**FLEXIBLE WORKING ARRANGEMENT AND JOB PERFORMANCE THE MEDIATING ROLE OF SUPERVISOR SUPPORT**

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**Abstract**

The IT industry is important in the Sri Lankan economy and has become Sri Lanka's large industry. With the current situation in the country, Organizations have not been able to achieve the expected performance from the employees. Therefore, the organization has not been able to achieve the expected target. Due to this, they are thinking about the good of the employees and organization and tending towards flexible working arrangements. But using flexible working arrangements has sometimes not achieved the expected employee performance. This has become a major problem in organizations. Therefore, the main objective of this study was to assess the Flexible Working Arrangement and Job Performance in the Mediating Role of Supervisor Support. Further, this study emphasized finding solutions to improve flexible working arrangements to get expected employee job performance with supervisor support.Job Performance was the dependent variable, Flexible Working Arrangements was the independent variable, and Supervisor Support was the mediator variable in the study. This was conducted as a cross-sectional, quantitative field study among a sample of 152 executives & above carder selected from two (03) main IT Companies in the Colombo district. The study was conducted using a simple random sampling method, and the unit of analysis was individual level. A standard measurement scale was used to collect primary data, which was developed by using five points Likert scale and seven points Likert scale. Descriptive statistics, Pearson correlation coefficient, and simple regression were applied to analyze data using SPSS. The findings revealed a moderate positive relationship between flexible working arrangements and job performance. Furthermore, there is a 25.28% significant impact of flexible working arrangements on job performance, and accordingly, supervisor support has not depicted a significant mediation impact. Further, as only the direct path of the IV – DV relationship are significant, and the indirect path of the IV – DV relationship is not significant, supervisor support could not be considered a partial or full mediator. Supervisor support is considered as a not mediator.

Keywords: *IT Industry, Flexible Working Arrangements, Job performance, Supervisor Support*

1. **Introduction**

The current economic situation in Sri Lanka is experiencing a detrimental effect on the organization's performance. As a result, there are many barriers to the organizations' day-to-day operations and employees' job performance. The current economic situation in Sri Lanka adversely affects the ability of the employee to reach for their job performance, and the organization's performance depends on the employees' performance. Therefore, organizations have to work hard and remove barriers to achieve their performance of the organization. All organizations in Sri Lanka are experimenting with ways to remove their barriers to achieve their organization's performance.

For this reason, flexible work arrangements (FWA) have become popular and a well-known solution among organizations. Many organizations try to achieve organizational success by using flexible work arrangements. FWA are alternate arrangements or schedules from the company's traditional working day and week. Flexible Working Arrangements are working arrangements that allow the employee to be allocated duties according to his/her availability in terms of time and work to be done (Kipkoech K. V., 2018). It is a human resources management method that enables an organization's staff memberso make deliberate decisions regarding the timing, location, and duration of work-related duties (Ogueyungbo, 2019).Employee may choose different work schedule to schedule their personal or family works. Alternatively, employers may initiate various schedules to meet their customer need. FWA is flextime, compressed work weeks, work shifts, telecommuting, and reduced-hours schedules, administered using the principles and practices associated with either or both management regimes. Furthermore, researchers defined FWA as work arrangements wherein employees are given greater scheduling freedom to fulfill their positions' obligations. ((Dreike Almer, September, 2020)

Flexible work arrangements have enabled organizations to overcome many barriers and move forward. The use of flexible work arrangements here has many benefits for the company. Many researchers found that flexible work arrangements are used for the organization. Research revealed that FWAs, when implemented with care and preparation, positively influence sustainability at different levels of abstraction. (Čiarnienė, 2018) But the other hand, the strategy of FWA could not use to break down their barriers against all organizations. Although FWA was used with some organizations, they could not achieve the desired efficiency. According to Sekhar (2021), flexible working arrangements have also been found to increase employee performance by increasing job satisfaction. The support of all employee supervisors was crucial in creating effective, flexible work arrangements to get job performance. Iwas said that supervisor support was the primary determinant of the FWA's deployment success (Alias, Razak, Hudin, & Sharif, 2021). The decisiveness of the benefits that a flexible work arrangement receives depends on how the role of supervisor support. According to the research, the role of supervisors shapes the collective social exchange relationship between the company and employees. This research highlights the importance of shared experiences, values, and norms, which reciprocate with change-supportive behaviors and abilities. Moreover, support from superiors sends out signals that make workers feel more appreciated, eventually impacting how well they perform. Studying how the supervisor's role mediates the flexible work arrangement to achieve high job performance is important. Having considered the above findings, problems of the current study can be raised as follows:

*"How does flexible work arrangement impact job performance and the Mediating Role of Supervisor Support?"*

1. **Literature Review**

**Job Performance**

Job performance is the total expected value to the organization of the discrete behavioral episodes an individual carries out over a standard period (Motowidlo, 1997). Good employee performance reflects their capacity to contribute to their job, which results in behavioral success in line with the firm's objectives. (Muda, Rafiki, & Harahap, 2014). Individual performance refers to a person's capacity to carry out their duties to advance both the company and the employee toward achieving their goals and objectives (Mendis & Weerakkody, 2017). Employee performance comprises completing assigned tasks, meeting deadlines, demonstrating competence, and working effectively and efficiently (Iqbal, Anwar, & Haide, 2015). According to Kipkoech K. (2018), A job connected to work that is required of workers is referred to as employee performance, together with how successfully the task was completed. Meanwhile, the effectiveness of human resource management determines the amount of business success.

Additionally, Dahkoul (2018) mentions that performance includes the results of employees' activities depending on their knowledge and abilities. According to Hawthorne worker productivity, workers noted that workers who are happy in their occupations would perform better on the job and be more likely to stay in their positions than workers who are not. According to Anitha (2014), Employee performance primarily consists of the successes and results attained while working. Performance can be tracked monthly, quarterly, semi-annual, or yearly to enhance a certain company sector. Employees are more motivated to work effectively and contribute to fulfilling organizational goals if they are happy with their jobs and the company.

**Flexible Work Arrangement**

Flexible working is "any official or informal policies and practices that allow individuals to modify when and where work is performed." (Maxwell, Rankine, Bell, & MacVicar, 2007). Rau & Hyland (2002) Define FWAs as "alternative work choices that enable employees to complete tasks outside of the temporal and geographical confines of a typical workday." Employees participating in this work a portion of their workweek from home or another distant location. Temporal flexibility is the term used to describe FWAs that allow employees to change the number of hours they work each week and the hours they work (Kossek, Lautsch, & Eaton, Telecommuting, control, and boundary management: correlates of policy use practice, job control, and work-family effectiveness, 2006). Kossek & Friede (2006) explain that as a setup that allows an individual to operate from a location other than the typical office or job site, "spatial flexibility." To handle lengthy journeys, many employees come up with long-term alternatives, such as working from home one or more days each week. Long commutes are only a temporary fix, though, as they are not ideal for many workers in service-related businesses. Recent studies have highlighted successful methods for implementing FWAs (Choi, 2018). In this context, the two kinds of FWAs are temporal flexibility and spatial flexibility. FWAs are now available in various usable and applicable forms (Bessa & Tomlinson, 2017). More than ever, employees combine their personal and professional lives, and businesses assist them by offering FWAs. They can accomplish personal responsibilities during regular working hours (Kumar, Sarkar, & Chahar, 2021). E.g., flextime, flex place/teleworking, part-time, job sharing, etc. It describes work arrangements not constrained by the physical boundaries of a typical office setting; rather, it refers to the scheduling of work hours and workweeks that are not geographically delimited. As a tool or HR strategy, flexible arrangements are used to draw in, keep, and inspire important people (Choo, Desa, & Abu Hassan Asaari). Gerdenitsch, Kubicek, & Korunka Explain that fixed working hours have been replaced with scheduled working practices, giving employees more control over their employment (when and where to work). Employees also have more alternatives for where to complete tasks or move around a company. Flexible scheduling can occasionally improve job satisfaction and preserve work-life balance, but it also frequently leads to work augmentation and work-life problems. Shagvaliyeva & Yadanifard (2014) cited that Flexible working policies are more likely to be adopted by businesses since they demonstrate to employees how much the business values their well-being. Changes in gender roles and duties necessitate increased flexibility in work and family relationships to combat demands (Allen, 2001). Employees had trouble juggling their obligations at home and work, making it difficult for them to fulfill their obligations as employees and family members (Oshio, Inoue, & Tsutsumi, 2017). Flexibility at work might give workers control over their jobs and inspire creativity to help them better balance work and home commitments (Shagvaliyeva & Yazdanifard,  2014). FWAs have been demonstrated to favorably impact employee work performance (Beatson, 2019). In the past FWAs have had various consequences on the workplace. E.g., Attrition, job satisfaction, burnout, employee retention and absenteeism, and a range of organizational performance measures. Hill, Hawkins, Ferris, & Weitzman (2010) Contends that flexible work schedules help people balance their personal and professional obligations. Workplace flexibility often increases productivity and raises employee performance. Those on flexible programs will be more content at work and less prone to burnout and stress than employees on permanent jobs, resulting in increased productivity. Productivity is crucial for an organization's long-term competitiveness and profitability (Chow & Keng-Howe, 2006).

**Supervisor Support**

Supervisor support is "the extent to which supervisors appreciate and care about employees' contributions." (Rhoades & Eisenberger, 2002). According to Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002), a helpful boss offers their staff direction, support, and feedback essential for their adjustment to the job. Supervisors assist their staff to understand their obligations and how to fulfill them. Supervisors help employees by removing barriers preventing them from carrying out their tasks correctly. When it comes to feedback, supervisors offer insightful information that enables workers to enhance their performance in the workplace. Employees' supervisors are known to provide guidance, support, and feedback to help them deal with difficult situations that arise at work. This reduces occupational stress, negatively impacting an employee's psychological welfare, work-family conflict, and job satisfaction. Even though supervisors are frequently tasked with various duties, supporting their staff is a crucial component of the supervisory job (Collins, 2017). de Vries, Knies & Peter (2020) State that Support from a supervisor is "considered as a boss exhibiting supportive behavior through particular acts that try to benefit workers at work," according to research. More precisely, they contend that supervisor support may be used to either boost employees' commitment (for example, by letting staff know how they are doing at work and asking if they need help) or encourage their professional growth, for instance, by noticing and sharing development opportunities). When supervisors support their staff, they encourage them to use the abilities, information, and attitudes they have acquired via training (Rhoades L. &., 2002). According to earlier research, views of supervisor support are linked to numerous outcomes, including higher perceptions of organizational support Kurtessis (2017), decreased turnover intention Eisenberger R. S (2002), and increased extra-role behavior (Knies, 2014). It's critical to comprehend how employees' views of supervisor assistance change because outcomes depend on how it's viewed.

According to Bhatti (2013), Supervisors are crucial to training success. The transfer of training cannot be accomplished without the supervisor's cooperation. This is because the employee tends to lose attention when no one is watching or supervising them. According to Putter (2013), help is given in emotional, practical, and concurrent support before and after the training program. Apart from that, Ismail (2010) states that the supervisor is also in charge of distributing funds for the growth of their employees. This is so that everyone has the right to develop their knowledge, talents, and skills, which they can only do by participating in the organization's training program.

Further, Goleman (2000) mentions that A successful manager should be able to set attainable goals, instill a great work environment throughout the company, and raise employee knowledge of the importance of training to them in general. Congruently, these goals are reachable if the manager assists all their staff. How the supervisor handles employees who refuse to participate in training activities affects how successful the supervisor's assistance is (Baldwin, 1988). Furthermore, Yarnall (1998) states that support from the boss is essential for an employee's career since the boss is concerned about it and will take time to talk with them about it and consider what needs to be done to promote their growth.

1. **Hypothesis**

FWAs, request a daily or weekly adjustment in work schedules (Azar, Khan, & Van Eerde, 2018). Have been identified in the research as a way to boost work performance and organizational effectiveness as well as employment level and labor market flexibility (Stavrou E. , 2006). FWAs have a favorable impact on both people and the organization. Employees who participate in FWAs collectively have considerable psychological advantages. For instance, when a mother returns to work after giving birth, FWAs make her feel less worn out and stressed, which increases her organizational loyalty (Crowley & Kolenikov, 2014). Additionally, FWAs contribute to decreased melancholy, reduced family-work conflict, decreased turnover intentions, and increased job control (Azar, Khan, & Van Eerde, 2018) & (Crowley & Kolenikov, 2014). Higher commitment, job satisfaction, androductivity (Casper & Harris, 2008). Therefore, the following hypothesis has been developed:

*H1. FWAs are positively related to job performance procedures and data analysis.*

In Azar, Khan, & Van Eerde's (2018) research, the availability of FWAs was shown to be critically dependent on the supervisor's support for the worker. The employee uses SET to assess the exchange connection between the employee and the supervisor by considering such alleviation. Support from a supervisor includes showing concern for a worker's well-being and career advancement and signals of the importance of their work. (\Masterson, Lewis, Goldman, & Tayler (2000) identify that relationship for an employee at the organization. Contact concerning everyday job difficulties is regular and direct in the relationship with the supervisor (Zhang, 2020). The affiliation with top management operationalizes the relationship between the employee and the company more remotely and less engagingly (Burdin & Poerotin, 2019). Casper & Harris (2008) State that FWAs are seen as resources that let employees know their employer values them. All else being equal, the more valued they feel, the more likely they will respond positively. FWAs may not be accessible to all employee groups, be impractical for some of them to use, or be equally expensive for organizations to implement (Clarke N. A., 2019). Chen & Fulmer (2018) Highlighted that FWAs as essential HR practices linked to commitment, employee well-being, and engagement. The research highlighted the need to distinguish between formal and informal arrangements that allow employees to access FWAs(De Menezes & Kelliher, 2017). (Bayazit & Bayazit, 2019) Suggest that supervisors choose FWAs. Chen & Fulmer (2018) Postulates that even when formal FWA policies are in place in an organization, supervisors are found to serve as "gatekeepers" to FWAs and have the option of limiting access. Supervisors also exercise judgment when deciding whether to provide staff members access to FWAs without established FWA protocols (Clarke N. A., 2019). So the hypothesis has been developed.

*H2. FWAs are positively related to supervisors' support.*

Lewis S (2009) Emphasis the advantages of flexible working in response to a growing competitive environment, rising globalization, and a critical requirement for 24-hour corporate operations. Support from managers encourages social interchange between employees and organizations and has the power to influence it (Gong, Chang, & Cheung, 2010). Moreover, the relevance of the contingent impact of supervisor support has been underlined in the research on the effectiveness of FWAs on work performance. It has been argued that in transitional economies like India, the assistance of supervisors considerably changes the efficacy of work performance (Sekhar C. , 2021). Consequently, a better knowledge of how work surroundings alter the nature of work and, as a result, impact employee behavior is provided by supervisors' ongoing assessments of how working environments in the service sectors may affect performance. It is believed that the supervisor-employee connection and role is the most strategic. It can canmprove employee work performance and adapt to the changing environment among the numerous roles (such as supervisors' organizational and social responsibilities) (Ulrich, 1998). In this connection (role), managers catalyze ongoing change by interacting with staff members, fostering a culture that enhances job performance at the individual level, and ultimately strengthening an organization's ability to handle organizational change (Ulrich, 2016). Thus, the following hypothesis has been developed.

*H3. Supervisor support is positively related to job performance.*

To succeed in the multiple-role framework, supervisor support must find a way to manage the conflict between being a strategic partner and an employee champion (Ulrich, 1998). Managers must reconcile conflicting economic and social goals, including flexibility, cost-effectiveness, and social legitimacy, and assure viability and distinction (Lewis S. , 2009). Employees who perceive they have FWAs are less stressed, have better mental and physical health, and are more engaged at work (Greenberg, 2011). Baltes B. B (1999) conducted a flextime meta-analysis and found that flexible scheduling increases output, lowers absenteeism, and boosts work satisfaction. Adopting FWA policies positively impactsommitment, employee happiness, and retention in organizations (Greenberg, 2011).

*H4. Supervisors' support mediates the relationship between FWAs and JPs.*

1. **Conceptual Framework**



**Figure 4.1: Conceptual Framework of the Study:**

*Source: Author, 2022*

As given in the conceptual framework, Job Performance is considered the dependent variable, where Flexible Work Arrangement is considered the independent variable and Supervisor Support is considered as a mediating variable, respectively.

1. **Methodology**

**Method**

The present research adopts a deductive methodology. The research study starts with creating the hypotheses and uses a quantitative methodology to test the hypotheses. Job Performance was the dependent variable, Flexible Working Arrangements was the independent variable, and Supervisor Support was the mediator variable in the study. This was conducted as a cross-sectional, quantitative field study among a sample of 152 executives & above carder selected from two (03) main IT Companies in the Colombo district. The study was conducted using a simple random sampling method, and the unit of analysis was individual level. A standard measurement scale was used to collect primary data, which was developed using five-point Likert scale and seven-point Likert scale. Descriptive statistics, Pearson correlation coefficient, and simple regression were applied to analyze data using SPSS.

**Measures**

Work Arrangement was assessed as a multi-dimensional construct adopting the measurement scale (Kipkoech K. V., 2018). It was measured via two dimensions such as work shift and flex time. The total number of 10 items is anchored on a five-point Likert scale. The dependent variable, Job Performance, was assessed using the item scale (6 items) suggested by (Kipkoech K. V., 2018). Kipkoech K. V (2018) also recommended using the scale in similar studies. Respondents were required to mention their level of agreement with the statements given on a five-point Likert scale. The mediator variable, Supervisor Support, was assessed using the item scale (8 items) suggested by (Kipkoech K. V., 2018). Kipkoech K. V (2018) also recommended using the scale in similar studies. Respondents were required to mention their level of agreement with the statements given on a Seven-point Likert scale.

**Sample**

With the feasibility and data availability, the researcher selected all IT companies in the Colombo district to collect data. Therefore, a total of 250 employees were considered as the total elements of the target population. The composition of the study population is given in Table 5.1.

|  |  |
| --- | --- |
| **Company Name** | **Total Elements** |
| Company A | 90 |
| Company B | 60 |
| Company C | 100 |

Table 5.1: Population Frame

*Source: Author*

The sample refers to a subset of the population (Sekaran & Bougle, 2011). A sample is a group in a research study on obtaining information. According to the Morgan table, the sample of the study consisted of total subjects of 152 executives & above carder in selected companies. Concerning the current study, the researcher has known the total elements in the population. Hence, the researcher can use a probability sampling technique (Sekaran, 2003). Thus, the researcher selected the simple random sampling method, which provides an equal probability of being chosen for every element in the population. Data collection can be done in one way. It is primary data collection. Researchers collect primary data for his/her specific use (Sekaran, 2006). Therefore, in this study, the data collection was done by using primary data collection methods.

1. **Analysis and Results**

**Reliability Statistics**

The instrument that demonstrates the stability of a measure helps assess the stability and consistency of the concept being measured and the "goodness" of a measure (Sekaran, 2006). Consistency taps into the design. The most popular test of inter-item consistency is Cronbach's coefficient alpha (Sekaran, 2003). For the study, a Cronbach's Alpha coefficient of 0.7 ensures reliability (Patton, 2002). Dimension and composite reliability were assessed using the Cronbach alpha coefficient of internal consistency. Reliability statistics are given in Table 6.1.

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Dimension** | **No. of Items** | **Cronbach alpha** |
| Job Performance[**Cronbach alpha = 0.914]** | Job Performance | 05 | 0.914 |
| Flexible Working Arrangements[**Cronbach alpha = 0.788]** | Work Shift | 05 | 0.708 |
| Flex Time | 05 | 0.732 |
| Supervisor Support[**Cronbach alpha = 0.864]** | Supervisor Support | 08 | 0.864 |

Table 6.1: Reliability Statistics

*Source: Author, 2022*

As depicted in table 4.2, Cronbach alpha of internal consistency coefficients of dimensions of the independent variable, mediator variable, and composite variables are greater than 0.7, indicating that multi-item measurement scales are reliable enough and have no bias.

**Descriptive Statistics**

|  |  |  |  |
| --- | --- | --- | --- |
| **Descriptive Statistics** | **Job Performance** | **Flexible working arrangements** | **Supervisor Support** |
| Mean | 4.3842 | 4.3428 | 6.1283 |
| Standard Deviation [SD] | 0.29163 | 0.31320 | 0.55771 |
| Max | 5.00 | 4.80 | 7.00 |
| Min | 3.40 | 2.90 | 3.63 |
| Range | 1.60 | 1.90 | 3.38 |
| Variance | 0.085 | 0.098 | 0.311 |
| Skewness | -0.783 | -1.549 | -1.942 |
| Kurtosis | 0.695 | 3.533 | 5.597 |

Table 6.2: Descriptive Statistics

*Source: Author, 2022*

**Hypothesis Testing**

Parametric tests, including correlation and simple linear regression, were used to test the advanced hypotheses.

Building on the linear relationship between the flexible work arrangements and job performance, Pearson Correlation Coefficient was used to assess the strength of association between the two constructs. Further, **Sig. (2-tailed) the test** was applied to test the significance of the correlation coefficient, as the advanced hypothesis was non-directional. The results of the correlation analysis are given in the table.

|  |  |  |
| --- | --- | --- |
|  | Job Performance | Flexible Working arrangements |
| Job Performance | Pearson Correlation | 1 | .508\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 152 | 152 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Table 6.3: Correlation Analysis

*Source: Analyzed data, 2022*

Table 6.3 shows a moderate positive correlation between job performance and flexible working arrangements (r=0.508),, which is statistically significant as Sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, H1 is accepted, testifying that job performance is significantly correlated with flexible working arrangements.

Considering the linear relationship between the flexible work arrangements, and supervisor support, **Pearson Correlation Coefficient** was used to assess the strength of association among the said two constructs. Further, **Sig. (2-tailed) the test** was applied to test the significance of the correlation coefficient, as the advanced hypothesis was non-directional. The results of the correlation analysis are given in Table 6.4

|  |  |  |
| --- | --- | --- |
|  | Supervisor Support | Flexible Working Arrangements |
| Supervisor Support | Pearson Correlation | 1 | .512\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 152 | 152 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Table 6.4: Correlation Analysis

*Source: Analyzed data, 2022*

Table 6.4 shows a moderate positive correlation between the Flexible working arrangements and supervisor support (r=0.512), which is statistically significant as Sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, H2 is accepted, testifying that the supervisor's support is significantly correlated with the flexible working arrangements.

Having considered the linear relationship between job performance, and supervisor support, **Pearson Correlation Coefficient** was used to assess the strength of association among the two constructs. Further, **Sig. (2-tailed) the test** was applied to test the significance of the correlation coefficient, as the advanced hypothesis was non-directional. The results of the correlation analysis are given in Table 6.5.

|  |  |  |
| --- | --- | --- |
|  | Supervisor Support | Job Performance |
| Supervisor Support | Pearson Correlation | 1 | .312\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 152 | 152 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Table 6.5: Correlation Analysis

*Source: Analyzed data, 2022*

As shown in Table 6.5, a weak positive correlation is found between job performance and supervisor support (r=0.312), which is statistically significant as Sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, H3 is accepted, testifying that the supervisor's support correlates significantly with flexible working arrangements.

**Regression Analysis**

**Simple linear regression analysis** was done to test the hypotheses (H1), and the test results are presented in Table 6.6.

|  |  |
| --- | --- |
| R | 0.508\*\* |
| R Square | 0.258 |
| Adjusted R Square | 0.253 |
| Standard Error | 0.25208 |
| Observations (N) | 152 |
| F | 52.100 |
| Sig. | 0.000 |
| Regression | Linear |
| Method | Enter |

Table 6.6: Correlation Analysis

*Source: Author, 2022*

According to the results depicted in Table 4.12, **25.8% (R Square = 0.258)** of the variation of job performance could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the flexible working arrangements [while other factors remain unchanged]. Further, as given in Table 6.7, the marginal contribution of Flexible working arrangement (0.473) in determining the effect on job performance is to be considered statistically significant (Sig. = 0.000) in the regression equation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.331 | .285 |  | 8.174 | .000 |
| Flexible Working Arrangements | .473 | .065 | .508 | 7.218 | .000 |

a. Dependent Variable: Job Performance

Table 6.7  - Coefficient results

*Source: Analyzed data, 2022*

Thus, according to the regression results, H1 is accepted statistically, claiming that there is a significant impact of flexible working arrangements and job performance. Accordingly, regression equation 4.1. It could be reported in both the intercept [C] and the marginal contribution [m] are statistically significant to be included in the equation.

**Equation 6.1: Regression – Job Performance and Flexible Working Arrangements**

Y = mX + C

Job Performance = 0.473(Flexible Working Arrangements) + 2.331

**Simple linear regression analysis** was done to test the hypotheses (H2), and the test results are presented in Table 6.8.

|  |  |
| --- | --- |
| R | 0.512\*\* |
| R Square | 0.263 |
| Adjusted R Square | 0.258 |
| Standard Error | 0.48051 |
| Observations (N) | 152 |
| F | 53.418 |
| Sig. | 0.000 |
| Regression | Linear |
| Method | Enter |

Table 6.8: Correlation Analysis

*Source: Author, 2022*

According to the results depicted in Table 6.8, **26.3% (R Square = 0.263)** of the variation of supervisor support could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the flexible working arrangements [while other factors remain unchanged]. Further, as given in Table 6.9, the marginal contribution of flexible working arrangements (0.913) in determining the effect on supervisor support is to be considered statistically significant (Sig. = 0.000) in the regression equation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.165 | .544 |  | 3.984 | .000 |
| Flexible Working arrangements | .913 | .125 | .512 | 7.309 | .000 |
| a. Dependent Variable: Supervisor Support |

Table 6.9: Coefficient Results

*Source: Analyzed data, 2022*

Thus, according to the regression results, H2 is accepted statistically, claiming that there is a significant impact of flexible working arrangements on supervisor support. Accordingly, regression equation 6.3 could be reported in which both the intercept [C] and the marginal contribution [m] are statistically significant to be included in the equation.

**Equation 6.3: Regression – Supervisor Support and Flexible Working Arrangements**

Y = mX + C

Supervisor Support = 0.913 (Flexible working arrangements) + 2.165

**Simple linear regression analysis** was done to test the hypotheses (H3), and the test results are presented in Table 6.10.

|  |  |
| --- | --- |
| R | 0.312\*\* |
| R Square | 0.097 |
| Adjusted R Square | 0.091 |
| Standard Error | 0.27801 |
| Observations (N) | 152 |
| F | 16.155 |
| Sig. | 0.000 |
| Regression | Linear |
| Method | Enter |

Table 6.10: Regression Statistics

*Source: Author, 2022*

According to the results depicted in Table 6.10, 9.7**% (R Square = 0.097)** of the variation of job performance could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the supervisor support [while other factors remain unchanged]. Further, as given in Table 6.10, the marginal contribution of supervisor support (0.163) in determining the effect on job performance is considered statistically significant (Sig. = 0.000) in the regression equation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 3.385 | .250 |  | 13.561 | .000 |
| Supervisor Support | .163 | .041 | .312 | 4.019 | .000 |
| a. Dependent Variable: Job Performance |

Table 6.10: Coefficient result

*Source: Analyzed data, 2022*

Thus, according to the regression results, H3 is accepted statistically, claiming that there is a significant impact of the Supervisor's Support on Job Performance. Accordingly, regression equation 6.4. It could be reported in both the intercept [C] and the marginal contribution [m] are statistically significant to be included in the equation.

**Equation 6.4: Regression – Job Performance and Supervisor Support**

Y = mX + C

Job Performance = 0.163(Supervisor Support) + 3.385

1. **Mediator Analysis**

An online Sobel calculator was used to test the mediation effect of employee engagement. Results are given in Figure 6.1.



**Figure 6.1: Sobel Test Results**

*Source: Online Sobel Calculator, 2022*

As the p-value of the Sobel test statistic is not ***less than 0.05***, the Sobel test statistic is statistically not accepted. Accordingly, supervisor support has not depicted a significant mediation impact. Further, as only the ***direct path of the IV – DV relationship are significant and the indirect path of the IV – DV relationship is not significant***, supervisor support could not be considered a ***partial mediator full mediator.*** It could not be a mediator because the P value is statistically unaccepted.  Thus, according to the Sobel test result, H4 is not accepted statistically, claiming that no significant impact of the Supervisors' support mediates in the relationship between FWAs and Job Performance. Accordingly, specific objective III is not achieved.

1. **Discussion**

The main problem of the research study is "What is the impact of flexible work arrangement on job performance in the Mediating Role of Supervisor Support?" Based on the theoretical information, the conceptual framework is developed to test the relationship between flexible working arrangements, job performance, and supervisor support to discover the impact of flexible working arrangements on job performance. Therefore, the following results could be explained.

In this study, the sample consisted of executive & above carders only. Thus, all the respondents were executive & above carder. The majority of respondents were 36 - 45 years old, which is 30%. Out of 160 respondents, the majority are male employees, which is 62%. Further, the highest % of respondents represent the permanent carder in terms of employee ant, which is 96%.

SPSS (Statistical Package for Social Science) was used to analyze the data gathered. Graphical charts, descriptive statistics, histograms, correlation and coefficient, and simple regression analysis were used to interpret the data analyzed and obtain the result. To test the relationship between variables, correlation analysis was used. Simple regression analysis was used to identify the significance of the relationship (coefficient analysis), and the degree of the impact of the independent variable on the dependent variable was analyzed using R square value.

It was found to be that there is a moderate positive relationship between flexible working arrangements and job performance. The Pearson correlation between these variables was 0.508, which is significant at 0.000 levels. This was based on two-tailed tests. In the mediator variable, only the direct path of the IV – DV relationship is significant, and the indirect path of the IV – DV relationship is not significant. Supervisor support could not be considered a partial mediator because the p-value of the Sobel test statistic is not less than 0.05. The simple regression analysis found that flexible working arrangements positively impact job performance. Therefore, the current study's findings portrayed a 25.8% positive impact generated from flexible working arrangements on job performance among executives & above carder in the IT industry in Sri Lanka.

As previously explained, the study mainly focused on identifying the impact of flexible working arrangements on job performance. There is an empirical gap in the investigation regarding this topic. Many researchers found a relationship between flexible working arrangements and job performance. Therefore, it is important to identify and prove that there is a positive or negative relationship and whether there has an impact of flexible working arrangements on job performance with supervisor support.

Based on the correlation, the researcher found a significant moderate positive relationship between flexible working arrangements and job performance. Similarly, in their research study, Kipkoech K (2018) found that flexible working arrangements have a significant relationship with job performance. Furthermore, Sekhar & Patwardhan (2021) also mentioned that it was confirmed that a flexible work balance interface has a positive relationship with job performance. However, Rice (2017) identifies that flexible working arrangements can positively and negatively affect job performance.

According to the regression analysis, the researcher has found a significant impact of flexible working arrangements on job performance. Further, the researcher has found a 25.8% impact from flexible working arrangements on job performance. Therefore, the researcher has reached the specific objective of the study. Similarly, Nayanathara & Kar (2021) found that flextime is a major factor that increases employee job performance. Further, they state that employees with flexible work schedules tend to be more productive, resulting in excellent performance. Those on the flexible program will also be more content at work and less likely to experience burnout and stress than employees with permanent jobs, which results in increased productivity. Employers frequently claim that flexible scheduling boosts productivity.

Based on the correlation, the researcher found a significant moderate positive relationship between flexible working arrangements and supervisor support. According to the regression analysis, the researcher has found a significant impact of flexible working arrangements on supervisor support. Further, the researcher has found a 26.3% impact generated from flexible working arrangements on supervisor support. Similarly, Sekhar & Patwardhan (2021) State that there must be a strong relationship between the employee and the employer to get a positive result from the flexible work arrangement.

Based on the correlation, the researcher has found a significant weak positive relationship between supervisor support and job performance. According to the regression analysis, the researcher has found a significant impact of supervisor support on job performance. Further, the researcher found a 9.7% impact from supervisor support on job performance. Similarly, Sekhar & Patwardhan (2021) state that there must be a strong relationship between the employee and the employer to get a positive result from the flexible work arrangement. Moreover, to succeed in the multiple-role framework, supervisor support must find a way to manage the conflict between being a strategic partner and an employee champion (Ulrich, HR at a crossroads, 2016).

The mean value of the job performance was 4.3842, so the mean value was nearly 5. Therefore, job performance was high. Thus, flexible working arrangement positively affects job performance. Similarly, Georgiana & Constantin (2017) found that Employees may improve their job performance with flexible work arrangements.

As previously explained, supervisor support is not mediating variable between flexible working arrangement and job performance according to this sample (sample size - 152) because, according to the Sobel test is not statistically accepted. Supervisor support has not depicted a significant mediation impact. Further, as only the direct path of the IV – DV relationship are significant and the indirect path of the IV – DV relationship is not significant, supervisor support could not be considered a partial mediator full mediator. It is considered could not be a mediator. Similarly, Kim H. J.-M. (2017) states that In line with other research, there is no moderating relationship between flexible working arrangements and employee performance. H4 is not accepted statistically, claiming that no significant impact of the Supervisors' support mediates the relationship between FWAs and Job Performance. Accordingly, specific objective III is not achieved. However, some researchers identify that supervisor support has a mediator relationship between flexible working arrangements and job performance. Job performance is a key mediator in developing FWAs, notably supervisor support (Eisenberger R. , 2002). Furthermore, supervisors may demonstrate to workers how to improve their performance, well-being, and work-life balance andeach them how to modify their environment if they think about what is required (Wingerden, 2017).

1. **Conclusion**

The researcher's focus in this study is to assess the Flexible Working Arrangement and Job Performance in the Mediating Role of Supervisor Support. Considering the findings reported in chapter four, the current study concludes that by considering hypothesis one, the results indicated that flexible working arrangements impact job performance. Thus, the use of flextime and work shifts have a significant impact on job performance in the IT industry. And it can be recognized that there is a relationship between the supervisor's support and flexible working arrangements in organizations. Flexible working arrangements require the supervisor's support to achieve positive results. And it can be recognized that a relationship exists between supervisor support and job performance. But according to the obtained sample, it was identified that supervisor support does not support mediators between flexible working arrangements and job performance.  Therefore, it can be recognized that there is only a direct relationship between flexible working arrangements and job performance. There is no indirect relationship between job performance, supervisor support, and flexible working arrangements. According to the past literature, no study directly investigated the relationship between flexible working arrangements and job performance with the mediator role of supervisor support in Sri Lanka. The current study contributes to filling the gap in the Sri Lanka context with more empirical findings. According to the hypotheses discussed above, the use of flexible work organization increases employee performance in organizations, and as employee performance increases, so does organizational performance. So organizations can reach the expected goals. This reveals that flexible work environments can be used to increase the performance of organizations.

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