies. The questionnaire was filled in person as well as few questionnaires were online submitted by the respondent. Then the collected data were subjected to reliability tests to determine their reliability. Also, the researcher performed test of normal distribution on dependent variable, that is, female employee motivation. The normality test showed straight line, suggesting a normal distribution of the scores of the dependent variable (employee motivation). Subsequently, the researcher determined the correlation among all independent variables and dependent variable individually to identify relationship. After the correlation test, Pearson Correlation was performed. The result of the correlation clearly showed that there is strong positive relationship between the flextime variable and employee motivation; however, the relationship between the compressed work week and employee motivation was relatively weak as compared with flextime. The statistical analysis was determined through the linear regression analysis which obtained the value of 0.242, explaining that there is 24% impact on the dependent variable due to flextime, which shows a moderate relationship among them. Similarly, the regression analyses between compressed work week and part time work was found stating that impact between the compressed work week and motivation was 3% and the impact between the part time work week and employee motivation was 5%. Hence, it can be concluded that positive relationship exist between the flexi work arrangements, that is, flextime, compressed work week and part time week and motivation of female employees working in ISP companies of Karachi Pakistan. This ultimately will result in enhancing the productivity of the organization.

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Key words: Female employees, Work motivation, flextime work arrangements, flextime, compressed work week, part time work and ISP companies.

INTRODUCTION

The flexibility in work is considered an important factor for increasing motivation at work place (Solanki, 2013). Over the last several decades, various movements relating to reward and framing the tailor made work schedule were initiated by trade unions and collective bargaining worldwide in order to provide a supportive environment to employees at work (The Gale Group, Inc, 2005) This issue has been in discussion since and has been addressed by motivational leaders, experts, politicians and socialist to maintain a balance between work and family roles of employees (Gammell, 2010). Flex work basically refers to nontraditional work
schedule in contrast to standard working hours from 9-5:00 pm. The Flex work consists of core hours and a flexi band surrounded by it which allows the employees to choose when to arrive at work and when to leave. The commonly used arrangements of flex work are Flexi time, job sharing and compressed work week (Lazar et al., 2010). The flex work options provide a platform to the organization to have motivated and satisfied work force. It does not affect the operation of the organization; however, its implication results in more productivity with a least change in scheduling of work in contrast to traditional working arrangements from 9-5 pm.

**Research objective**

The major objective of this research study is to investigate the impact of flex work arrangements (FWA) on motivation and satisfaction of female employees in IT Industry in Karachi, Pakistan.

The study seeks to study the following objectives:

i). Study the impact of flex work on the Motivation of female employees in ISP companies in Karachi, Sindh, Pakistan
ii). Study the impact of compressed work week on the Motivation of female employees in ISP companies in Karachi, Sindh, Pakistan.
iii). Study the impact of Part time work on the Motivation of female employees in ISP companies in Karachi, Sindh, Pakistan.

**LITERATURE REVIEW**

In this part of study, the researcher focuses on the relationship between the flex work arrangements and motivation of female employees at work through the mediating role of work-family enrichment variable. According to previous studies, employee showed positive attitude towards flex work options as it provides a protection feeling to them. Therefore, in return, employees are motivated towards achieving the goal and to contribute more in increasing the profitability of organization (McNall et al., 2010). The flex work arrangements results in motivated work force, improved performance level and high job satisfaction work (Pederson and Jeppesen, 2012) which helps them to manage their work-family conflict (McNall et al., 2010). It shows that flex work arrangements namely flexi time, compressed work week, work shifts and part time work has a direct influence on increasing the motivation of female employee at workplace (Solanki, 2013). Study has confirmed that flexible work contributes to staff motivation (Ahmad et al., 2013) and results in increasing motivation and satisfaction level of whole family (Emmet and Hutchinson, 1998). It supports that with the presence of flex work option, an employee performs their duties in more comfortable and peaceful manner, increasing the motivational level of employee’s motivation (Ahmad et al., 2013).

Following the concept of work and family enrichment, Greenhouse and Powell (2006) in his research stated that performance in one domain (work) positively/negatively affects the role in other domain (family) and vice versa through the instrumental and affective paths. When a person is working with a company, then he/she is seeking for better care, respect and pay for them and their families. The implementation of flexible schedule will help employee to better perform their children responsibilities in terms of their safety and education and better coordinating work and family (Cook, 1992). This concept complies to the Motivational theory of Maslow’s theory stating that needs arranged in the hierarchal form are required to be fulfilled in order to increase the motivation level of employee at workplace. When a female has no tension at work relating to completing the responsibilities of her children, then she will put her full efforts at work which will lead to increased productivity and improved performance at work. Hence, it can be said that Flexi work option reduces the psychological and physical problem on job (Thomas and Ganster, 1995)

From above stated literature review, it could easily be seen that there is positive influence of independent variable (the presence of flex work arrangements namely known as flexi time, compressed work week, and part time work) on dependent variable motivation of female employees.

Therefore this study was conducted to show the relationship between the flexwork arrangements namely flexitime, compressed work week and part time work and motivation of female employees working in ISP companies in the context of Karachi Pakistan.

The researcher focused on four types of flex work arrangements influencing the motivation of employees at work. The types include Flexi time, compressed work week, job sharing, and part time work:

**Flexi time:** Flexi time consists of core hours and a band surrounding by it. This type of flexible work arrangement allows the employee to choose their start and end timing at work in contrast to traditional work schedule. The organizations follow a “working time system” to define the structure of flexi time. It defines the necessary number of 40 h over a period of time as per company policy (day/week/month) (Baltes et al., 1999).

**Compressed workweek:** This type of flex work arrangement allows the employee to work more hours in a day while less working days completing 40 h per week. The employee is allowed to undertake Maximum 10 years per day to compress the 5-day week into four days with 10 hours per day (Baltes et al., 1999). This type of arrangement can lead to three off days for employees to complete their family matters in a better way.
Part time: The third type of flex work arrangements is part time work. The research showed that more than 70% of women are working as part time employees in the Netherlands (Plantenga and Remery, 2009). Few assumptions relating to part time work also states that part time worker are less productive than regular employees, whereas it was found in the part research of Johnson et al. (2008) that amount of engagement level of both full time is observed as same at workplace in spite of the fact that, due to part time employment, the overhead cost of the organization is minimized. Furthermore, the part time employees are less likely to face burnout issues in organization as compared with regular employees due to short working timings for them to complete other responsibilities beside their work role (Johnson et al., 2008).

The relationship flex work arrangements and motivation of female employees

In this part of study, the researcher focused on the relationship between the flex work arrangements and motivation of female employees at work through the mediating role of work-family enrichment variable. According to previous studies, employee showed positive attitude towards flex work options as it provides a protection feeling to them. Therefore, in return, employees are motivated towards achieving the goal and to contribute more in increasing the profitability of organization (McNall et al., 2010). The flex work arrangements results in motivated work force, improved performance level and high job satisfaction work (Pederson, and Jeppesen, 2012) which helps them to manage their work-family conflict (McNall et al., 2010). It shows that flex work arrangements namely flexi time, compressed work week, work shifts and part time work have a direct influence on increasing the motivation of female employee at workplace (Solanki, 2013). Studies have confirmed that flexible work contributes to staff motivation (Ahmad et al., 2013) and results in increasing motivation and satisfaction level of whole family (Emmett and Hutchinson, 1998). With the presence of flex work option, an employee performs its duties in more comfortable and peaceful manner, increasing the motivational level of employee’s motivation (Ahmad et al., 2013).

Following the concept of work and family enrichment, Greenhouse and Powell (2006) in his research stated that performance in domain (work) positively/negatively affects the role in other domain (family) and vice versa through the instrumental and affective paths. When a person is working with a company, then he/she is seeking for better care, respect and pay for them and their families. The implementation of flexible schedule will help employee to better perform their children responsibilities in terms of their safety and education and better coordinating work and family (Cook, 1992). This concept complies to the Motivational theory of Maslow’s theory stating that needs arranged in the hierarchal form are required to be fulfilled in order to increase the motivation level of employee at workplace. When a female has no tension at work relating to completing the responsibilities of her children, then she will put her full efforts at work, leading to increased productivity and improved performance at work. Hence, it can be said that Flexi work option reduces the psychological and physical problem on job (Thomas and Ganster, 1995).

From the above stated literature review, it could easily be seen that there is positive influence of independent variable (the presence of flex work arrangements namely known as flexi time, compressed work week, and part time work) on dependent variable motivation of female employees. It is evident from the research conducted by Rizwan and Sabir (1976), where 66% responded that due to their fixed duty hours, they are unable to participate in social gathering which ultimately suffers their family and children life. It can be proved by past research that supporting working environment in the form of flex work arrangements provides an environment for employee to increase the employee motivation level (Miller et al., 2001).

The researcher at national level also proved this concept that work authorization contributes to improving the employee performance and organization effectiveness. The research by Osa (2014) proved that both financial and non-financial factors contribute to motivating the employees’ motivation at work; hence, it is important for organization to have competent work force which ends up in improving the overall performance of the organization. The research showed the good fit between the employee and the HR practices. Employees play a good role in the Shoaib (2009) accomplishment of the organizational goal. It has been concluded from the research that positive working environment is very important for employee motivation and almost 82.5% are found motivated via the non-financial factors. Therefore, it was concluded that providing a supportive environment to employee will results into motivated and competent workforce and ends up in higher productivity in organization.

The past researched also evidenced the importance of flex work arrangements in IT industry that flexible working conditions plays an important role in balancing the work and family responsibilities and consequently results in improving the employee’s motivation and productivity as well as contribute to achieving the overall productivity of organization working under IT sector. Moreover, its importance is also seen in IT industry worldwide specifically the implication of flex work policy in top IT companies such as Google, Face book, Microsoft, Amazon (Swisher, 2013). This ultimately reduced the personal expenses of employee in terms of their transportation and other personal expenses, as well as enables them to work in more stress free environment and better enable to
maintain their work and family matters and increased motivation of employee at workplace which ultimately results in increasing the overall productivity of the organization. Similarly, the importance of implication of flex work arrangements can also be found in the top IT companies mentioned as above.

The relationships between the flex work arrangements and employee motivation are apprised worldwide but have not been researched in details in the context of ISP companies in Pakistan specifically in Karachi; hence the present research was conducted in an attempt to fill the research gap. Furthermore, previous studies have shown the relationships between some specific types of the flex work arrangements and used the different outcomes of the studies. For instance as mentioned in a study, flex work arrangements leads to increased motivational level of employees and results in improving the performance level and job satisfaction at work (Pederson and Jeppesen, 2012) whereas another research showed, on the other hand, the relationship between the different types of flex work arrangements and employees motivation (Solanki, 2013). Therefore, this study was conducted to determine the relationship between the flexwork arrangements namely flextime, compressed work week and part time work, and motivation of female employees working in ISP companies in the context of Karachi Pakistan.

**STATEMENT OF THE PROBLEM**

The changes in economic factors have increased the participation of more females in workforce in order to share the family burden of the bread earner of their families. It would help them to provide a better life to their family members and to maintain their living standard. Despite the fact that females are contributing partner in their homes, they also perform other social roles relating to the needs of their family members. This ultimately creates anxiety, depression work load and social pressure on their shoulders and less concentration and motivation at work place. Hence, the researchers conducted this study to determine the best practices used as a flex work policy and its relationship with motivating the female employees in ISP companies in Karachi and to create a platform to facilitate them to maintain a balance between work and family roles. It is important to determine this relationship as it will create win-win situation for both organization and employee at work. It will ultimately help female employee to maintain balance between her work and family as well as results in motivation of local work force to the organization.

**Research hypotheses**

The researcher formulated the following hypothesis for testing purpose:

- **H1o**: The availability of flextime is not related to female employee motivation.
- **H1a**: The availability of flextime is related to female employee motivation.
- **H2o**: The availability of compressed work week is not related to employee motivation
- **H2a**: The availability of compressed work week is related to employee motivation
- **H3o**: The availability of part time work is not related to the employee motivation
- **H3a**: The availability of part time work is related to the employee motivation

**Scope and limitation of the Study**

This study has certain limitations. For instance, this study focused on the impact of flex work arrangements (Flextime, Compressed work week and part time work) on the motivation of female employees working in ISP companies in Karachi Pakistan. Therefore, there is need to conduct research on other fields of IT Industry. This study deals with collection of random sampling data for more generalization of results. Furthermore, the collection of data was a very time consuming task. It was very time consuming to contact the respondent as well as to request them to fill out the online questionnaire or to place their Responses on hard copy and revert it back within a stipulated time. Many follow-ups are made by researcher in limited time and resources. However, after this continuous struggle, the researcher finally succeeded in obtaining sufficient data for this study. Therefore, there is need to conduct future study on some other geographical area as well as sample data from other sector of this industry.

**Population and sample of study**

The population is considered as a group of people or objects possessing similar attributes or characteristics (Explorable.com, 2009). The population used for this study included female employees working in three ISP companies in Karachi (PTCL, Multinet and Fiberlink). But due to time and money constraint, it was not possible for the researcher to study each object in the population; hence a sample calculator was used from online resources (Raosoft, 2004) to determine the appropriate sample size from the total population of 120 in all these three ISP companies. After due calculation, the sample size obtained from this calculator was 92 which is the minimum size considered for the study under the 95% confidence level and 5% margin of error. Accordingly, the researcher used technique of probability sampling procedure to determine the 92 respondents to be considered for the study. As a result, a
A sample of female employees working in three ISP companies in Karachi was drawn. The sample is considered to be appropriate if it yields similar results and if the whole population is taken into the consideration (Chava et al., 1992). It was further supported by researcher (Deming, 1960) who mentioned that “sampling possesses the possibility of better interviewing (testing), more thorough investigation of missing, wrong or suspicious information, better supervision and better processing than being possible with complete coverage”.

Accordingly using the random sampling technique from the probability sampling, the sample of 92 was obtained from the population of 120 comprising 36 female employees working in multinet, 14 female employees in Fiber link and 70 female employees working in the ISP section of PTCL. Accordingly, the sample drawn from population of each organization is given hereafter.

**METHODOLOGY**

This study is based on quantitative methodology. The main objective was to demonstrate the impact of flex work arrangements (FWAs) on the motivation of female employees working in PTCL, Multinet Pakistan Private Limited and Fiberlink Pakistan Pvt Limited, leading to improved performance and job satisfaction at workplace.

The researcher performed three analyses in this chapter including the reliability test of each scale, correlation among each independent variable with the dependent variable and also the regression analysis between each independent variable and independent variable. The reliability test of all scales verifies that the reliability of all the scales being used in the study is based on the results found in analysis, depicting that all the scales has reliability test more than desired output of 0.70. The variables were gone through the correlation test which reflects that all the independent variable have positive correlation with the dependent; however, the flextime variable has strong correlation, whereas the remaining two have weak correlation with the dependent variable. The final analysis was done using regression analysis. After evaluating the model, the R^2 value was determined as 25 to 26% which shows that independent variables (flextime, compressed work week and part time work) as a whole creates 25 to 26% of the dependent variable, that is, employee motivation has moderate relationship. Describing the values of Coefficient table, the contribution of each independent variable in predicting the dependent variable can be determined (Table 1).

To do so, we used the beta values. After taking the beta values, it was determined that independent variable, that is, flextime contributes 51% of the variability of dependent variable, the compressed work week variable showed negative relationship of 10% and third variable part time work contributes 11% of total influence on the dependent variable. In the next step we determined whether these values are making statically significant contribution in analysis. As a result, the researcher examined the significant values. It was clearly observed from the analysis that significant value of flextime is 0.000, indicating a significant relationship between flextime and female employee motivation. The remaining two variables showed P-value greater than 0.05; hence they did not show any statistically significant relationship with the female employee motivation. Thereafter, it was checked as at what time the part correlation coefficient is squared in order to know the contribution of each variable in total R^2 and describe the decrease in value due to value of that particular variable. In this research, the part correlation value of Flextime variable was 0.438 and after squaring it, we found the value to be 0.1918, indicating that this particular variable creates 19.18% change in dependent variable, that is, employee motivation. Subsequently, the part coefficient correlation of the compressed work week variable was -0.089 and after squaring it, we obtained the value of 0.0079 which shows that this variable individually creates 0.79% contribution change in dependent variable. Subsequently, the part coefficient correlation value of part time work was also taken and squared. The value for this variable was determined as 0.102 and after squaring it; the variable is showing 0.0104 that this individual variable creates 1.04% contributions change dependent variable. The result of this model can be interpreted in this manner that flextime, compressed work week and part time work collectively contribute 25 to 26% variance of female employee motivation. Out of these three flexwork arrangement, the only flexwork arrangement that showed a positive and largest contribution to increasing the motivation level of females is the flextime with the significant value of (P-value = 0.00) with contribution (beta=0.509). This particular variable flextime contributed 51% change in dependent variable, that is, female employee motivation and P-Value of 0.00, indicating a strong statistically significant relationship among them. Hence the alternative hypothesis is accepted: There is relationship between flextime and female employee motivation in ISP companies in Karachi. The part time work variable showed statistically significant value (P=0.268) and contribution to total variance of dependent variable (b=0.111), indicating that this variable creates 11% contribution in the change of dependent variable with the significant value of 0.268 which is greater than 0.05, hence there is no significant relationship between part time work and female employee motivation. Therefore, the null hypothesis is accepted: “there is no relationship between part time work and female employee motivation in ISP companies in Karachi”. The compressed work week showed negative beta value which is 0.104 with the P- value of 0.337, indicating no or negative relationship with dependent variable hence the null hypothesis is accepted in this analysis: “there is no
Table 1: Contribution of each independent variable in predicting the dependent variable.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>t</th>
<th>Sig</th>
<th>95% confidence interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Lower Bound</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.735</td>
<td>0.427</td>
<td>4.067</td>
<td>0.000</td>
</tr>
<tr>
<td>Mean FT</td>
<td>0.552</td>
<td>0.116</td>
<td>0.509</td>
<td>4.772</td>
<td>0.000</td>
</tr>
<tr>
<td>MeanCW</td>
<td>-0.75</td>
<td>0.78</td>
<td>-0.104</td>
<td>-0.964</td>
<td>0.337</td>
</tr>
<tr>
<td>MeanPT</td>
<td>0.108</td>
<td>0.97</td>
<td>0.111</td>
<td>1.115</td>
<td>0.268</td>
</tr>
</tbody>
</table>

a. Dependent variable: MeanMot.

relationship between compressed work week and female employee motivation in ISP companies in Karachi.

The equation of model is constructed as under:

\[ \text{FMT} = \alpha + b_1 \text{FT} + b_2 \text{CW} + b_3 \text{PT} \]

FMT = Female Employee motivation
FT= Flextime variable
CW=Compressed work week variable
PT=Part time work variable

FMT represents female employee motivation predicted by the equation computed through the R square.

“\( \alpha \)” represent female employee motivation when all the other variables have a zero value at the same time.

b1’ represents the change in female employee motivation associated with a unit change in FT variable, when the other variables are held constant.

b2’ represents the change in female employee motivation associated with a unit change in CW variable, when the other variables are held constant.

b3’ represents the change in female employee motivation associated with a unit change in PT variable, when the other variables are held constant.

CONCLUSION OF THE STUDY

After the statistical procedures and subsequent discussions, the following conclusion is drawn:

It was found from this study that motivation level of female employees can be enhanced and improved through introducing the option of flexible working timings in their working schedule which will allow them to choose their In and Out timings at their workplace keeping the organizational policies in mind. This will help them to keep balance between their work and family roles and provides enough time to carryout family responsibilities, secure their family and children at home as well as for their personal growth. The ultimate result of the introduction of this policy in ISP companies will lead to motivated workforce and improved productivity of overall organizational performance.

RECOMMENDATIONS

In view of the results, discussion and conclusion of this study, the following recommendation are suggested by the researcher to increase the motivational level of female employees in ISP companies as well as to increase their commitment with the organization in the long run. This will results in improving the performance of organization as a whole.

The researcher here presented her recommendation directed to female employees working in ISP companies in Karachi Pakistan. The major points of the recommendation are as follows:

1). It is clearly proven from the result of this study that flexi work arrangements is positively related to motivational level of female employees working in ISP companies of Karachi, Pakistan. The motivated employee at work is more satisfied and committed with the organization which in turn contributes more towards achieving the goal of organization.

Hence it can be said that these flexi work arrangements help the organization to improve its performance as well as to have competitive edge of having motivated workforce in their organization. Therefore, the researcher recommended that top management should consider putting up the case to introduce the flexi work arrangements and its benefits in support of overall mission and goal of the organization in their relevant forum.

These kinds of arrangements in their organization provide a dual benefit to the company as well to an
employee.

2). It has also been observed throughout the world that organizations which possess the employee centered culture are more successful in work. Few big names includes Google.Inc, Johnson & Johnson NJ -Motorola, Ford, and American Express (Smith, 2013). These companies have high retention rate as compared with others. Hence it is recommended for an ISP companies to introduce such kinds of arrangements in their working schedule to foster the employee retention as well as to have competitive edge in the world.

3). It is recommended that the management of ISP companies may consider and constitute a committee within their HR department to look at the feasibility of these arrangements and keeping in view of its larger impact on organization as well on employees working there, may start working for development, implementation and evaluation of Flex work arrangement policy in an organization.

4). In the early stages, it is recommended that employees should be given appropriate understanding of these arrangements and about its detailed procedure. The constituted committee should conduct the sessions to properly brief the female staff about the structure and the benefits of this policy as well as eligibility criteria to apply for this policy.

5). The policies relating to flexi work arrangements should be designed in careful manner so that employees could get appropriate surrounded band for their IN and OUT at their workplace and female employee’s could be given appropriate flexible band surrounded by the core hours to better care for their family members as well as contribute greatly to an organization to increase productivity. In case of compressed work week or part time work policy, the appropriate measure should be followed considering the practices across the globe.

6). The organization should also care about the personal development of their employees for improved performance. In the technologically oriented companies, it is compulsory for organization to timely equip their employees with the latest trends of the technology to compete in market not at individual level but as a member of organization as a whole.

7). The introduction of family supportive culture will not only provide an edge to an organization to compete at global level but also provides the organization with a healthy employees leaving with them enough time to better take care of their families as well as their health issues which in turn reduces the absenteeism ratio in organization and increases their motivation at work.

8). The other benefit for an organization introducing the flexi work arrangement is that it creates different schedule for different employees at different timings; hence, the same facilities can be shared. This will results in reducing the overall overhead cost of the organization.

9). It is recommended that organization should introduce this kind of arrangement at small level on short term trail considering all the rules and regulation and work procedures. If the results are satisfactory then it may be extended to all the department of the organization. Then a review session can be taken to check its effectiveness.

This study evaluated the implementation of flexi work arrangements in ISP Companies of Karachi and its relationship with motivation of female employees working under the subjected organizations. It has been provided and verified from statistics as well as from past researches that there is a relationship between the flexi work arrangements and motivation of female employees. This was further analyzed through the developed model in this study which clearly showed the influence of the independent variables on the dependent variable, that is, employee motivation. Also, the results showed a positive relationship between flexi work arrangements and motivation of female employees in the ISP companies in Karachi. Secondly, this study also provides a patch to policy makers in ISP companies, management as well as HR department to think about its implementation in the organization considering its major impact on the organizational performance.

**FUTURE RESEARCH**

The future research can be conducted in different industries using different sample size and domain. Furthermore, the research can also be extended to other regions as well. This study will also assist in measuring the other variables of employee motivation and their relationship with the flexi work arrangements.

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