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The Effect of Flexible Work Arrangement and Work-Life Balance on Work Engagement  
and the mediating Role of Work-Family Conflict

By

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A thesis

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# **DEDICATION**

To my loving children, Julian and Jovani, my partner and my parents.

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# The Effect of Flexible Work Arrangement and Work-Life Balance on Work Engagement and the mediating Role of Work-Family Conflict

Caroline Boukhzam

## ABSTRACT

This research explores the effect of flexible work arrangements and work life balance on work engagement. The study also investigated the mediating effect of work-family conflict. Drawing on the conservation of resource theory and social exchange theory, a conceptual model is developed and the hypotheses linking flexible work arrangements, work-life balance, work engagement and work-family conflict are derived. This study suggests that flexible work arrangement is positively associated with work-engagement, and lack of work-life balance increases work-family conflict which in turns negatively impact work engagement. Quantitative empirical research was conducted to test the conceptual model. The structural model was tested using the Smart PLS software. The outcome of this study reveals that flexible work arrangement positively relates to work engagement. In addition, it was also established the absence of work-life balance leads to work-family conflict which further impact work engagement very detrimentally. Based on these outcomes, our study recommends that human resources managers interested in increasing work engagement levels among their employees should consider introducing and implementing flexible work arrangement strategies. Such an initiative, along with the presence of work-life balance among employees, can potentially minimize the work-family conflict and engage employees to be more engaged in their tasks.

**Keywords:** Flexible work arrangement, Work-Life Balance, Work-family Conflict, Work Engagement, Employee Well-being



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# **LIST OF ABBREVIATIONS**

FWA: Flexible Work Arrangement

WLF: Work-Life Balance

WFC: Work-Family Conflict

WE: Work Engagement

US: United States of America

# Chapter One

## Scope of the Study

This chapter introduces the study, highlights and explains its importance, and outlines the research questions that are to be explored and investigated. The chapter concludes by stating the thesis statement of the study.

### 1.1 Introduction and Background

The onset of the Corona Virus pandemic marked a major step in the adoption of the alternative work arrangement. Since the beginning of the pandemic especially after health authorities across the globe introduced lockdowns and curfews as a means of preventing the spread of the diseases, there has been a sudden increase in the interest of scholars and researchers in flexible work arrangements (FWA) and its impact on employees and other factors associated with teleworking (Bettac, 2021). In trying to impede the spread of the virus, governments across the globe introduced measures that obliged people to work from home, and this resulted in a major shift toward the typical flexible work arrangement. Many organizations that did not previously practiced a flexible work arrangement were required to use it as an alternative strategy permitting their employees to work from home in order to keep the working standards ongoing (Mustajab, et al., 2020). Hence, the pandemic had become a major threat on organizations and employees by forcing to change the work methods and human relations by prohibiting employees to work in one office (Mustajab, et al., 2020). According to a 2020 survey done in the United States, 50 percent of America's

workforce began working from home as of April 2020. The other 50 Percent were either laid off from their occupations or continued working at their usual on premise offices (Brynjolfsson, et al., 2020).

The shift from existing and typical business premises to novel ways of doing business (such as eCommerce) has demanded and called for the adoption of teleworking. As a concept, teleworking defies the traditional perception that physical places of work provide employees with some status in society. It is one of the most dominant alternative work arrangement strategies in most parts of the world and was mostly implemented by various organizations across the globe during the period of Covid-19. It is more successful in companies that train and equip their teleworkers with the necessary technology, tools, and skills. As such, accessibility to an organization's resources is among the key factors contributing to an increase in productivity and satisfaction with telework. Despite its rapid rise, teleworking is still marred with several challenges which are mainly technological. These challenges are more dominant in developing countries. For instance, the possibility of accessing the organization's documents from home can greatly be affected by poor technological equipment or gadgets as well as an absence of essential technical skills and tools. In this study, we have explored the impact of flexible work arrangements on work engagements (WE).

Along with flexible work arrangements, Work-Life Balance (WLB) has become a significant area of interest to researchers and human resource management scholars. Businesses are widely discovering new means of attracting employees and updating their Human Resource policies while practicing flexibility at work. The work-life obligations and responsibilities require employees to meet work deadlines and commit to their life obligation at an individual level (Palumbo, 2020). Employers experience difficulties in assessing the need to enhance their

HR policies on Work-Life Balance (WLB) to commit to employees' needs relating to their domestic responsibilities such as fulfilling their children's day-to-day needs or assisting elderly persons to accomplish their personal needs (Crouter & Booth, 2004). Some employers evaluate the effect of flexible work arrangements on their employees' work-life balance availability, and this is because the nature of work undertaken by such employees may not support work-life balance (WLB) in situations that put their employees to work from home or any other place away from their offices (Chung & Lippe, 2020). This presents the need for employers to understand the association between work-life balance and work-family conflict since these factors have the potential of affecting employees' productivity which in turn impacts the overall productivity of an organization. A similar study was conducted by Fahd-Sreih, (2018), highlighting on the importance of HRM practices on employee productivity and organization outcome.

As such, this study explores the relationship between work-life balance and work-family conflict. More precisely, this study investigates the level of effect of work-life balance on work-family conflict. The study further established that many of the permanently employed people were willing to accept part-time jobs (Bettac, 2021). This population was, however, scared by the possibility of completely losing their source of income (Bettac, 2021).

Work-Family Conflict (WFC) is described as an extensive demand that emanates from both work and family situations. Generally, such situations have the potential of causing or leading to conflicts at a family or domestic level. Such conflicts can be caused by several underlying factors such as the extreme workload level at work, stress or depression cropping up from work-related issues, and pressure from work obliging employees to work extra hours to meet the work demands, a situation that typically leads to an imbalance between work and an employee's personal life. As such, this study also explored the association between work-life

balance (WLB) on work engagement and the mediating role of work-family conflict (WFC) by examining the impact of WLB absence.

Consequently, this study examined the effect of FWA on WLB. The rationale behind this investigation is that FWA is rapidly being adopted not just locally but across the globe. While numerous employers, as well as employees, are preferring working from home on a full-time basis, a significant number are preferring a hybrid strategy (involving working from home and the office) (Chung & Lippe, 2020). This trend has escalated since the beginning of the Covid-19 Pandemic. Nonetheless, WFC is also becoming an issue, especially with the intensification of FWA adoption. As such, this study also examines the effect of FWA mediating the role of WFC, and this is because the adoption of FWA by employees has the potential of impacting their lives and family responsibilities, especially during the pandemic period which has already lasted two years.

## **1.2 Importance of the study**

The direct and indirect impact of the pandemic (Covid-19) on employees' wellbeing, performance, motivation and dedication, and many other aspects of employees as well as employers in business has triggered the interest of researchers and scholars to study employees' and employers' preference of flexibility to work away from the office premise. As many employees practiced working with flexibility over the past two years (duration of the Covid-19 pandemic), this study was set to explore the impact of this flexibility on employees' work-life balance (WLB), work engagement (WE) and the mediating role of work-family conflict (WFC). While prior researchers or studies have largely explored these variables individually, there is hardly any study that has investigated these associations. This study intends to enclose this gap in



literature by examining the associations between these variables to uncover and bring more understanding to the subject in literature.

### **1.3 Research Questions**

While this study was carried out, it aimed at addressing the following research questions:

RQ1: How does flexible work arrangements and work-life balance effect work engagement?

RQ2: How does the mediating role of work-family conflict effect work engagement?

### **1.4 Thesis statement**

The remaining sections of the thesis have been prepared as follows: Chapter 2 provides an overview of the four variables used in the study and these include the flexible work arrangement (FWA), work-life balance (WLB), work-family conflict (WFC), and work engagement (WE). The components of Chapter 3 include a developed conceptual model (Figure1) proposed in this study and the stated hypotheses of the study. Chapter 4 tackles two aspects of the study which include the research methodology, statistical analysis, and findings. The last chapter of this study is Chapter 5 which presents the implications of the findings, limitations of the study and its findings, and recommendations for further research in the future

# Chapter Two

## Literature Review

This chapter provides an overview of the four variables under study, and they include flexible work arrangement (FWA), worklife balance (WLB), work family conflict (WFC), and work engagement (WE).

### 2.1 Flexible Work Arrangement (FWA)

A flexible work arrangement describes a work program that empowers the employees to choose work schedules that are favorable to them (Weideman & Hofmeyr, 2020). The flexibility can be assessed in terms of geographical location and time (Shagvaliyeva & Yazdanifard, 2014). Flexible work allows employees to decide the location and the time of their work away from the real office premise (Chung & Lippe, 2020)(Davidescu, Apostu, Paul, & Casuneanu, 2020).

Various forms of flexible work arrangements exist currently. Hybrid working is among the most leading forms of flexible work arrangement (Bettac, 2021). With this arrangement, the employees work away from the organization`s premises but occasionally go to work on-site as agreed with the employer (Bellman, 2020). Telecommuting is the other important form of flexible working arrangement. It describes an arrangement in which the employee only works away from the organization`s premises (Groen & Triest, 2018). While it may be understood as "working from home," telecommuting implies working anywhere away from the premises of the organization (Tanpipat, Lim, & Deng, 2021). It can be used interchangeably with remote working.

Flexible work arrangement has challenges on organizational level. Teleworking in the Covid-19 period has come with security issues (Belzunegui-Eraso & Erro, 2020). Many organizations are struggling to secure their technological infrastructures that are used by their employees away from their business premises (Belzunegui-Eraso & Erro, 2020). Second, working away from the offices is difficult for managers to monitor the performance of their employees (Mihailovic, Cerovic, Radevic, Rasovic, & Martinovic, 2021). However, O'Donnell (2022) states that productivity should not be a challenge since it is not measured on the presence of the employee, but rather on the outcome of their input within a specified time. Third, working away from office requires the organization to pay extra payment for the internet usage in order for employees to use the internet from their home (Songsangyos & Lamamporn, 2020). The work arrangement, however, has enabled organizations to keep their businesses running in the facing of the lockdowns imposed by the governments (Davidescu, Apostu, Paul, & Casuneanu, 2020).

Flexible work arrangement has challenges on the employee level as well. Facing work-family responsibilities while working from home may lead to less concentration or efficiency, such as taking care of children's or elder's demands and needs. Third, the less interaction with teammates, the less sharing knowledge and information" (Songsangyos & Lamamporn, 2020). Fourth, when a certain situation requires a fast solution from the team, delays in response will be followed in the work progress and not everyone is suited to remote working as some perform better when working within a team rather than individually from home (Crouter & Booth, 2004).

Nevertheless, flexible work arrangement has many triggers on employees and organizational level. Flexible work arrangement is considered an excellent tool for giving employees more control of their work (Ray & Pana-Cryan, 2021). Having a sense of control over

their jobs triggers a sense of job satisfaction and improves the employees' engagement with their tasks (Bellman, 2020). These positive impacts have an overall benefit to the well-being of the employees, especially on their health (Gasic & N.Berber, 2021). Maxwell et al., 2006 point out that effective flexible working arrangements enables employees to decide and manage not just their work schedules but also schedules pertaining to their personal lives. Flexible work arrangements such as part-time working hours' enables employees to work continually while augmenting their leisure time which is an aspect of work-family balance (Maxwell, Rankine, MacVicar, & Bell, 2006). Employees who felt that they had FWA at their work had higher job satisfaction and organizational commitment than others who did not have FWA policies and implementing FWA supports their employees to better balance work and personal life, thus many employers decided to implement a variety of types of flexible work arrangement (Chen, Y. & Fulmer, I.S., 2017). Studies have found that FWAs relate to several positive employee outcomes as the decrease in work-life conflict, increase employee commitment and job satisfaction, and growth in higher employee productivity (Sahay, Srivasta, & Nag, 2021; Bettac, 2021; Chang, Zhou, Wang, & Heredero, 2017). Given employees the freedom to work anywhere and anytime would less likely lead to burn out and use sick leaves (Alexander, 2020). According to Sussanna & Yazdanifard (2014), flexible work arrangement has a positive impact on the happiness of the employees. Flexibility in their work schedules was indicated to be a primary contributor to their happiness (Bettac, 2021).

Adriana, et al. (2020) emphasize that job satisfaction is an important criterion in the psychology of employee motivation. It follows that flexibility in work influences employee performance. Since employee performance directly affects organizational productivity, it can safely be argued that work flexibility has an impact on organizational performance. From the

article, job satisfaction is described as the employees` emotional orientation towards the work they are assigned to do (Adriana, et al., 2020). The perception held by the employees regarding the nature of work they perform has a great influence on the levels of satisfaction they get from the jobs.

Flexible work arrangement is an emerging trend for sustainable human resource management. Though the concept of flexible work has existed for several decades, it has never been considered as an essential element to drive sustainable HRM (Davidescu, Apostu, Paul, & Casuneanu, 2020). The fundamental aspects of sustainable human resource management include such factors as strategy orientation, value orientation, knowledge and competency orientation, employee participation, and flexibility among others (Halbesleben, 2010). As a major driver for sustainable human resource management, flexible work arrangements touch directly on the well-being of the employees. Flexibility has a significant influence on the family-life conflict and work-life balance (Gasic & N.Berber, 2021). Studies have found that FWAs relate to several positive employee outcomes as a decrease in work-life conflict, increase employee commitment and job satisfaction, and growth in higher employee productivity (Higgins & Duxbury, 2014). In the recent past, administrators have gained more interest in the impact of flexible work arrangements on the families of both the employees and the employers (Higgins & Duxbury, 2014).

## **2.2 Work-Life Balance**

Work-life balance describes the point of convergence between work and personal life (Hill, et al. 2003). It describes the ability of an individual employee to balance between the time given to work and the time given to personal life. Venkatesan (2021) asserts that work-life balance is the equity across numerous roles relating to work and non-work activities. It describes

the tough act of balancing between the private life complexity and the dynamics of work-life. Such work-life dynamics include employer, location, and economics (Venkatesan, 2021). Time is a prime resource to consider when attempting an understanding of work-life balance. Apart from time balance, work-life balance also calls for involvement balance and satisfaction balance (Brynjolfsson, et al., 2020). An individual employee's priorities have a considerable moderating effect on the work-life balance (Gragnano, Simbula, & Miglioretti, 2020). In the modern workforce, several employees are struggling with work-life balance issues. This triggered an elevated interest among academicians and theorists in the concept of work-life balance.

The term is rapidly gaining popularity in public discourse many organizations are currently claiming that it forms the core principle of their work arrangement (Crouter & Booth, 2004). Despite these claims by large organizations, hundreds of academicians assert that the popularity of the knowledge on work-life balance has not effectively kept pace with its theoretical development (Golden & Veiga, 2008). The large gap has crippled an attempted deeper understanding of the concept. For instance, without an effective theoretical background of the concept of work-life balance, defining and describing the term becomes impossible (Gragnano, Simbula, & Miglioretti, 2020). The consideration of work-life balance has, therefore, been limited in its literature coverage. As a result of the limitation, numerous pieces of research are currently calling for an expansion of the concept of Work-Life balance.

The current industrial landscape comes to the employees with unchecked pressure. The pressure can be both psychological and physical. In both aspects, if the pressure from work goes unchecked, the employees may not be able to balance between the time they allocate to their profession and the time they give to personal life (Christian, Garza, & Slaughter, 2011). An individual employee's life is intertwined between work and non-work-related activities. The non-

work domain of activities is an essential area of knowledge that needs to be effectively understood before one can understand the concept of work-life balance. Some of the important non-work domains that are essential in understanding work-life balance include education, friendships, leisure, romantic relationship, health, family, community involvement, and household management (Gragnano, Simbula, & Miglioretti, 2020).

### **2.3 Work-Family Conflict**

Work-Family conflict is the consequence of the ever-increasing industrial demands placed upon the employees in their family settings (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). In defining work-family conflict, it is assumed that the demands of work will conflict with the demands of the family. Due to the increased demands of work, employees are sometimes given many roles that require them to work even at home. This results in a psychological imbalance between home life and work. Sahay et al., (2021) describe the work-family conflict as among the inter-role conflicts occurring when time, energy, or behavioral demands of an assigned work conflicts with family roles of the employee. In this sense, work-family conflict can be seen as a form of work-life conflict. It is among the currently growing social challenges in the business world. According to Glavin & Schieman (2012), work-family conflict is rapidly increasing due to the changing demographic trends in family as well as the changing work trends.

Role-balance theory postulates that work-family conflict is the result of incompatible role demands between work and family (Carlson, et al, 2008). These demands could be on time, behavior, or strain. For instance, some organizations have overtime policies, and the employees, pressed by financial constraints and would want to participate (Chung & Lippe, 2020). However, these overtime arrangements squeeze the time that an individual could spend with family or use

in securing family matters (Carlson & Grzywacs, 2008). This is a typical example of time-based role conflict. On the other hand, there is the strain-based conflict occurring when work roles constraints and employee`s ability to perform other roles, mainly relating to family duty (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020).

Some of the current family demographic trends that propel work-family conflict include the high number of mothers with children being in the labor force (Gragnano, Simbula, & Miglioretti, 2020). Several childbearing women are in the labor force both in the United States of America and around the globe (Belzunegui-Eraso & Erro, 2020). The rapid increase in the elderly people due to the rapidly aging population also accounts for the modern family demographic trends that are directly associated with work-family conflict (Yustina & Santosa, 2020). The other recent trend in family demography is the increasing number of men that are involved in caregiving in their families, especially in the Western nations (Asante, 2020). The growth of technology and its application in the work has also led to work-family conflict. Some technologies have blurred the boundaries that existed between work life and private life. Electronic communication, in particular, has made it easy for employees to engage with work while at home (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020).

Scenarios of employees being given work overload have tremendous negative impacts both on the employees and the organization in general. Work overload causes exceeding stress on the employees, leading to their dissatisfaction with the jobs they are assigned to do (Gasic & N.Berber, 2021). Generally, overloading an employee with excess work will eventually lead to low productivity on their parts, and consequently low organizational productivity. Many organizations are currently implementing flexible work arrangements to limit the consequences that Work-Family Conflict may have on their employees (Martin, 2013). Research done among



about 10,000 workers in Europe, Australia, Canada and US established that 89% consider flexible working as a scheme that should become normal (Venkatesan, 2021). About 54% of the workers indicated that they would join jobs that provide flexible work arrangements to obtain a better work-life balance (Venkatesan, 2021).

## **2.5 Work Engagement**

The concept of work engagement has been typically used in various forms to refer to work-related events or activities such as job involvement and job empowerment (Angus, Kuok, & Taormina, 2017). Due to the broadness of the term especially in regard to how it is applied, there has been lack of consensus among scholars and researchers on the definition of the term (Angus, Kuok, & Taormina, 2017). As such, different scholars have defined the term differently but based their description on the subject of study. On the other hand, work engaged is also defined by some scholars from an emotional perspective, and this is based on the idea of emotional labour at work (Schaufeli, 2012). However, in their study on the evolution of the concept of work engagement which examined and reviewed numerous literatures on the concept of work engagement, Angus et al., 2017 generally defines work engagement as, “a desirable condition that has an organizational purpose, and connotes involvements, commitment, passion, enthusiasm, focused effort, and energy”. This definition of work engagement tends to integrate the broadness of the work engagement concept by bringing considering the business and scientific or psychological aspect of the concept (Schaufeli, 2012). ‘Schaufeli (2012) identified work engagement in the three dimensions which are vigor, dedication and absorption. For instance, vigor is an aspect of work engagement where people use their high energy or effort to undertake and accomplish tasks. Dedication is a sense of emotional of enthusiasm, alertness, excitement, job satisfaction, and contentment. Absorption, highlights that engaged workers

mostly feel committed to their work, are rarely absent, and stay in an organization for longer period before they consider leaving.’

Prior studies have mainly focused on three aspects of work engagements which include work engagement measurement and meaning, the consequences of work engagement, and work engagement antecedents (Rich et al., 2010; Halbesleben, 2010; Schaufeli, 2012; Angus et al., 2017). In regard to meaning and measurements, work engagement is measured or assessed through a number, but the most dominant means include self-report questionnaire, Gallup’s Q, and Utrecht Work Engagement Scale (a psychological based instrument used for evaluating work engagement) (Christian, Garza, & Slaughter, 2011). While these approaches are different in terms of how they are applied in evaluating work engagement, they have a common intention which is to measure the level of work engagement of an individual in his or her occupation (Christian, Garza, & Slaughter, 2011). The concept of work engagement is different from other forms of psychological states such as job satisfaction. Generally, highly engaged employees perform well in their work than job-satisfied employees.

In regard to antecedents, prior studies have reliably demonstrated that work engagement is highly and positively associated with personal and job resources (Halbesleben, 2010; Mauno et al., 2010; Christian et al., 2011). Personal resources in this regard are optimistic and constructive self-appraisals that are connected to resiliency and brings up a person’s sense of their capability to effectively control and have an impact on their ecosystem (Rich, Lepine, & Crawford, 2010). On the other hand, job resources with respect to work engagement refers to the physical, organizational, as well as social aspect of the job or occupation that may stimulate and enhance personal growth and development, minimize the job demands as well as the interrelated psychological and physiological outlays, and be instrumental towards attaining work objectives

or goals (Mauno, Kinnunen, Makikangas, & Feldt, 2010). These resources along with others such as autonomy, performance response or feedback, and social support has the potential of forecasting work engagement level (Christian, Garza, & Slaughter, 2011). Additionally, personal resources such as positivity or optimism, self-esteem, hope, the capability to regulate and control emotions, and self-efficacy are considered in literature as antecedents of work engagement (Christian, Garza, & Slaughter, 2011).

In regard to work engagement consequences or significances, the potential consequences of work engagement relate to an employee's job performance, positive work-associated attitudes of an employee, and the well-being of an employee as well as any extra-role that the employee can undertake in an organization other than their typical roles (Angus, Kuok, & Taormina, 2017). Work-engaged employees also undergoes positive emotions, and relish good mental as well as psychosomatic health especially when likened with overachievers' employees (Schaufeli, 2012). Moreover, work-engaged employees tend to display personal or individual initiative and are intrinsically motivated to take part in activities pertaining to learning (Mauno, Kinnunen, Makikangas, & Feldt, 2010). In other words, employees that are engaged appears to have the capability and inclined to "going extra mile". Findings from prior studies indicates that employees that are engaged in their work perform much better than others (Rich et al., 2010; Halbesleben, 2010).

# Chapter Three

## Theoretical Framework, Hypothesis, and Conceptual Model

This chapter includes the hypotheses deduced related to flexible work arrangement, work life balance, work family conflict and work engagement, governed by two theoretical frameworks. Finally, the derived relations are depicted by a conceptual model marked by its originality.

### 3.1 Theoretical Framework

The conservation of resource theory and social exchange theory was used to govern the relationship between the proposed variables.

#### 3.1.1 Conservation of Resource Theory and Social Exchange Theory

The conservation of resource theory postulates that work-family conflict is the result of incompatible role demands between work and family (Carlson, et al, 2008). Flexible work arrangement is an organizational approach which allows their employees to sense the balance between both life and other obligations, a conservation of resource theory (Edwards & Rothbard, 2000). Social exchange theory assumes that employees who feel that their organization cares about their wellbeing and their family obligations allowing the flexible work arrangement impacts positively employees work engagement (Hill, et al. 2003). Chen and Fulmer (2017) also state that working from home and other locations from office premise reflect the organization trust on employees which leads them to work harder to retain this trust and flexibility. Therefore,

this theory stipulates that having a flexible work arrangement may lead to higher work engagement, having less work family conflict while balancing the work life balance.

### **3.2 Hypotheses Development**

This section of chapter three includes the four hypotheses addressed after the data analysis which are derived based on prior literature review and two theoretical frameworks: which are conservation of resource theory and social exchange theory.

#### **3.2.1 Flexible work arrangement and Work Engagement**

The stated hypothesis suggest that flexible work arrangement directly influences work engagement in a positive manner. Though unclear, a number of prior studies have indirectly explored the association between flexible work arrangement and a number of work engagement attributes (Chen & Fulmer, 2017; Leslie et al., 2012; Hammer et al., 2005; Weideman & Hofmey, 2020). As described in chapter one, flexible work arrangement pertains to employment practices that enables employee's flexibility in the manner they undertake their assigned tasks. The fundamental forms of flexible work arrangement include working from home, and flexible working hours at the office premises (Weideman & Hofmey, 2020). Previous literature suggests that these work arrangements have different associations with diverse aspects of employee engagements (Leslie et al., 2012; Hammer et al., 2005; Weideman & Hofmey, 2020). Some of the common attributes or aspects of employee or worker engagements that have been extensively studied include organizational commitment, and organizational trust and support (Leslie, Manchester, Park, & Mehng, 2012). Alluding to the definition or description of work engagement adopted in this study, organizational commitment (which also embodies organizational trust and support) are part of the fundamental attributes connoting the meaning of work engagement. As such, studies that have investigated the association between flexible work

arrangement and organizational commitment indirectly explores the relationship between flexible work arrangement (FWA), and work engagement (WE). Organizational commitment in this regard refers to the commitment of an organization to its employees (Hammer, Neal, Newsom, Brockwood, & Colton, 2005). A study conducted by Chen & Fulmer (2017) to investigate this relationship revealed that FWA positively relates with organizational commitment. The findings of the study by Chen & Fulmer (2017) indicated that flexible work schedules along with location (contrary to working less hours) positively influences organizational commitment. However, the findings of a study by Hill et al., 2003 showed that increase in organizational commitment is not essentially contributed by or occurs due to employment and implementation of FWAs policies and strategies. Instead, augmentation of organizational commitment is significantly contributed by the influence of social exchange (Hill, Ferris, & Martinson, 2003). Additionally, some contradictory studies interpret flexible work arrangements in a negative way with regards to employee organizational commitment. These studies suggest that flexible work arrangements have unintentional effects on organizational commitment by augmenting work-life conflict, as well as triggers possible career penalties (Leslie et al., 2012; Hammer et al., 2005).

In addition to organizational commitment, organizational trust and support are other attributes of work engagements that have extensively been explored in literature. Organizational trust and support in this context refer to the confidence and provision that an organization exhibit towards its employees. Cooper-Thomas et al., 2018 made a proposal based on resource theory, that work engagement is connected to emotions of caring. Schaufeli (2012) also describe work engagement from an emotional standpoint by emphasizing that employees that are engaged in their work experiences positive emotions which plays a significant role in their positive job performance.

Per se, resources that encourages emotions of caring are tending to augment work engagement (Cooper-Thomas, Xu, & Saks, 2018). Since flexible work arrangement is largely portrayed in literature to be naturally supportive, it would be rational to argue that employees that view flexible work arrangement as a ‘care’ initiative by their organization would have high levels of work engagement (Chen & Fulmer, 2017). Enablement of employees to practice alternative work arrangements such as being able to work from home is a demonstration of trust by an organization to its employees, and this potentially enhance the employees’ morale as well as increase their motivation (Hill et al., 2003). This view is supported by other authors such as Chen & Fulmer (2017) who mentions that, while working from flexible locations might not substantially increase job satisfaction among the employees, the trust component of such an initiative would motivate employees to put in extra effort in their work.

Weideman & Hofmey (2020) explored the influence of flexible work arrangement on work engagement by carrying out a qualitative study across different organizations in South Africa. According to the findings of the study, flexible work arrangement positively relates with work engagement, and one of the fundamental attributes of work engagement that is influenced by FWA is employee well-being which is a person resource as described earlier in chapter two and pinned by the conservation of resources theory as the key resource that organizations provide to employees by a means of FWAs. The findings of their study conform to the theory of conservation of resources which suggests that having a flexible work arrangement can result into high levels of work engagement.

*H1: Flexible Work Arrangement is positively related to work engagement*

### **3.2.2 Relationship between Work-Life Balance and Work-Family Conflict**

Work-life balance has a direct bearing on work-family conflict. According to Venkatesan (2021), when work-life balance is not achieved and sustained, it leads to negative impacts on the employees. Primarily, unbalanced work-life dynamics eventually lead to high-stress levels among the employees. High-stress levels have direct negative impacts on the overall productivity of the employees, and eventually of the entire organization. More employees with high-stress levels are found, in several studies, to have lower life satisfaction. This implies that work-life balance has a direct bearing on the well-being of the employees. On the contrary, being able to better balance out professional and personal life by using the FWA, much research has shown that it increases employee productivity, and reduces employee absenteeism and turnover. Knowing that having an FWA policy that ensures coming late to work is not counted as late, but the company is flexible and trustworthy with their employees.

According to Yustina & Santosa (2020), work demand is negatively correlated with the balancing of life and work. When an employee's work interferes with their ability to complete family responsibilities, it affects the balance between life and work. Such individuals cannot achieve a work-life balance. Interestingly, employees may not be able to accomplish their work responsibilities when family demands are interfering. In this manner, work-family conflict and work-life balance are related. A proper work-life balance is necessary for employees to be more productive in their profession. One of the constraints that need to be limited to achieve such a balance is work-life conflict. Flexible work arrangement is proposed by several studies as an appropriate tool to minimize work-family conflict and achieve work-life balance.

Yustina & Santosa (2020) emphasizes that work-family conflict is a chief predictor of work-life balance. Work-life balance relates to family conflicts when there is little or no role conflict in the



family and work situations of an employee's life. For instance, when an employed married individual performs both the work and family responsibilities well, then there is no conflict for them. Such an individual is considered to have achieved a work-life balance. Research done among about 10,000 workers in Europe, Australia, Canada and US established that 89% consider flexible working as a scheme that should become normal. About 54% of the workers indicated that they would join jobs that provide flexible work arrangements to obtain a better work-life balance.

*H2: Lack of work life balance is positively related to work-family conflict*

### **3.2.3 Relations between Work family conflict and work engagement**

A number of studies have directly assessed work-family conflict as an antecedent of work engagement predictor (Koseek & Ozeki, 1998; Bedeian et al., 1988; Frone et al., 1992; Allen et al., 2000; Mesmer-Magnus & Viswesvaran, 2005). Study findings in the past have revealed that work-family conflict negatively impacts certain outcome in regard to employees and organizations, and such outcomes include job satisfaction, intent to turnover, and absenteeism (Martin, 2013). Suchlike outcomes contribute to an imminent destructive effect for organizations as well as employees (Mesmer-Magnus & Viswesvaran, 2005). Various studies have also established that work-family conflict decreases life and job satisfaction, organizational commitment, work performance, while augmenting depression, absenteeism, intent to turnover, fatigue, and job stressors (Koseek & Ozeki, 1998; Bedeian et al., 1988; Frone et al., 1992; Allen et al., 2000; Mesmer-Magnus & Viswesvaran, 2005).

A meta-analysis study conducted over a decade ago by Allen et al., 2000 examined over 100 empirical research spanning from 1977 to 1998 and established that work-family conflict is an

antecedent or precursor of three key categories of outcomes which include stress-associated outcomes, work-associated outcomes, and non-work associated outcomes. Stress-associated outcomes of work-family conflict comprises of burnout or fatigue, depression, psychological anxiety, work-associated stress, substance abuse, and family-associated stress (Kossek & Ozeki, 1998). Work-associated outcomes comprises of organizational commitment, career satisfaction, absenteeism, intent to turnover, job satisfaction, and career success (Bedeian, Burke, & Moffett, 1988). Non-work associated outcomes include leisure satisfaction, family performance and satisfaction, life satisfaction as well as marital satisfaction (Frone, Russel, & Cooper, 1992).

Most of these outcomes are attributes that directly pertains to work engagement. The findings of a study conducted by Kossek & Ozeki (1998) found that work-family conflict tends to be related or associated with less or reduced organizational commitment, high levels of turnover intentions, and absenteeism. Demographically, Kossek & Ozeki (1998) pointed out that job satisfaction levels resulting from work-family conflict is higher among women than men. While a large portion of prior studies have established that the association between work-family conflicts and various attributes or elements of work engagement are negative, a study conducted a decade ago investigated the relationship between employee engagements with work-family conflict and found a positive association between these two variables.

According to Harvey & Bolino (2009), work-family conflict that is time-oriented is positively related with work engagement. Harvey & Bolino (2009) argues that there is a great possibility that employees that have greater levels of diligence as an aspect of work engagement tend to have or experience less work-family conflict. They premise these unusual findings on the theory of conservation of resources which postulate that people pursue to acquire and protect resources wherein resources refer to anything of value to an individual at a personal level, and can

comprise of personal traits, energy, or even objects (Harvey & Bolino, 2009). As such, in spite of the findings of past studies which have shown that work-family conflict is generally associated with work engagement in a negative way, there is a developing possibility for exploring a positive association between work-family conflict and work engagement.

Furthermore, it is important to highlight those past studies on the association between these constructs have explored work-family conflict as either an outcome, mediator, or a moderator variable (Harvey & Bolino, 2009). In the apparent study, work-family conflict is explored as an outcome variable rather than an antecedent, hence, the following hypothesis has been explored in the study. The choice of work-family conflict as an outcome variable enables direct investigation of its relationship with work engagement. Based on these prior studies, the following hypothesis has been stated:

*H3: Work family conflict is negatively related to work engagement*

### **3.2.4 Relations between work life balance and work engagement**

Not so much has been done in literature regarding the association between work-life balance and work engagement. As such, there is little indication that work-life balance positively correlates with work engagement or lack of work-life balance leads to a negative outcome on work engagement (Greenhaus, Collins, & Shaw, 2003). Nevertheless, some prior research has explored the association of work-life balance with the well-being of an employee (Greenhaus et al., 2003). According to a study by Marks & MacDermid (1996), employees who observe balance between their private lives and their work tends to be less stressed in the responsibilities that they undertake in their occupations.

Whittington et al., 2011 attributes this assumption to the possibility that such employees undertake and accomplish roles or responsibilities that are outstanding and prominent to them. Furthermore, such employees have the capability to apportion their energy as well as time to the difficulties that they experience which sequentially leads to an increase in their well-being (Kort, 2016). Reindl et al., 2011 point out that job satisfaction, as well as organizational commitment can be augmented by work-life balance.

Some prior studies have explored the association between the practices of work-life balance, and work engagement (Kort, 2016; Reindl, 2008; Whittington et al., 2011; Greenhaus et al., 2003). Blau (1964) suggests that elucidations on the association between work engagement, and work-life balance can be well articulated by the social exchange theory which suggest that when employees are provided with care and opportunities, they will exhibit certain behavior and attitudes in a give-in-return manner to their employers. However, the associations between these constructs can also be understood through the lens of the conservation of resource theory which suggest that work-family conflict occurs as an outcome of mismatched role difficulties between work and family (Carlson et al., 2008). In other words, employees that experiences 'care' provided by their organization particularly in regard to their well-being and family responsibilities experiences high levels of work engagement.

Organizations provides such kind of care by implementing flexible work arrangement which enables employees to balance between work and family as well as their lives. The social exchange theory tends to emphasize that through showing favorable attitudes and behavior as a way to reciprocate the care provided by the organization, employees tend to experience high levels of work engagement (Kort, 2016). While this is true since work engagement has diverse dimensions which also encompasses emotional work engagement, the conservation of resource

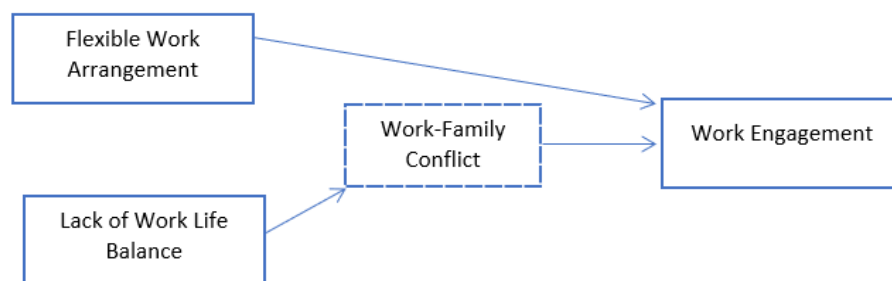
theory tends to suggest that employees' experiences high levels of work engagement as a result of low level of work-family conflict which impacts work-life balance in a detrimental manner (Carlson & Grzywacs, 2008). In other words, the organizational care provided to employees by their employers through FWA initiatives or policies enables the employees to balance between family and their work which sequentially minimizes the levels of work-family conflict and further reduces work-related stress and depression, burnout or fatigue, absenteeism, family-related stress or depression, psychological anxiety, and suchlike outcomes (Carlson & Grzywacs, 2008). Saks (2006) point out that when employees are provided with certain resources, they tend to react with a certain level of engagement (Richman, Civian, Shannon, Jeffrey, & Brennan, 2008). A study by Richman et al., 2008 showed that perceived flexibility, as well as caring work-life strategies associate positively with work engagement. Based on these prior studies, the hypothesis below was developed:

*H4: Lack of work life balance is negatively related to work engagement through the mediating role of work family conflict*

### 3.3 Conceptual Model

The stated relationships are illustrated with the following conceptual model:

**Figure1:** The Conceptual Model



# Chapter Four

## Research Methodology and Statistical Analysis

This chapter includes the description of our sample, instruments used to test the collected data and the procedures used to collect and analyzed the data. In addition, this chapter includes the statistical analysis, findings, and discussion.

### 4.1 Research Methodology and Statistical Analysis

#### 4.1.1 Participants

The sample population and participants who completed the survey consists of 129 professionals in Lebanon and the Mena Region (Saudi Arabia and Jordan). The majority of respondents were from Lebanon.

#### 4.1.2 Measures

The participation in the survey was voluntary and the questions were optional. The survey was generated using Google Forms for the collection of data. The online questionnaire was sent to sample population for data collection. The online questionnaire included structured scales that indicated validity and reliability in previous studies: Work Family Conflict (WFC), Work Life Balance (WLB), Work Engagement (WE), Quality of Work Life, Resilience and Flexible Work Arrangement (FWA).

Additionally, the survey included thirteenth demographic questions. The demographic section included 11 sections namely: age range, gender, highest level of education, marital status, number of children, employment status, administrative duties on the job, night shifts on the job

per month, annual income, years of experience accumulated, company size, type of industry of the participants related to, and location.

The survey thus constituted of a total of 41 close-ended questions and included nine sections, namely: Consent form, Demographics, WFC, and WLF, WE, Quality of work life, resilience and flexible work arrangement and a follow up section. The scales were measured on a 5-point Likert scale (1= Strongly Agree and 5= Strongly Disagree)

The first section was the consent to participate in the survey and participants were given the option to “agree” and start answering the questions or “disagree” and exit the survey. The second section was the demographics questions section. The third section was the work family conflict scale, the fourth section was the work life balance scale, the fifth section was the work engagement scale, the sixth section was the quality of work life scale, the seventh section was resilience scale, and the eighth section was the flexible work arrangement scale. The ninth section was a follow up and participants were optionally asked to provide their initials and the last 3 digits of their mobile number, to match their answers in case they decided to participate again in the survey for a possible longitudinal study.

Flexible Work Arrangement scale labeled from WFC1 to WFC11. In this research only three scale were used to adopt to this research, WFC1, WFC3 and WFC6 that was focus on work life balance and its obligations to the family and life obligations. This scale was adopted from previous research papers used by Albion (2004).

Work life balance scale, labeled from WLB1 to WLB6, was adopted from Bellman (2020).

Work family conflict scale labeled from WFC1 to WFC4, was adopted from previous research paper used by Frone (2000).

Work engagement scale, labeled from WE1 to WE9, was adopted based on the scale of Breevaart et al. (2012)

The average time to complete the survey was 5 to 7 minutes.

#### **4.1.3 Instrumentation (Data Collection)**

The latent constructs of the proposed conceptual model (Flexible Work Arrangement, Work Life Balance, Work Family Conflict and Work Engagement) were tested using the Smart PLS software. The analysis was done, and the results are presented in the following section.

The final approval from The Institutional Review Board (IRB) was granted on 15 December 2021. The data collection started on 16 December 2021 and ended on February 28<sup>th</sup>, 2022. Participants received information about the study which explained its purpose and how to participate. The interested candidates were asked to access the survey through a Google Form link which directed them to the survey. The first thing present on the survey was the informed consent form to provide a guarantee to confidentiality and anonymity. The demographics questionnaire came first, then work family conflict, work life balance, work engagement, quality of work life, resilience, and flexible work arrangement. After that came the optional follow up section. The age inclusion criteria were from 18 till 64 years. Finally, a total of 129 participants fully completed the survey.

## **4.2 Statistical Analysis**

### **4.2.1 Descriptive Statistics**

A total of 129 responses were collected. Out of the 129 respondents, 100 were females (77.5%) and 29 were males (22.5%). The results are summarized in Table 1 below:



<b>Gender</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Female	100	77.5	77.5	77.5
Male	29	22.5	22.5	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 1:** Distribution by gender

Out of the 129 respondents, 21 respondents were aged between 18 and 24, 62 were between 25 and 34 of age, 32 were aged between 35 and 44, and 9 were aged between 45 and 54, and 5 were between 55 and 64. The results are summarized in Table 2.

<b>Age</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
18-24	21	16.3	16.3	16.3
25-34	62	48.0	48.0	64.3
35-44	32	24.9	24.9	89.2
45-54	9	6.9	6.9	96.1
55-64	5	3.9	3.9	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 2 :** Distribution by age

Other demographic questions were also used in the online questionnaire, including the highest level of education, marital status, number of dependent (children), administrative duties on the job, years of experience, and industry. The respondents' results are summarized in table shown below from Table 3 until Table 8.

<b>Level of education</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Has a High School Diploma	4	3.1	3.1	3.1
Has a Bachelor's Degree	55	42.6	42.6	45.7
Has a Master's Degree	65	50.4	50.4	96.1
Has a Ph.D. Degree	5	3.9	3.9	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 3:** Distribution by level of education

<b>Marital status</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Single	70	54.2	54.2	54.2
Married	57	44.2	44.2	98.4
Divorced	2	1.6	1.6	100
Widow	0	0	0	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 4:** Distribution by marital status

<b>Number of children</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
No Children	76	58.9	58.9	58.9
Has one child	20	15.5	15.5	74.4
Has two children	22	17.1	17.1	91.5
Has three children or more	11	8.5	8.5	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 5:** Distribution by number of Children

<b>Administrative duties on the job</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	106	82.2	82.2	82.2
No	23	17.8	17.8	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 6:** Distribution by administrative duties on the job

<b>Years of experience</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 3 years	30	23.2	23.2	23.2
From 3 to 5 years	23	17.8	17.8	41
From 6 to 9 years	28	21.8	21.8	62.8
From 10 to 15 years	33	25.6	25.6	88.4
More than 15 years	15	11.6	11.6	100
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 7:** Distribution by years of experience

<b>Industry</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Banking & Finance / Audit	11	8.5%	8.5%	8.5%
Hospitality and Tourism	6	4.6%	4.6%	13.1%
Information and Communication Technology	10	7.7%	7.7%	20.8%
Manufacturing	1	1.1%	1.1%	21.9%
Education	36	27.9%	27.9%	49.8%
Retail/Wholesale Trade	8	6%	6%	55.8%
Others	57	44.2%	44.2%	100%
<b>Total</b>	<b>129</b>	<b>100</b>	<b>100</b>	

**Table 8:** Distribution by industry

#### 4.2.2 Measurement Model

The relationships of the proposed conceptual model depicted in Figure 1 are tested using the SMART Partial Least Square Modeling (SMART-PLS). The two phases of the SMART-PLS method are assessment of the measurement model phase and the calculation of the path coefficient phase. The measurement model is assessed by demonstrating the validity and reliability of the scale and by determining the values and significance of the outer loadings.

The reliability of the construct is demonstrated by calculating the Cronbach's Alpha values, composite reliability, and average variance extracted (AVE). The Smart PLS results presented in Table 9 below indicate high scale reliability as the composite reliability of all

constructs are above the least required value of 0.7. Also, the Cronbach's Alpha for the constructs LWLB, WE and WFC are way higher than the minimum value of 0.7, while the FWA had an acceptable Cronbach's Alpha value of 0.616. In addition, the results revealed that the AVEs for the constructs LWLB, WE, WFC and FWA are well above the suggested value of 0.5. This value is contributed to the small sample size. However, a similar methodology was conducted by El-Kassar, (2022) discussing the data analysis on the positive outcome of employee on performance. This limitation can be addressed by increasing the sample size and conduct further studies on the validation of this important scale.

<b>Construct reliability and validity</b>			
	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
FWA	0.616	0.758	0.525
LWLB	0.838	0.880	0.550
WE	0.913	0.928	0.597
WFC	0.854	0.901	0.695

**Table 9:** Construct reliability and validity

The discriminant validity was demonstrated as the square root of the average variance extracted of any construct exceeded its correlation with any other construct, see Table 10.

<b>Discriminant validity</b>				
	FWA	LWLB	WE	WFC
FWA	0.725			
LWLB	-0.044	0.742		
WE	0.278	-0.189	0.722	
WFC	-0.107	0.720	-0.323	0.834

**Table 10:** Discriminant validity

The factor loadings shown in Table 11 reveal that most of the factor loadings are above the minimum required value of 0.7. Bootstrapping with 2000 iterations of resampling demonstrated the high significance of the factor loadings, as all p-values were less than 0.001 except FWA6. These results provide strong evidence of high scale validity and reliability.

<b>Factor loadings</b>					
		Path Coefficients	Standard Deviation	T-Values	P-Values
FWA	FWA1	0.909	0.158	5.765	0
	FWA3	0.720	0.177	4.065	0
	FWA6	0.481	0.258	1.868	0.062
WE	WE1	0.712	0.084	8.445	0
	WE2	0.771	0.074	10.478	0
	WE3	0.723	0.063	11.445	0
	WE4	0.917	0.043	21.405	0
	WE5	0.838	0.049	17.025	0
	WE6	0.815	0.051	16.090	0
	WE7	0.855	0.046	18.406	0
	WE8	0.781	0.071	10.942	0
	WE9	0.444	0.126	3.527	0
WFC	WFC1	0.794	0.041	19.562	0
	WFC2	0.840	0.033	25.345	0
	WFC3	0.856	0.031	27.564	0
	WFC4	0.845	0.032	26.582	0
WLB	WLB1	0.741	0.064	11.624	0
	WLB2	0.727	0.062	11.717	0
	WLB3	0.665	0.068	9.824	0
	WLB4	0.731	0.065	11.322	0
	WLB5	0.800	0.035	22.869	0
	WLB6	0.780	0.038	20.780	0

**Table 11:** Factor loadings

#### 4.2.3 Calculation of the Path Coefficients

The relationships of the proposed conceptual model depicted in Figure 1 are tested using the SMART-PLS model. The path calculation results of the direct and indirect effects are shown in Table 12 and depicted in Figure 2. In addition, the significance of the path coefficients is

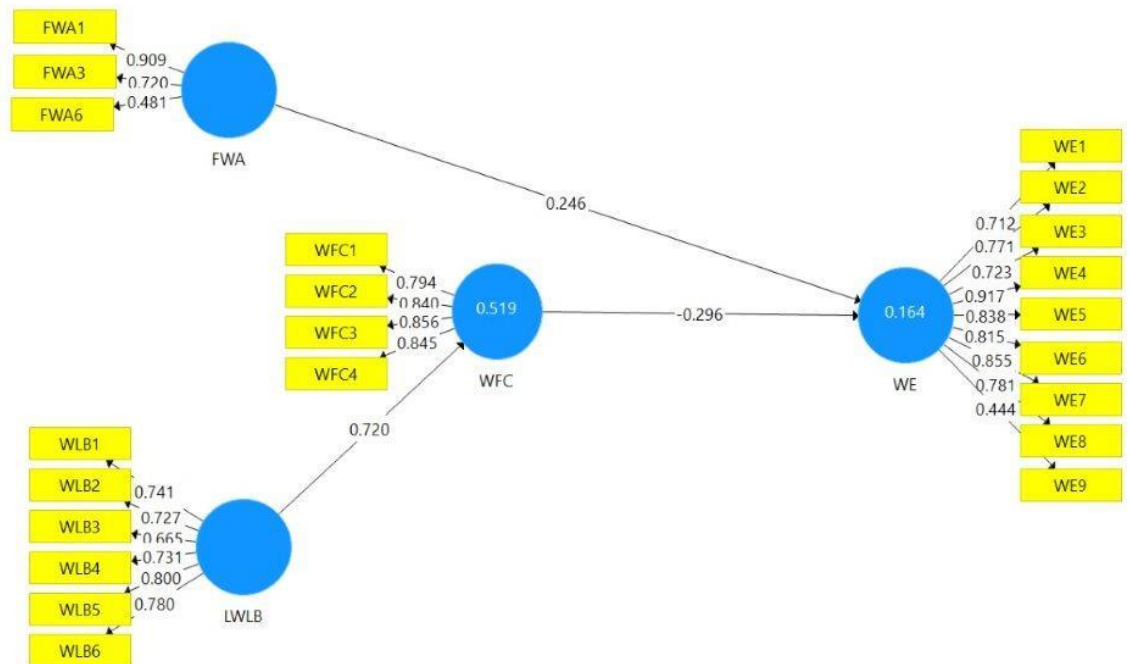
presented in Table 12 based on bootstrapping with 2000 iterations of resampling. The data analysis results indicate that flexible work arrangement is positively related to work engagement as the value of the path coefficient is 0.246 and a corresponding p-value of 0.009. This provides evidence supporting hypothesis H1.

The results also indicates that lack of work life balance has a significant positive direct effect on work family conflict as the value of the path coefficient is 0.720 and a corresponding p-value of 0.000. This provides evidence supporting H2. As well, the result also indicates that work family conflict has a significant negative direct effect on work engagement as the value of the path coefficient is -0.0296 and a corresponding p-value of 0.004. This provides evidence supporting H3. Finally, lack of work life balance has significant negative effect on work engagement through work family conflict as the value of the path coefficient is -0.213 and a corresponding p-value of 0.006. Thus, hypothesis H4 is supported.

<b>Significance of path coefficients</b>				
Direct Effects	Path Coefficients	Standard Deviation	T Values	P Values
FWA -> WE	0.246	0.094	2.631	0.009
LWLB-> WFC	0.720	0.049	14.680	0.000
WFC -> WE	-0.296	0.101	2.923	0.004
Indirect Effects	Path Coefficients	Standard Deviation	T Values	P Values
LWLB -> WE	-0.213	0.077	2.757	0.006

**Table 12:** Significance of path coefficients

**Figure 2.** Path coefficients results of the model



# Chapter Five

## Implications, Limitations and Recommendations

This chapter discusses the findings or results obtained from chapter four. In addition, it also presents the implications of the study, as well as the limitations that has constrained the research. Moreover, recommendations for future research have also been outlined in this chapter. Lastly, the chapter ends by outlining conclusions drawn from the study findings.

### 5.1 Discussion

The objective of this study was to test the conceptual model depicted in Figure I, flexible work arrangement and work life balance on work engagement and the mediating role of work-family conflict by collecting data and analyzing data using the SMART-PSL software. The results indicate that flexible work engagement is positively related to work engagement. This is consistent with the findings of previous studies that explored the association between diverse attributes of work engagement, and flexible work arrangement. As discussed in the prior chapter, the key work engagement (WE) attributes that have been explored in literature in regard to their relationship with FWA include organizational commitment, and organizational trust and support (Leslie et al., 2012; Wiedman & Hofmey, 2020). The outcome of a study by Chen & Fulner (2017) showed that FWA have a positive influence on organizational commitment which in this in regard refers to the commitment that an organization places on its employees. However, contrary to our findings, a study carried out by Hill et al., 2003 found that FWA does not essentially influence organizational commitment as an attribute of work engagement. A few more studies have also shown that organizational commitment is not objectively influenced by



flexible work arranged as the impact is an unintentional (Leslie et al., 2012; Hammer et al., 2005).

The flexibility granted to employees leads them to engage more in their work as they feel trusted by the organization which is supported by a fact which confirms H1. Confirmation of this hypothesis is conventional to the outcome of previous studies that have explored the relationship between organizational trust and support (as an attribute of work engagement) with flexible work arrangement. Organizational trust and support are the confidence that an organization demonstrates towards its employees, and it has been tied to emotions dimension of work engagement. Cooper-Thomas et al., 2018 suggest that work engagement has diverse dimensions and emotions is a central aspect of it. Work engagement has been described from emotional perspective by some authors such as Schaufeli (2012) who suggests that employees that are engaged in their work experiences positive emotions which instrumentally impact their job performance. Cooper-Thomas et al., 2018 point out that resources that encourages emotions associated with provision of care to employees tends to increase work engagement among employees and such resources can be flexible work arrangement to allow employees to work flexibly in relation to their personal needs, and generally supportive to employees. Employees that consider flexible work arrangement as a 'care' given by their organization would reciprocate the care given by engaging more in their assigned tasks (Chen & Fulmer, 2017). Furthermore, Hill et al., 2003 highlight that allowing employees to practice FWA such as being able to work from home is an exhibition of trust by an organization to its employees. This potentially augments employees' morale and enthusiasm level in their work making them to engage more in their work. Additionally, confirmation of the first hypothesis conforms to the theory of conservation of resources which asserts that individuals employ numerous resources (such as

time, physical energy, and cognitive or mental attention) to complete tasks assigned to them at work, but they restock those resources in times of breaks in order to evade stress (Kim et al., 2017). Flexible work arrangement offers employees the opportunity to replenish the resources that they use to accomplish their tasks at work. For instance, working from home minimizes the time, physical energy, as well as the cognitive attention that employees invest in their work.

Similarly, lack of work life balance is positively related to work family conflict. Employees being able to balance between the work and life obligations leads to less family conflict by giving them flexibility to work depending on work and life responsibilities, a fact supporting H2. This outcome is consistent to the findings of various prior studies as elucidated in the second chapter of the study. A study done by Yustina & Santosa (2020) found that work-life balance and work negatively relates with work demand. In circumstances where employees find that their work tampering with their capability to fulfil their family responsibilities, the balance between their work and life is adversely impacted. Employees that experience such circumstances lacks the work-life balance in their work arrangements, and this increases the potentiality of work-family conflict. Additionally, Yustina & Santosa (2020) highlight that the key forecaster of work-life balance is work-family conflict. In other words, work-family conflict directly relates with work-life balance. Venkatesan (2021) point out that an employee experiences less or no conflict at a family level if they have a work-life balance arrangement. Work-family conflict mainly thrive in situations where there is absence of work-life balance. As such, work-family conflict can primarily be minimized by presence of work-life balance. Flexible work arrangement is one of the fundamental means that work-life balance can be achieved.

In addition, Work Family Conflict is negatively related to Work Engagement. Employees facing life and family challenges in their personal life leads them to engage less at work and performance decreases, a fact supporting H3. This is consistent with the findings of numerous prior studies that have assessed the relationship between work engagement and work-family conflict (Koseek & Ozeki, 1998; Bedeian et al., 1988; Frone et al., 1992; Allen et al., 2000; Mesmer-Magnus & Viswesvaran, 2005). Martin (2013) highlights that work-family conflict adversely results into lower job satisfaction, and absenteeism among employees. Koseek & Ozeki (1998) also emphasized that one of the key factors that detrimentally affect the commitment of an employee to an organization as well as their performance is work-family conflict. These effects are directly associated with low levels of work engagement. Allen et al., 2000 point out that work-family conflict is a precursor of three categories of outcome which included work-related outcome, stress-related outcome, and non-work-related outcome. Work-related outcome in this regard is composed of absenteeism, intent to turnover, career success, and job and career satisfaction. Stress-related outcome is composed of fatigue, mental anxiety, depression, substance abuse, and burnout. Non-work-related outcome is composed of leisure satisfaction, family performance, and life satisfaction. These outcomes are attributes that are directly associated with work engagement. In other words, high levels of work-family conflict led to these outcomes which in turn impact work engagement in an adverse manner.

Finally, the lack of work-life balance is negative related to work engagement through the mediating role of work family conflict, a fact that supports H4. One of the findings (which supports the second hypothesis) in this study is that work-life balance positively influences work-family conflict. In addition, work-family conflict has also been established in this study as well as in prior studies to negatively impact work engagement. This implies that any factor or

variable impacting work-life conflict potentially influences work engagement. While there is little that is known in regard to the association between work-family conflict and work engagement, some studies have found that employees who observe balance between their personal lives and their work tend to experience less stressed or depressed about their work (Marks & MacDermid, 1996). Per se, such employees tend to be more engaged in their work. Overall, these findings have been attributed to a number of factors as explained in the next subchapter.

## **5.2 Implications**

It has been proven that employees working in organizations that provides them with flexible work arrangement (both flexible working hours at office or work from home or hybrid) engage better at work, leading to positive work engagement. As such, organizations desiring or aiming at increasing the work engagement level among their employees should consider introducing work arrangements that are flexible. As suggested by Cooper-Thomas & Saks (2018), introducing flexible work arrangement would demonstrate organizational trust and support that an organization commits to its employees which in turn they would reciprocate through engaging more in their work or assigned tasks. Human resource managers aiming at improving the productivity of its employees should primarily ensure that they have access to work-life balance, and one way this can be attained is through flexible work arrangement. This is because, with flexibility at work, employees have sufficient time to commit to their personal or family obligations, and this minimizes work-family conflict.

Further implications should be conducted by organizations that are using FWA policy or intend to establish this for their employees. The organization should consider establishing efficient training programs on the use of flexible work arrangements for its employees. Moreover, ensure well-structured security and technology software is in place, as this was a constrain in previous researchers. In addition,

many scholars highlighted that during pandemic managers faced the challenge to evaluate employees' performance while working from home. Therefore, to avoid this, the organization should consider establishing a good training program for managers to teach them to evaluate employees' performance through output rather than daily presence at the office premise.

### **5.2.1 Limitations, and recommendations for future research**

This research is constrained by a number of limitations that should be addressed in the future research. The fundamental limitation constraining this study is the sample size. The researcher's sample size is relatively small with regards to the targeted population which is extremely large. Hence, to certain extent, the sample size constrains the reliability of this study. As such, future research should include a relatively a larger sample which can ensure proper and better population representation. In addition, this study has also been limited by the sample representation which mainly represents or covers Lebanon. Therefore, further research should be looking at expanding their geographical coverage in terms of data collection for a diverse and better representation. Furthermore, the consideration of work-life balance has been limited in its literature coverage. Despite these claims by large organizations, hundreds of academicians assert that the popularity of the knowledge on work-life balance has not effectively kept pace with its theoretical development (Golden & Veiga, 2008). As a result of the limitation, numerous pieces of research are currently calling for an expansion of the concept of Work-Life balance.

As a recommendation, it would be interesting to investigate the variables chosen in this thesis by performing a comparative study on two categories of employees which include employees that are privileged with opportunities to experience flexible work arrangement in their organizations, and employees who lacks the opportunity to practice flexible work arrangement due to different reasons such as constraint of their job/position.

### **5.3 Conclusion**

The fundamental interest of this study was to explore the impact of flexible work arrangement and work-life balance on work engagement and the mediating role of work-family conflict. The conclusions have been drawn from the findings of the study. First and foremost, flexible work arrangement increases work engagement level of employees. In other words, employees tend to get more engaged in their work if their employers implement work arrangements that are flexible. Secondly, flexible work arrangement enables employees to have a work-life balance which in turn impact their work engagement level very positively. Additionally, work engagement is detrimentally impacted by work-family conflict by impacting the work-life balance in a negative way. Generally, to address issues associated with absence of work-life balance, work-family conflict, and to augment work engagement, employers should primarily consider introducing flexible work arrangement as a remedy or interventions to such problems.

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# Appendix

## *Consent to participate in a Survey*

Dear participants, we would like to thank you for your cooperation in our research study that aims to measure the moderator role of resilience in work life balance a work engagement and work family conflict during flexible work arrangement. Please read each statement and select the answer that best describes you. The survey is every short and will only take 5 to 7 minutes of your time. Please be sure to answer every question, and rest assured that all information will remain confidential and will only be used for research purposes. Research is conducted by Caroline Boukhzam, Student at LAU for my Master's in Human Resources.

Your participation in this study is voluntary and I would highly appreciate your input. There will be no access to any information that might reveal your identity. If you choose to participate, please complete the survey as truthfully as you can. Your assistance is greatly appreciated.

There are no known risks, harms, or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to enhance and improve the perspective of FWA and its moderator role of resilience on WLF and WFC. You will not directly benefit from participation in this study. I appreciate completing this survey that will take 5-7 minutes of your time.

By continuing with the questionnaire / survey, you agree with the following statements:

1. I have been given sufficient information about this research.
2. I understand that my answers will not be released to anyone, and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records.
3. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me.
4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I do not want to answer.
5. I understand that my refusal to participate will not result in any penalty or loss of benefits to

6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University
7. I understand that if I have any additional questions, I can ask the research team listed below.
8. I have read and understood all statements on this form.
9. I voluntarily agree to take part in this research project by completing the following survey/Questionnaire.

We recommend that if you feel any kind of distress while completing the questionnaire, you should seek advice from health/counseling services or contact the researcher. If you have any questions about this study, you may contact:

<i>Name (PI)</i>	<i>Phone number</i>	<i>Email address</i>
<i>Caroline Boukhzam</i>	<i>0096170860512</i>	<i>Caroline.boukhzam@lau.edu</i>

*If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:*

*Institutional Review Board Office,  
Lebanese American University  
3rd Floor, Dorm A, Byblos Campus*

### [Survey](#)

During the research process and analysis of FWA on WLF and WFC and WE on both variables, a combination of questionnaire was used. The first part of the questionnaire refers to questions on age, gender, education, marital status, number of children, employment status, administrative jobs or night shift, annual income, years of experience, industry sector of the organization, size of employees in the organization and the country located the responded. The second part of the questionnaire are questions related to the variables as follows:

**you:**

**What is your age range?**

18-24

25-34

35-44

45-54

55-64

**What is your gender?**

Male

Female

Prefer not to say

**What is your highest educational level?**

High school

Bachelor's degree

Master's degree

PhD Degree

**What is marital status?**

Single

Married

Divorce

Widow

**Number of children?**

No children

One child

Two children

More than three children

**Employment status?**

Employed full time (40 or more hours per week)

Employed part time (up to 39 hours per week)

Unemployed and currently looking for work

Unemployed and not currently looking for work

Self-employed

Unable to work

Others

**Did you have administrative duties in your job?**

Yes

No

**Did you work night shift frequency per month?**

partially

fully

never

**Annual income?**

Less than \$20,000

\$20,000 to \$34,999  
 \$35,000 to \$49,999  
 \$50,000 to \$74,999  
 \$75,000 to \$99,999  
 Over \$100,000

**10. How many years of experience have you accumulated?**

Less than 3 years  
 3 to 5 years  
 6 to 9 years  
 10 to 15 years  
 More than 15 years

**11. How many people are employed at the company you work for?**

Less than 50 employees  
 50 to 199 employees  
 200 to 499 employees  
 500 or more employees

**12. In what industry do you work?**

Banking & Finance / Audit  
 Hospitality and Tourism  
 Information and Communication Technology  
 Manufacturing  
 Education  
 Retail/Wholesale Trade  
 Others

**13. Where are you located?**

Lebanon  
 Other

Statement		1	2	3	4	5
		SA	A	N	D	SD
<b>Work-Family Conflict</b> (Construction and initial validation of a multidimensional measure of Work-Family Conflict- Carlson)						
<i>Reference: Erone, M. R. (2000). Work-family conflict and employee psychiatric disorders: The national comorbidity survey. Journal of Applied psychology, 85(6), 888.</i>						
<b>Work-to-family Interference</b>						
1.	Things going on at work make me tense and irritable at home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	The demands of my job interfere with my family life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Family-to-work Interference</b>						
3.	Things going on at home make me tense and irritable on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	The demands of my family interfere with my work on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work life Balance</b>						
<i>Reference: Bellman, 2020. Working from home, job satisfaction and work-life balance – robust or heterogeneous links?</i>						
5.	Requirements for my working activities disturb my family life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



6.	The duration of my working life makes it difficult to fulfill my family responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	The stress of working duties makes it difficult to fulfill my private tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I have to postpone my professional tasks because I have too many family responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	My private life hampers my professional responsibilities (e.g. arriving to work on time, handling day-to-day tasks or working overtime)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	My private life affects my professional tasks negatively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work engagement</b> - measures vigor, dedication, absorption <i>Reference: Bessvart, K., Bakker, A., Demerouti, E., Hetland, J. (2012) The Measurement of State Work Engagement: A Multilevel Factor Analytic Study</i>						
11.	Today, I felt bursting with energy. (Vi)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Today, I felt strong and vigorous at my job. (Vi)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	When I got up this morning, I felt like going to work. (Vi)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Today, I was enthusiastic about my job (De)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Today, my job inspired me (De)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	Today, I was proud of the work that I do (De)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	Today, I felt happy when I was working intensely (Ab)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	Today, I was immersed in my work (Ab)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	Today, I got carried away when I was working (Ab)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Quality of Work Life</b> <i>Reference: Asante et al (2020) Employees' perception of corporate social responsibility (CSR) and its effects on internal outcomes, The Service Industries Journal, 40:9-10, 611-632, DOI: 10.1080/02642069.2019.1606906</i>						
20.	My company provides me with Social related needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	My company provides me with Health and safety related needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	My company provides me with Actualization needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	My company provides me with Economic and family related needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	My company provides me with Knowledge related needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Resilience</b> (Kapoor, V., Yadav, J. Perceived stress and psychological well-being of working mothers during COVID-19: a mediated moderated roles of teleworking and resilience. <i>Smith's Brief Resilience Scale (2006). Smith, T.W. (2006), "Personality as risk and resilience in physical health", Current Directions in Psychological Science, Vol. 15 No. 5, pp. 227-231.</i>						
25.	I tend to bounce back quickly after hard times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	I have a hard time making it through stressful event	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.	It does not take me long to recover from a stressful <u>event</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	It is hard for me to snap back when something bad happen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	I usually come through difficult times with little trouble	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30.	I tend to take a long time to get over <u>set-backs</u> in my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Flexible work arrangement</b> Reference: by Albion (2004). Gajić, D., Berber, N., The Influence of Flexible Work Arrangement on Employee Behavior During the COVID-19 Pandemic in the Republic of Serbia. Management: Journal of Sustainable Business and Management Solutions in Emerging Economies						
31.	1. FWAs help me to balance life obligations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	I can't afford the loss of earnings associated with most flexible work options. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.	3. FWAs do not suit me because they make me feel disconnected from the workplace. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	4. Shorter working hours would negatively affect my career progress in the company where I work. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35.	5. Working with more flexible working hours is essential for me to fulfill family obligations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	6. FWAs are essential to me when participating in family and social events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	7. FWAs allow me to focus more on work than when I am at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	People in my workplace react negatively to people who use FWAs. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39.	9. People who use FWAs are usually less committed to their work role. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	10. People who use FWAs often miss important work events or communications such as meetings, training, important announcements, etc. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	I would not be able to do a paid job at all if I could not use FWAs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Institutional Review Board (IRB)

لجنة الأخلاقيات

## NOTICE OF IRB EXEMPTION DETERMINATION

**To:** Ms. Caroline Boukhzam  
Dr. Abdul Nasser Kassar  
Associate Professor  
School of Business

**APPROVAL ISSUED:** 15 December 2021  
**EXPIRATION DATE:** 15 December 2023  
**REVIEW TYPE:** EXEMPT CATEGORY B

**Date:** December 15, 2021

**RE:** *IRB #: LAU.SOB.AK1.15/Dec/2021*

*Protocol Title: Flexible Work Arrangement: The Moderator Role of Resilience on Work- Life Balance, Work- Engagement and Work- Family Conflict*

Your application for the above referenced research project has been reviewed by the Lebanese American University, Institutional Review Board (LAU IRB). This research project qualifies as exempt under the category noted in the Review Type

This notice is limited to the activities described in the Protocol Exempt Application and all submitted documents listed on page 2 of this letter. Final reviewed consent documents or recruitment materials and data collection tools released with this notice are part of this determination and must be used in this research project.

### CONDITIONS FOR ALL LAU NOTICE OF IRB EXEMPTION DETERMINATION

**LAU RESEARCH POLICIES & PROCEDURES:** All individuals engaged in the research project must adhere to the approved protocol and all applicable LAU IRB Research Policies & Procedures. PARTICIPANTS must NOT be involved in any research related activity prior to IRB notice date or after the expiration date.

**EXEMPT CATEGORIES:** Activities that are exempt from IRB review are not exempt from IRB ethical review and the necessity for ethical conduct.

**PROTOCOL EXPIRATION:** The LAU IRB notice expiry date for studies that fall under Exemption is 2 years after this notice, as noted above. If the study will continue beyond this date, a request for an extension must be submitted at least 2 weeks prior to the Expiry date.

**MODIFICATIONS AND AMENDMENTS:** Certain changes may change the review criteria and disqualify the research from exemption status; therefore, any proposed changes to the previously IRB reviewed exempt study must be reviewed and cleared by the IRB before implementation.

**RETENTION:** Study files must be retained for a period of 3 years from the date of project completion.

**IN THE EVENT OF NON-COMPLIANCE WITH ABOVE CONDITIONS, THE PRINCIPAL INVESTIGATOR SHOULD MEET WITH THE REPRESENTATIVES OF THE IRB OFFICE IN ORDER TO RESOLVE SUCH CONDITIONS. IRB CLEARANCE CANNOT BE GRANTED UNTIL NON-COMPLIANT ISSUES HAVE BEEN RESOLVED.**



*International guidelines for Good Clinical Practice, the US Office of Human Research Protection (45CFR46) and the Food and Drug Administration (21CFR56). LAU IRB U.S. Identifier as an international institution: FWA00014723 and IRB Registration # IRB00006954 LAUIRB#1*

**Dr. Joseph Stephan**  
Chair, Institutional Review Board

**DOCUMENTS SUBMITTED:**

LAU IRB Exempt Protocol Application	Received 27 November 2021, amended 1 & 13 December 2021
Research Proposal	Received 27 November 2021
Informed Consent	Received 27 November 2021, amended 1 December 2021
Questionnaire	Received 27 November 2021
Link to online Survey	Received 27 November 2021, amended 1 December 2021
<b>IRB Comments sent:</b> 29 November 2021 30 November 2021 9 December 2021	<b>PI response dated:</b> 29 November 2021 1 December 2021 13 December 2021
NIH Training – Abdul Nasser Kassar	Cert. # 1896291 Dated (19 October 2015)
CITI Training - Caroline Boukhzam	Cert. # 46053704 Dated (27 November 2021)

