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ACCOUNTING, BUSINESS and MANAGEMENT

<b>The Impact of Servant Leadership on Trust, Team Efficacy, and Intrinsic Motivation in Healthcare</b>	
Salma Hayat, Siti Norida Wahab, Norashida Othman and Nikram Subramaniam	1-11
<b>Student-led Classroom: Review on the Advantages and Disadvantages</b>	
Umami Habibah Mohd Shakil and Nurul Syifaa Mohd Shakil	12-22
<b>Augmenting Consumer Acceptance of Robot-Assisted Technologies in Retail Industry: An Interdisciplinary Approach</b>	
Khalufi Nasser Ali M.	23-36
<b>Impact of Building Information Modelling in Achieving Sustainable Efficiency</b>	
Linsy Kavanancheeri	37-47
<b>Pandemic to Endemic: Changing Learning Styles as Coping Mechanism</b>	
Nurmala Mustaffa Kamal, Mahfudzah Mohamed, Puteh Mariam Ismail, Asyaari Elmiza Ahmad and Roslina Abdul Rahim	48-65
<b>Adaption of Artificial Intelligence (AI) to Enhance Business and Collaboration between Countries, Focusing on Saudi Arabia</b>	
Nisar Ahmed Zafar	66-75
<b>Crucial Elements in the Development of Cyber Security Strategies in Saudi Arabia</b>	
Alhashmi Aboubaker Lasyoud and Lawrence Awopetu	76-83
<b>Analyzing the Influence of Dividend Policy on Corporate Value: A Financial Perspective with Haier as a Case Study</b>	
Wang Danni and Zhong Qi	84-90
<b>Digital Financial Capability Towards Improving Entrepreneurial's Business Performance</b>	
Nainatul Farzuha Nor, Noor Saidatul Natrah Saaidun and Noorkartina Mohamad	91-99
<b>Exploring the Impact of Flexible Work Arrangements on Turnover Intention: The Mediating Role of Job Satisfaction and the Moderating Effect of Perceived Supervisory Support</b>	
Joanna Benjamin George and Nitin Vihari Poluru	100-123
<b>Household Budgets Among Different Income Groups in Klang Valley</b>	
Al Sarah Alyaa Al Buhari, Kamisah Supian and Sharifah Hilmi Syed Abdullah	124-136

# Exploring the Impact of Flexible Work Arrangements on Turnover Intention: The Mediating Role of Job Satisfaction and the Moderating Effect of Perceived Supervisory Support

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## Abstract

In today's employment landscape, the value of flexibility cannot be overstated, with an increasing number of employees seeking to balance their professional duties with their personal lives. This quest for the right balance has been strengthened by workplace flexibility, allowing individuals to tailor their workloads and have more autonomy over their working conditions. This research focuses on the impact of flexible work arrangements (FWAs)—namely, working from home and flextime—on turnover intention (TI) within the power and utilities sector of the United Arab Emirates (UAE). We further investigate how job satisfaction (JS) mediates this relationship, and the extent to which perceived supervisory support (PSS) moderates it. The study utilized a convenience sampling method to survey employees from a leading global energy company with a significant presence in Abu Dhabi and Dubai, boasting over 500 staff members. Of the 550 employees approached, 250 responded, yielding a 45% response rate. The research employed SPSS V.28 for demographic analysis, descriptive statistics, correlation analysis, and measurement of the reliability and validity of the study constructs. Also, mediation and moderation analysis were performed using Hayes Process Macro to validate our conceptual framework, providing robust statistical analysis. This research focuses on how PSS moderates the relationship between FWAs and job satisfaction, a relatively underexplored area. The findings include, FWA has positive impact on job satisfaction and negative impact on turnover intention. The indirect effect of job satisfaction and Perceived Supervisor Support is found out to be insignificant. The implications of this study guides organizations in tailoring their policies, and practices to mitigate turnover intentions.

**Keywords:** flexible work arrangements, turnover intentions, job satisfaction, perceived supervisor support, United Arab Emirates.

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## 1. I. INTRODUCTION

Flexible work arrangements (FWAs) encompass practices like working from home and flexible working hours, which organizations implement to promote a harmonious work-life balance for their employees (Groen et al., 2018). In the modern landscape of employment, the concept of flexibility has gained much importance, driven by the increasing desire of employees to effectively manage their professional commitments alongside personal obligations (Bal & Jansen, 2016). This pursuit of balance is further facilitated by workplace flexibility, which empowers workers to manage their workload and exert greater control over their work dynamics. The origins of this concept can be traced back to the 1930s when Kellogg's factory modified the conventional 8-hour workday and introduced shifts of varying durations (Santovec,

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2014). Subsequently, Hewlett Packard initiated flexible working arrangements for their workforce in 1972 and coined the term “flextime” in 1978, which marked a movement in the integration of flexible work practices. Telework, often called “Working from Home,” is an important part of flexible work literature. It involves employees fulfilling their job responsibilities extending it to the confines of a traditional office environment. Overtime there have been numerous studies that have thoroughly examined the effects of flexible working arrangements over time, covering a spectrum of themes such as work-life balance, employee well-being, employee engagement, and inter-personal work relationships (Figueira & Costa, 2020). The adoption of flextime represents another option for workplace flexibility that provides employees’ greater control over their work schedule. Functioning in alignment with flexible work schedules, flextime addresses concerns surrounding work-life balance (Lee & Devoe, 2012). This arrangement grants employees autonomy over working hours, facilitating a seamless cross-over between professional responsibilities and family commitments (Zafar et al., 2022). The impact of flexible work schedules on organizations is seemingly relevant as they are associated with greater employee motivation, productivity, and retention (Donnelly et al., 2003). Considering these historical antecedents and the prevailing research landscape, this study explores the relationships between flexible work arrangements, employee perceptions of supervisory support, job satisfaction, and turnover intention. By delving into these intricate connections, the research seeks to uncover insights that can guide organizations in optimizing their strategies for enhancing workplace flexibility, retaining talent, and promoting employees’ overall well-being. The research examines the influence of flexible work arrangements (FWAs), focusing specifically on working from home and flextime, on turnover intention (TI) within the power and utilities industry. This relationship is further analyzed through the mediating role of job satisfaction (JS) and the moderating impact of perceived supervisory support (PSS). The significance of this research lies in its aim to study the correlation between flexible work arrangements and the propensity for turnover among employees in emerging economies. The research aims to add to existing studies by helping organizations seeking to optimize their talent management strategies.

**Table 1**

**List of Major Global Energy Companies**

<b>Rank</b>	<b>Company Name</b>	<b>Region</b>
1	Saudi Arabian Oil Co	EMEA
6	Total Energies	EMEA
8	Chevron Corp	Americas
9	Shell plc	EMEA
30	Engie SA	EMEA
57	Philips 66	Americas
78	Valero Energy Corp	Americas
248	General Electric Co	Americas

Source: S&P (2022).

The research looks to delve deeper into the specifics of flexible work arrangements, addressing questions about work-life balance, job satisfaction, and supervisor support. The power and utilities industry at a global level covers electric generation, transmission, and distribution of natural gas and water services. The energy sector can be traced back to the Industrial Revolution when coal emerged as one of the crucial sources of power for factories and transportation. Over time, other fossil fuels, such as oil and natural gas, have revolutionized the industry (PWC, 2022). Over the past few years, the industry has undergone tremendous transformation with the realization of

being more eco-friendly. Globally, there has been a push for cleaner and more sustainable sources of energy, which led to the rise of renewable energy technologies, including solar, wind, and hydrogen, which has led to the energy transition towards a low-carbon future (KPMG, 2022).

Industry operations in a complex landscape of geopolitical, economic, and environmental influence as the price and demand of energy impact economic growth, trade, and national security (IEA, 2020). The research uses a sample from one of the leading global energy companies that currently offer their employees a remote working option and flexible working hours. The company has proactively embraced modern workforce trends by allowing its employees to work remotely 2 days a week, like other companies in the industry. Furthermore, they offer flexible working hours, allowing employees to amend their schedules to accommodate their diverse needs. The sample allows for exploring the implications and outcomes of these work arrangements in the energy and utilities sector. The chosen research topic holds significance across practical, social, and theoretical dimensions, rendering it a pivotal inquiry that can add to organizational strategies and practices. This study aims to contribute substantially to developing approaches aimed at mitigating turnover intentions and retaining invaluable personnel. At a practical level, the research addresses a major concern organizations face—the challenge of retaining talent and attracting talent.

The findings have the potential to yield actionable insights that enable organizations to customize their strategies, policies, and practices to counteract turnover intentions effectively. Beyond its organizational implications, this study has relevance within a social context. The evolving nature of work has significantly impacted how individuals perceive their careers. Exploring flexible work arrangements, perceived supervisory support, and their interplay with turnover intention resonates with a modern workforce. Theoretically, the study's significance is underscored by perceived supervisory support (PSS). s traction within employee work outcomes. This study builds upon existing research that demonstrates the negative impact of PSS on turnover intention (Afzal et al., 2019). The research extends this knowledge by delving deeper into the interplay between PSS, flexible work arrangements, job satisfaction, and turnover intention. The rapid pace at which flexible work arrangements are being adopted in response to these factors amplifies the need to examine the subject matter (Kumar et al., 2021).

This study's insights aim to shed some light on the practical implications of these developments for organizations that are looking to navigate the challenges of employee retention in a rapidly evolving work landscape. The rationale behind this study stems from its potential to address real-world organizational challenges, align with contemporary societal trends, and extend theoretical understanding.

RQ1: What is the relationship between flexible work arrangements and turnover intention among employees, and how does supervisory support moderate this relationship?

RQ2: How does perceived supervisor support moderate the relationship between flexible work arrangements and job satisfaction?

RQ3: What role does job satisfaction play in the relationship between flexible work arrangements, supervisory support, and turnover intention?

## **II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **2.1. Flexible Work Arrangement**

Flexible work arrangements (FWA) are defined as working from home and flexible working hours offered by organizations to support employees in maintaining a better work-life balance (Groen et al., 2018). In modern workplaces, flexibility is an important concept as more and more employees seek ways to manage their work responsibilities and personal lives (Bal & Jansen, 2016). Moreover, workplace flexibility enables workers to reduce workload and exercise greater control over their work. In a report by Santovec (2014), it is discussed that FWA as a concept date back to the 1930s at the Kellogg's factory when they modified the standard 8-hour-a-day schedule to three and four shifts of 8 hours and 6 hours. In 1972, Hewlett Packard offered flexible working arrangements for their staff, and in 1978, the term flextime was coined. In a study conducted by Tsen et al. (2021) it is discussed that job independence in the context of flexible work arrangements (FWA) lowers turnover intentions. The study defines FWA as an option that gives employees control over where and when to perform their tasks. The common FWA policies discussed include - flex time, homeworking, and flex leave. Perceived Job Interdependence is the moderator in this study, whereby it is indicated that advancements in information technology have made it easy for employees to stay connected, which enables them to become more self-supporting and self-reliant (Tsen et al., 2021). Perceived job independence measures the extent to which employees can control and structure their work content. The study's results prove that employees with the autonomy to control their schedule have lower turnover intention than those with restricted working schedules. Furthermore, flex time and flex leave can significantly lower turnover intention, and working from home does not impact employee turnover intentions. However, the study has limitations mainly in interpreting Perceived job independence, and some researchers argue that the question coincides with perceived autonomy, which is a slightly different concept. A study conducted by Timms et al. (2014) revealed that supportive aspects of organizational culture will increase employee utilization of FWA and engagement and reduce turnover and psychological strain. However, the research also finds that over time, the use of FWA lowers engagement as the utilization of FWA depends on workplace cultural norms. Furthermore, a study conducted by O'Connor and Cech (2018) discusses that workers who report flexibility bias in their organization have poor work-life balance and are less engaged and satisfied with their jobs. The study defines flexibility bias as a stereotype that paints employees who use FWA in a bad light, especially mothers who use FWA who are depicted as less committed to their jobs. The study discusses how dominant culture norms affect the efficient utilization of FWA for positive organizational outcomes.

### **2.2. Job Satisfaction**

Job satisfaction is a collective of feelings and beliefs an employee holds about their current job. It is also perceived as a worker's sense of achievement directly linked to productivity and personal well-being (Kaliski, 2007; George et al., 2008). A study by Smith et al. (2018) shows that job satisfaction has five aspects, i.e., compensation, job, promotion, supervisor, and colleagues. Furthermore, job satisfaction has emotional, cognitive and behavioral components as it is a collection of employees' feelings and beliefs about their current job. Resultantly, the level of satisfaction may vary from extreme satisfaction to extreme dissatisfaction (Bernstein et al., 2008). Job satisfaction can be explained using the equity theory, which refers to balancing the input and output of an employee (Yuen et al., 2018). The inputs include time, effort, ability, and loyalty,

which an employee contributes to the organization over time, and in exchange, the employee receives intrinsic and extrinsic rewards in the form of pay, bonuses, and job satisfaction. According to (Yuen et al., 2018), individuals generally become demotivated or unsatisfied at work when their inputs are not compensated. According to (Neog, 2014), two factors can affect an employee's job satisfaction: environmental factors, which are commonly associated with the work or work environment, and personal characteristics, which are associated with individual attributes and characteristics. Job satisfaction represents an employee's interaction with their work environment and workers and the extent to which expectations concerning their work are being fulfilled (Neog, 2014). There is a model called the 'person-environment fit paradigm and the needs-satisfaction model that explains this relationship: the more a job fulfills the workers' needs, the higher their job satisfaction would be (Taylor & Westover, 2011). Numerous content theories help identify motivation factors about job satisfaction, such as Maslow's hierarchy of needs, existence-relatedness-growth theory (Alderfer, 1972), and McGregors theory X and Y (De Cenzo & Robbins, 1994). Furthermore, process theories attempt to explain job satisfaction from the perspective of employee expectancies and values. The process theories, such as Vroom's expectancy theory, for instance, indicate that human behavior is motivated by expectations, and every individual decides to behave in a certain way to achieve the desired reward and motivates themselves to select a specific behavior concerning the expected result of that behavior (Ugah & Arua, 2011).

More recent studies suggest that covid-induced digital transformation of workplaces and the usage of digital communication tools have evolved teleworkers' job satisfaction, productivity, and stress (Martin et al., 2022). The same study discusses that home offices offered greater flexibility to employees, which resulted in better job satisfaction; however, the lack of social interaction over time has somewhat of a negative impact on job satisfaction, which can be moderated through high-quality software such as video conferences to maintain social ties and facilitate teamwork. The study also highlights that "digital literacy" is essential to overcome professional isolation risk as this can help limit diminished interaction. The factors affecting job satisfaction vary according to the industry, profession, and other demographic factors. The determination of job satisfaction would, therefore, require an understanding of the subject and the problem to be resolved – this would then ideally be observed in regular periods as it allows researchers to utilize feedback through the data gathered. As the workplace becomes more competitive and challenging, many factors, such as working conditions, stress levels, rewards, and advancement opportunities can affect the satisfaction levels of employees (Singhai et al., 2016).

### **2.3. Perceived Supervisor Support**

Perceived Supervisor Support is an aspect of social support in the employee's workplace and signals a level of support from the organization to the employees, creating a positive work environment (Erdeji, 2016; Dawley et al., 2010). Perceived Supervisor support is also deemed an organizational channel through which employees learn how well they are matched with the organization. Here, the supervisor acts as an agent to help personify the culture and ensure a good alignment between the employees' jobs and skills (Dawley et al., 2010). Immediate supervisors can cascade the organization's intentions directly to subordinates and influence employees' perception of the organization's culture (Dawley et al., 2010). Therefore, perceived supervisor support is an antecedent of the perceived organizational support theory (Eisenberg et al., 2002). According to Jose and

Mampilly (2015), leader behaviors that reflect support, resilience, trust, and competence help to boost employee confidence, and they perceive their supervisor's orientation towards them as an expression of organizational support. When a supervisor and employee relationship is characterized by trust, obligation, and long-term orientation, employees will perceive it as a social-exchange relationship, and the supervisors' characteristics become an important factor in influencing employee behaviors and attitudes (Van et al., 2011). This results in a situation where the employee is likely to give back with more favorable attitudes towards their employer if they experience positive treatment by their organization (Chen et al., 2013). According to prior research, the perceived support offered by supervisors can be described as social support, which may include emotional support, that is, sympathy, affirmative support through recognition, and tangible support, such as money, information, training, and advice (Zhang et al., 2020). In social support, when employees have high support from their supervisors, they can deal with problems better, as it helps individuals better deal with work demands and maintain their job and life satisfaction (Hammer et al., 2009).

#### **2.4. Turnover Intention**

Turnover intention can be categorized into voluntary and involuntary turnover (Ooi et al., 2021). Voluntary turnover is when the employee quits the organization willingly, whereas involuntary turnover is when the employee is forced to resign (Bebe, 2016). In a systematic review by Shen et al. (2020), it is discussed that an employee's intention to leave usually reflects their low morale, absenteeism, and poor performance, and organizations need to understand the causes to target policies that can reduce turnover intentions. The same review further discusses that turnover intention determinants are often categorized as extrinsic and intrinsic. Extrinsic factors include professional title, salary, and personal development, whereas intrinsic factors tend to be work-related psychological factors affecting the individual, such as job satisfaction, advancement, growth, and morale.

Turnover intention is the likelihood of an employee leaving their current job. Therefore, organizations need to track this as it has a lasting impact on the business (Ngamkroekjoti et al., 2012). It is also defined as the "conscious and deliberate willfulness to leave the organization, and the process includes three elements of withdrawal cognition: First, the employee thinks of quitting their job, which is followed by an intention to search, and finally, the intention to quit (Ngo-Henha, 2018). Turnover intention is also defined as an employee's willingness to leave the organization, which is the intent to leave the present job and look for other job opportunities as they are dissatisfied with their present job (Namin et al., 2022). Before an employee decides to leave the organization, they undergo a period of reflection to generate turnover. Therefore, turnover intention can also be referred to as turnover generated because of dissatisfaction (Chen, 2019). Turnover intention takes place in the whole process, ultimately resulting in turnover intention (Ozkan, 2023). Herzbergs two-factor theory can be related to employee turnover intention as the theory seeks to analyze influential factors that can promote or demote employee turnover rate (Chiat et al., 2019). According to Tse et al. (2013), an employee's withdrawal from an organization can be classified into 'push-to-leave,' 'pull-to-leave,' and 'pull-to-stay.' The first predictor affects the desire of an employee to withdraw, the second type determines the difficulties of converting turnover intention to actual action, and the third type represents a force that convinces an employee to stay. Job dissatisfaction is the most important push-to-leave factor, which includes dissatisfaction with pay, promotion opportunities, benefits, training, workload,

physical conditions of the workplace, and other human resource management factors (Jung, 2014).

### **2.5. Flexible Work Arrangement and Turnover Intention**

In a study by Rhee et al. (2020), the prevalence of workplace flexibility that affects turnover intention through work-family conflict is examined among low-wage workers in South Korea. The study defines workplace flexibility as a concept that offers flexibility for employees in terms of time, location, amount, and work continuity concerning work-life balance. The study deduced that when workers have greater flexibility where they can control their work schedules, this reduces turnover intentions. However, the results show that the indirect effect is expressed through reducing work-family conflict. Subsequently, workers with greater flexibility experience fewer work-family conflicts, enhancing job satisfaction and reducing the intention to leave the organization. However, some of the study limitations include not looking into different components of workplace flexibility and limiting the sample to low wage workers only. Moreover, the study fails to provide a clear definition of the varying degree of family responsibilities influencing employee outcomes.

Gasic and Berber (2022) has conducted a study where they investigate the mediating role of employee engagement in the relationship between FWA and turnover intentions where it is concluded that when employees are encouraged to utilize FWA their turnover intentions decrease when they are more engaged at work. The study bases the relationship between engagement, FWA and turnover intentions on the social exchange theory and discusses that when employees perceive their workplace flexibility in a positive notion, they could potentially feel more engaged at work which ultimately lowers turnover intentions. According to the social exchange theory it is posited that positive gestures from an organization creates a sense of reciprocity leading to increased commitment levels and loyalty reducing the overall intent to leave the organization and this theory spans across various social scientific disciplines such as management, social psychology and even anthropology (Cropanzano et al., 2017). The social exchange process starts when the organizational actor treats an individual in a positive or negative manner, the initial behavior is labeled as initiating actions (Riggle et al., 2009). As a response to the initiating action, the employee then chooses to reciprocate the treatment with good or bad behavior, the theory predicts that in reaction to a positive initiating action employees will reply in engaging and more reciprocating response (Cropanzano et al., 2017). In this regard, flexible work arrangement may be perceived as a positive gesture as it promotes work-life balance and reduces work-family conflict (Lott and Chung, 2016; Lewis and Humbert, 2010). Resultantly, it shows that the organization values employee well-being by empowering them to manage their schedules and accommodate their personal lives. The positive gesture creates a sense of reciprocity leading to increased loyalty reducing the intention to leave. Thus, the following hypothesis is proposed:

**H<sub>1</sub>:** flexible work arrangement has a negative relationship with turnover intention.

### **2.6. Flexible Work Arrangement and Job Satisfaction**

In a study by Possenriede and Plantenga (2011) the relationship between FWA, working-time fit and job satisfaction is analyzed. The study deduces that among employees who had access to flexi-time the job satisfaction rate was roughly 36% higher whereas for employees with access to telework the job satisfaction rate was 18% higher than for those without this option. Yet another study by (Wheatley, 2017) reveal that while FWA have a significantly positive effect on satisfaction; gender specific findings suggest that Flexi-time has a positive effect on men's job satisfaction but has negative



effect on women's due to the practical challenges of utilizing the FWA. The research further shows that reduced hours have more impact for women. Furthermore, Rehman and Siddiqui (2017) conducted a study to assess the mediating effect of work-life balance on FWA and job satisfaction of public universities in Karachi. The study covers various variables such as flexible hours, work shifts, job satisfaction, telecommuting, WLB and job satisfaction. The results of the study indicate that employees that perceive their job to be flexible have an effective work-life-balance and are therefore more satisfied with their jobs and companies. This research shows that job satisfaction levels were higher for flexible workers compared to non-flexible workers. Similarly, Masuda et al. (2012) conducted a study to explore the relationship between FWA and outcomes such as job satisfaction, turnover intentions and work-to-family conflict across Latin America, Anglo and Asian clusters. The study concluded that FWA availability has a positive impact on job satisfaction and reduces turnover intentions. According to research conducted by Rahman (2019) there exists a moderate positive relationship between Flexible work arrangement and job satisfaction as the presence of flexibility makes employees feel enriched which results in higher job satisfaction. Moreover, workplace flexibility can benefit both employers and employees as it results in higher commitment, lower turnover, reduced work-family conflict, higher autonomy and higher job satisfaction (Omondi and K'Obonyo, 2018). Therefore, the following is postulated:

**H<sub>2</sub>:** flexible work arrangement has a positive relationship with job satisfaction.

## 2.7. Job Satisfaction and Turnover Intention

Job satisfaction, as defined earlier, is a collective of feelings and beliefs an employee holds about their current job and is also perceived to be a worker's sense of achievement that is directly linked to productivity and personal well-being (Kaliski, 2007). Job satisfaction is associated with several individual and organizational variables such as gender, age, education, etc. (Oosthuizen et al., 2016). According to Lee et al. (2017), organizational commitment can be reduced in the absence of job satisfaction (achievement, recognition, job content, etc.). Furthermore, in a systemic review by (Putri et al., 2022), it is discussed that the main predictors of turnover intention are individual factors such as job satisfaction and organizational commitment. In a study conducted by (Saeed et al., 2014), it is discussed that there is an association between job satisfaction and turnover and that it is negatively associated with turnover intention consistently. In the study, it is discussed that employees often compare their current job with others to evaluate the alternatives that they can redeem by leaving their recent job, so if they are happy and satisfied at work, this can directly impact turnover intention. Voluntary employee turnover is linked to job satisfaction, organizational commitment, and job involvement (Kawiana et al., 2018). Jobs that are not satisfying are more likely to result in a scenario where the employees decide to leave, so there exists a relationship between job satisfaction and voluntary turnover (Paais & Pattiruhu, 2020). Studies conducted by Fox and Fallon (2003) and Noor (2011) show that the positive attributes associated with work-life balance can significantly increase job satisfaction levels, which decreases turnover intention; however, the nature of association can vary based on demographical factors such as age, gender, and ethnicity. Moreover, a study conducted by Huang and Chen (2017) hypothesizes and proves that cognitive job satisfaction has a more substantial negative effect on turnover intention when the job alternative is low. Furthermore, in a study conducted by Gebregziabher et al. (2020), it is discussed that the level of job satisfaction was significantly associated with the overall turnover intention as employees who were unsatisfied with their job autonomy were more likely to develop an

intent to leave their workplace than those who were reported to be more satisfied. Furthermore, the study discusses that job autonomy and training opportunities strongly predict job satisfaction and affect turnover intention. Therefore, it has been established that job satisfaction through aspects such as culture, leadership, and leadership style is an important predictor of an employee's desire to stay (Kucharska & Bedford, 2019; Syardiansah et al., 2020). Therefore, the following is proposed:

**H<sub>3</sub>:** job satisfaction has a negative relationship with turnover intention.

## **2.8. Job Satisfaction, Flexible Work Arrangement, and Turnover Intention**

In a study conducted by Gunaprasada and Wibowo (2019), the effect of work-family conflict and flexible work arrangement on turnover intention was studied where it was hypothesized and proven that gender affects the relationship between flexible work arrangement and turnover intention where female employees demand more flexible work options and it affects their turnover intention. Moreover, in a study conducted by Afsar and Rehman (2017), it was discussed that workplace flexibility moderated the relationship between work-family conflict and turnover intention, which suggests that organizations should take decisive steps to maintain a supportive and flexible work environment as such an environment would help employees maintain work and family roles leading to increase job embeddedness. Similarly, in a study conducted by Blomme et al. (2010), the work-family conflict approach to turnover intention was studied, and the research results proved that workplace flexibility can support a substantial amount of variance among employees regarding their intention to leave an organization. In a study conducted by Gasic and Berber (2022), the relationship between flexible work arrangements and turnover intention and the mediation effect of employee engagement in this relationship was researched. The study's main finding was that flexible work arrangements and employee engagement have a direct positive effect on turnover intentions. The study suggests that when employees are offered flexible work options, their intention to leave the organization decreases, especially when they are not engaged at work. Moreover, in a systematic literature review conducted by (Eidt, 2023), it was discussed that most studies in the review concluded that flexible work arrangement has a positive effect on intrinsic motivation and decreases turnover intention, which is further proven by theories such as self-determination, conservation of resources, and job demands-resources. Several factors, such as flexibility, have been identified to be associated with turnover intention. Berber et al. (2022) found that managers should ensure employees have greater control over their jobs especially regarding how, when, and where the job would be done which makes them feel more satisfied, reduces job stress and their willingness to leave their organization. Furthermore, the relationship between flexible work arrangements and turnover would also depend on organizational characteristics such as average pay, service length, and employment mode (Choi, 2020). Subsequently, the culture and values of the organization were seen to be a variable that affects the usage of flexible work options (Peretz et al., 2018). In the study, the author suggests that organizations should be mindful of cultural differences before implementing flexible work arrangements, as they could potentially affect the usage and effectiveness of this option. Herzberg's motivation theory hypothesizes that certain factors lead to positive attitudes towards work and others lead to negative attitudes, these factors (Stello, 2011). The two factors are categorized into factors associated with growth and self-actualization, also known as motivation factors, which include recognition, growth opportunities, and responsibilities. The other factor is related to the need to avoid unpleasantness and is referred to as "hygiene factors," which include company policies, relationships with supervisors, working

conditions, and salary. Resultantly, the presence of motivational factors and hygiene factors can produce job satisfaction. Flexible work arrangements can be categorized as a hygiene factor as they enhance work-life balance and improve working conditions. Moreover, flexible work arrangements can also be considered a motivational factor as they enhance workplace autonomy, which is an essential component of motivation (Alshmemri et al., 2017; Eubanks, 2022). Therefore, the following is postulated:

**H4:** job satisfaction mediates the relationship between flexible work arrangements and turnover intention.

## **2.9. Perceived Supervisory Support, Job Satisfaction, and Flexible Work Arrangement**

Supervisors play an important role in structuring the work environment by providing employees with the right information and feedback; consequently, their behaviors impact the team members' reactions (Griffi et al., 2001). In a study by Gok et al. (2014), the relationship between perceived supervisor support and job satisfaction was analyzed, and the study's results proved that having a supportive relationship with the supervisor increases job satisfaction levels. In a study conducted by Uzun and Ozdem (2017), it is proven that supervisor support as a variable is positively associated with job satisfaction since the perception of supervisor support can greatly impact job performance, which in turn improves the overall attitude of employees to their work and satisfaction levels. The same is proven in a study conducted by Kula (2014), in which the influence of supervisor support on job satisfaction levels was evaluated. The findings indicate that perceived supervisor support has a statistically significant positive effect on employees' job satisfaction levels. The more the employees of the organization being studied perceived their supervisor to be supportive, the higher their job satisfaction levels. Perceived supervisor support predicted 45% of the variance in job satisfaction levels. Manager support acts as a beneficial resource that reduces work-family conflict's influence on employees, affecting job satisfaction levels. Furthermore, in a study conducted by Neog and Barua (2014), the relationship between job satisfaction and perceived supervisor support was analyzed. The result of the study shows that job satisfaction is influenced by factors such as supervisor support, promotion, work-life balance, career opportunities, and development opportunities. However, another study conducted by Swanzy (2020), which examines the influence of work-to-family conflicts and job satisfaction on the relationship between supervisor support and psychological well-being, indicates that job satisfaction fully mediates the relationship between supervisor support and psychological well-being.

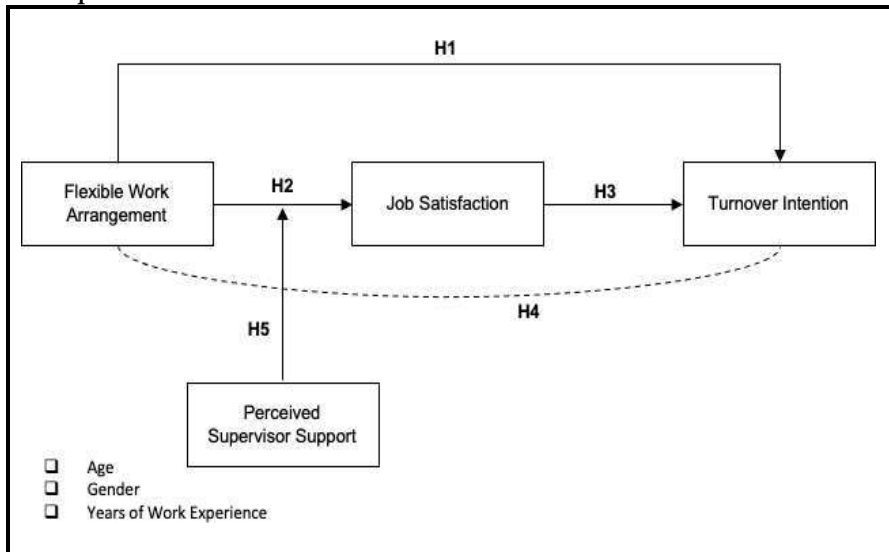
According to the theory of leader member exchange (LMX) and organizational support. In research conducted by Martin et al. (2018), it is discussed that the LMX theory emphasizes the leader-follower relationship rather than leader-and-follower traits, style, or behavior. The paper further discusses that there are properties associated with LMX that affect the relationship quality; a high LMX relative position is likely to affect individual outcomes, and a negative relationship positively has been proven to impact turnover. Perceived supervisory support is closely related to the LMX theory as it focuses on the quality of relationships between employees and supervisors. For instance, a study conducted by Alkhateri et al. (2018) proves that supervisor support reduces turnover intention, as the study proposed that supervisor support is a significant factor that directly affects job outcomes, such as job satisfaction and turnover intention. Emotional support provided by supervisors moderates job satisfaction and work engagement at an individual level. Thus, the following is hypothesized:

**H5:** perceived supervisory support moderates the relationship between job satisfaction and flexible work arrangements.

Limited studies focus on how PSS moderates the relationship between FWA and Job Satisfaction. Most of the research in FWA focuses on work-life balance, work-family conflict, and peer resentment (Kumar et al., 2021). Furthermore, existing literature mainly analyses FWA and how it impacts employee outcomes such as well-being and work-related outcomes such as job satisfaction, retention, productivity, and turnover (Menezes & Kelliher, 2011). Furthermore, according to (Jooss et al., 2021), most of the studies fail to distinguish various forms of flexible work as each type of FWA has a unique set-up regarding people, process, and structure. This research topic aims to define two types of FWA – working from home clearly and flex-time and taking a nuanced approach. The conceptual framework represents four variables that were discussed earlier, namely flexible work arrangement (FWA), perceived supervisor support (PSS), job satisfaction (JS), and turnover intention (TI). In the framework, flexible work arrangement is the independent variable, and perceived supervisor support moderates the relationship between FWA and Job satisfaction. Furthermore, JS is a mediator mediating the relationship between FWA and TI. The control variables include age, gender, and years of work experience.

Based on the hypotheses, the below conceptual framework has been created to represent the relationship between the variables being studied in the research

**Figure 2**  
**Conceptual Framework**



**III. RESEARCH METHODOLOGY**

The research philosophy undertaken is positivism, as it values objectivity, comprises measurable variables, and takes a deductive approach where hypotheses will be formulated based on existing theory (Alharahsheh & Pius, 2020; Gemma, 2018). This approach allows the researcher to employ statistical techniques to quantify the relationships, strength of correlation, and direction among the variables. This further allows the understanding of the connection between the constructs, making the study data-driven and evidence-based. However, another characteristic of positivism is the deductive approach, which allows the researcher to formulate hypotheses based on

existing theory, establishing the study within a well-established literature framework. Moreover, the hypotheses are tested against data, enhancing the validity and reliability of the research (Teherani, 2015).

The study used a Likert-type scale to assess the respondent's perception of the four key variables. The Likert scale used a range of values from 1 to 5, where 1 indicated Strongly Disagree and 5 represented Strongly Agree. To ensure the variables were measured comprehensively, each variable in the study was measured using a set of multiple indicators, which was employed using a series of questions to assess each key variable. The responses to various indicators related to the variable were combined to create a composite score of the variable to run the data analysis. The survey measures perceived supervisory support using the 5-point Likert scale developed by Frey et al. (2015). Job satisfaction is measured using the 5-point Likert scale developed by Iverson et al. (1998), and turnover intention is measured using the 5-point Likert scale developed by Cohen (1999). Flexible work arrangement was measured using the 5-point Likert scale developed by Conradie and de Klerk (2019). All scales have previously been validated and are reliable and valid.

The research followed a quantitative method where data was gathered through surveys, which involved collecting data by sending the survey to the employees from a leading global energy company. The survey will consist of several sections. The sample selection is underpinned by its relevance to the research aim, objectives, and hypotheses. Given that the organization is embracing the hybrid working model in UAE through its initiatives, examining the impact of flexible work arrangements on employee turnover intention is imperative. Currently, the organization has an estimated employee population of 500+ in the Abu Dhabi and Dubai offices, which provides a substantial sample size that facilitates the statistical analysis. All the employees who currently have the option to utilize flexitime and the work-from-home option have been invited to participate in the survey to ensure that the dataset encompasses a wide range of roles, seniority levels, and demographic profiles. The first section of the survey includes the consent form. The second section is demography and includes Age, Nationality, Gender, Seniority, the frequency of flexible work arrangement utilization, and whether they can use work flexible work and work from home. The sample for this study was selected using a convenience sample technique. A convenience sample is a sample type characterized by its non-random selection, practicality, and accessibility. This type of sample is convenient as the participants are readily available and accessible to the research and are not selected through a random or systematic sampling process (Etikan et al., 2016). The survey was distributed via email to approximately 550 employees of the global energy company. Out of the 550 survey invitations, a total of 250 participants completed and returned the survey, which resulted in a response rate of 45%. The response rate was calculated as the number of completed surveys divided by the total number of survey invitations. The data analysis was conducted using IBM SPSS V.28 and Hayes process macro for the mediation and moderation analysis.

#### **IV. RESULT AND DISCUSSION**

The Table-2 presents a demographic overview of 250 respondents, detailing their gender, age, years of working experience, and the frequency of utilizing flexible work arrangements. The gender distribution is notably imbalanced, with males comprising 74.8% (n= 187) of the sample, while females represent only 25.2% (n= 63). This disparity raises concerns about gender representation within the sample, potentially limiting the generalizability of findings across broader, more gender-balanced populations. Age

distribution reveals a concentration in the 27-42 years and 43-58 years categories, accounting for 46.4% (n= 116) and 44% (n= 110) of the respondents, respectively. The representation of younger individuals (below 26 years) and older individuals (59-68 years) is significantly lower, at 8.8% (n= 22) and 0.8% (n= 2), respectively. This distribution suggests that the sample predominantly comprises mid-career professionals, which could influence the findings related to work experience and preferences for flexible work arrangements. Regarding work experience, most respondents have more than 10 years of experience, with 31.2% (n= 78) having over 20 years of experience and 28.8% (n= 72) having between 15-20 years. The lower representation of less experienced individuals (below 5 years) may indicate a focus on more seasoned professionals, which could skew the results toward preferences and behaviors typical of this group. In terms of the frequency of utilizing flexible work arrangements, the data shows a moderate distribution, with 22.4% (n= 56) always using flexible work, 35.2% (n= 88) often using it, and 42.4% (n= 106) sometimes using it. This distribution suggests a high level of engagement with flexible work practices, which might reflect a trend in modern workplaces towards more adaptable working conditions.

**Table 2****Demographic Analysis**

<b>Demographic Characteristics</b>	<b>Valid N (250)</b>	<b>%</b>
<b>Gender:</b>		
Male	187	74.8
Female	63	25.2
<b>Age (years):</b>		
Below 26 years	22	8.8
27 - 42	116	46.4
43 - 58	110	44
59 - 68	2	0.8
<b>Years of Working Experience:</b>		
Below 2 years	21	8.4
2-5	10	4
5-10	15	6
10-15	54	21.6
15-20	72	28.8
More than 20	78	31.2
<b>Frequency of Utilizing Flexible Work Arrangements:</b>		
Always	56	22.4
Often	88	35.2
Sometimes	106	42.4

Table 3 presents descriptive statistics for four constructs. FWA exhibits a mean score of 4.29 with a standard deviation of 0.583, indicating that most respondents have a favorable perception of flexible work arrangements. The skewness value of -0.560 indicates a moderate leftward skew, implying that more respondents rated their experience with FWA positively. The kurtosis value of -0.189 is close to zero, suggesting a distribution close to normality but with slightly thinner tails. For JS, the mean score is 3.95, with a standard deviation of 0.481, indicating a relatively high level of job satisfaction among respondents. The minimum score is 2.17, and the maximum is 5.00, showing some variability in job satisfaction levels. The skewness value of -0.392 suggests

a slight leftward skew, meaning that more respondents rated their job satisfaction positively. The kurtosis value of 0.770 indicates a moderate level of peakedness in the distribution, suggesting that the data is somewhat more concentrated around the mean. PSS has a high mean of 4.33, and TI has an expected low mean of 2.69, indicating that the sample for this study does not have high turnover intentions.

**Table 3****Descriptive Statistics**

	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
<b>FWA</b>	4.29	0.58301	-0.560	0.154	-0.189	0.307
<b>PSS</b>	4.33	0.59888	-0.645	0.154	-0.149	0.307
<b>JS</b>	3.95	0.48102	-0.392	0.154	0.770	0.307
<b>TI</b>	2.69	0.50140	0.358	0.154	-0.160	0.307

Notes: FWA= flexible work arrangement, PSS= perceived supervisor support, JS= job satisfaction, and TI= turnover intentions.

Table 4 represents the inter-construct correlation table. FWA exhibits a moderate positive correlation with PSS ( $r = 0.347$ ,  $p < 0.001$ ) and a weaker positive correlation with JS ( $r = 0.198$ ,  $p = 0.002$ ), indicating that flexible work arrangements are associated with higher perceived support from supervisors and slightly higher job satisfaction. The negative, yet non-significant, correlation between FWA and TI ( $r = -0.120$ ,  $p = 0.059$ ) suggests a weak inverse relationship, implying that flexible work arrangements might be linked to reduced turnover intentions. However, this relationship does not reach statistical significance. PSS shows a strong positive correlation with JS ( $r = 0.539$ ,  $p < 0.001$ ), suggesting that higher perceived supervisor support significantly enhances job satisfaction. Conversely, PSS is negatively correlated with TI ( $r = -0.383$ ,  $p < 0.001$ ), indicating that higher levels of perceived supervisor support are associated with lower turnover intentions. JS is negatively correlated with TI ( $r = -0.417$ ,  $p < 0.001$ ), reinforcing that increased job satisfaction substantially reduces turnover intentions. The diagonal values represent Cronbach alpha reliability values, and it can be observed that the coefficient is more than 0.7 for all four constructs, indicating high reliability.

**Table 4****Inter-Construct Correlations and Reliability**

	<b>FWA</b>	<b>PSS</b>	<b>JS</b>	<b>TI</b>
<b>FWA</b>	<b>0.76</b>			
<b>PSS</b>	0.347**	<b>0.84</b>		
<b>JS</b>	0.198**	0.539**	<b>0.88</b>	
<b>TI</b>	-0.120	-0.383**	-0.417**	<b>0.82</b>

Notes: \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ . FWA= flexible work arrangement, PSS= perceived supervisor support, JS= job satisfaction, and TI= turnover intentions.

Table 5 outlines key validity metrics, including composite reliability (CR), average variance extracted (AVE), and maximum shared variance (MSV), which are critical for assessing the reliability and validity of the measurement model (Hair et al., 2010). Composite reliability (CR) values for all constructs exceed the commonly accepted threshold of 0.70, indicating that the items used to measure each construct demonstrate high internal consistency (Nunnally & Bernstein, 1994). Specifically, the CR values suggest that the indicators used to measure FWA, JS, PSS, and TI consistently represent their respective constructs. The average variance extracted (AVE) values are above the threshold of 0.50, further supporting the convergent validity of the constructs (Fornell & Larcker, 1981).

**Table 5****Convergent and Discriminant Validity**

Construct	CR	AVE	MSV	1	2	3	4
<b>FWA</b>	0.78	0.56	0.32	0.74			
<b>PSS</b>	0.88	0.61	0.38	0.347**	0.78		
<b>JS</b>	0.92	0.65	0.41	0.198**	0.539**	0.81	
<b>TI</b>	0.84	0.58	0.37	-0.12	-0.383**	-0.417**	0.76

Notes: \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ . FWA= flexible work arrangement, PSS= perceived supervisor support, JS= job satisfaction, and TI= turnover intentions.

This implies that the latent constructs account for a substantial portion of the variance in the indicators, thereby confirming that the indicators effectively capture the essence of each construct. However, the maximum shared variance (MSV) values, used to assess discriminant validity, should be less than the AVE values to confirm that the constructs are distinct (Hair et al., 2010). The table shows that the MSV is less than the AVE for most constructs, indicating acceptable discriminant validity. Nonetheless, close attention should be paid to any instances where MSV approaches or exceeds AVE, as this may suggest overlap between constructs, potentially undermining discriminant validity.

Table 6 presents the summary of the hypotheses testing results. The direct effect results indicate a significant negative relationship between FWA and TI (estimate= -0.125, CR= -2.23, and  $p < 0.05$ ), supporting H<sub>1</sub>.

**Table 6****Results of Hypothesis Testing**

Relationship	Estimate	SE	CR	p-value	Results
<b>Tests of Direct Effects:</b>					
FWA : TI (H <sub>1</sub> )	-0.125	0.056	-2.23	<0.05	Supported
FWA : JS (H <sub>2</sub> )	0.07	0.076	0.92	<0.001	Supported
JS : TI (H <sub>3</sub> )	-0.299	0.034	- 8.79	<0.001	Supported
<b>Results of Indirect Effects:</b>					
Path	Indirect Effect	SE			Results
FWA : JS : TI (H <sub>4</sub> )	-0.06	0.0229	-2.62	0.51	Not supported
<b>Test of Moderation:</b>					
FWA × PSS : JS (H <sub>5</sub> )	-0.08	0.07	-1.14	0.31	Not Supported

Notes: \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ . FWA= flexible work arrangement, PSS= perceived supervisor support, JS= job satisfaction, and TI= turnover intentions.

This suggests that flexible work arrangements are associated with decreased employee turnover. Additionally, the relationship between FWA and JS (H<sub>2</sub>) is positive but not significant (estimate= 0.07, CR= 0.92, and  $p < 0.001$ ), indicating that while flexible work arrangements positively impact job satisfaction, this effect is relatively weak. The strong negative relationship between JS and TI (estimate= -0.299, CR= -8.79, and  $p < 0.001$ ) supports H<sub>3</sub>, reinforcing that higher job satisfaction significantly reduces turnover intentions. The indirect effects test (H<sub>4</sub>) results show that the indirect path from FWA to TI through JS is unsupported (indirect effect= -0.06, SE= 0.0229, CR= -2.62, and  $p = 0.51$ ). This suggests that the influence of flexible work arrangements on turnover intentions is not significantly mediated by job satisfaction. This finding implies that the direct relationship between FWA and TI is more critical than any potential mediating role of job satisfaction. Finally, the moderation test (H<sub>5</sub>) examines whether the interaction between FWA and PSS affects JS. The result is insignificant (estimate= -0.08, CR= -1.14, and  $p = 0.31$ ), indicating that perceived supervisor support does not significantly moderate the relationship between flexible work arrangements and job satisfaction.



#### **4.1. Discussion**

The findings from this study contribute significantly to the existing literature on the impact of flexible work arrangements (FWA) on employee outcomes, specifically job satisfaction and turnover intentions. The results indicate that FWA positively influences job satisfaction, aligning with prior research that suggests flexibility in work schedules and locations can enhance employees' work-life balance, reduce stress, and increase overall job satisfaction (Masuda et al., 2017). The positive relationship between FWA and job satisfaction underscores the importance of providing employees with greater control over their work environment, which can lead to higher levels of job satisfaction. Perceived supervisor support (PSS) also emerged as a crucial factor in this study. The results suggest that PSS directly affects job satisfaction and moderates the relationship between FWA and job satisfaction. This finding is consistent with the theory of social exchange, which posits that when employees perceive their supervisors as supportive, they are more likely to experience higher job satisfaction (Eisenberger et al., 2002). Supervisors who actively support flexible work arrangements can enhance the benefits of FWA, making these arrangements more effective in improving job satisfaction. This highlights the need for organizations to train and encourage supervisors to be more supportive of flexible work policies, as their support can amplify the positive effects of these policies on employee satisfaction.

Moreover, the study examines the relationship between job satisfaction and turnover intentions, with results indicating a significant negative correlation. This finding aligns with previous research, which suggests that higher job satisfaction reduces the likelihood of employees intending to leave their organization (Mobley, 1977). The negative association between job satisfaction and turnover intentions reinforces that job satisfaction is a critical predictor of employee retention. Organizations aiming to reduce turnover should thus focus on strategies that enhance job satisfaction, such as implementing flexible work arrangements and fostering supportive supervisor-employee relationships. The moderating effect of PSS on the relationship between FWA and turnover intentions is also noteworthy. The study suggests that when employees perceive high supervisor support, the negative impact of FWA on turnover intentions is strengthened. This implies that when combined with strong supervisor support, FWA can effectively reduce employees' intentions to leave the organization. This finding underscores the importance of an integrated employee management approach, where a supervisor support culture supports flexible work policies. It also suggests that simply offering flexible work options may not be sufficient to retain employees; rather, the perceived quality of support from supervisors plays a crucial role in determining the effectiveness of such policies. The study provides valuable insights into how flexible work arrangements and perceived supervisor support influence job satisfaction and turnover intentions. The positive effects of FWA on job satisfaction and the subsequent reduction in turnover intentions highlight the potential of these arrangements as a strategy for improving employee retention. Furthermore, the moderating role of PSS underscores the importance of supportive supervisor-employee relationships in enhancing the benefits of flexible work arrangements. Organizations should consider these findings when designing policies to increase employee satisfaction and reduce turnover, ensuring that flexibility and support are integral components of their talent management strategies.

## **4.2. Implications**

### **4.2.1. Academic implications**

The findings from this study provide valuable contributions to the academic understanding of the interplay between flexible work arrangements, Perceived Supervisor Support, job satisfaction, and turnover intentions. From a theoretical standpoint, the study reinforces the relevance of social exchange theory in the context of modern workplaces. Specifically, it suggests that PSS is a critical element that enhances the effectiveness of FWA, thereby influencing key employee outcomes such as job satisfaction and turnover intentions. This aligns with existing research that emphasizes the role of supportive leadership in fostering positive employee attitudes and behaviors (Eisenberger et al., 2002). Future research could further explore the nuances of this relationship, examining how different types of supervisor support (e.g., emotional, instrumental, informational) may differentially impact the effectiveness of FWA. Additionally, this study opens avenues for further investigation into the boundary conditions under which FWA might lead to enhanced job satisfaction and reduced turnover intentions. The moderating role of PSS identified in this study suggests that the benefits of FWA are not uniform across all contexts; rather, they are contingent on the quality of supervisor-employee relationships. This insight challenges the notion that flexible work policies are universally beneficial and calls for a more nuanced understanding of how organizational context and leadership styles interact to shape employee outcomes. Future research could explore other potential moderators, such as organizational culture or individual employee characteristics, to build a more comprehensive model of FWA effectiveness. Furthermore, the study contributes to the growing body of literature on employee retention by providing empirical evidence of the indirect effects of FWA on turnover intentions through job satisfaction. This finding underscores the importance of considering both direct and indirect pathways when examining the impact of workplace policies on employee retention. Scholars could build on this work by examining other mediating variables, such as work engagement or organizational commitment, to further elucidate the mechanisms through which FWA influences turnover intentions.

### **4.2.2. Practitioner implications**

For practitioners, the findings from this study offer several actionable insights that can inform talent management strategies. First and foremost, the positive relationship between FWA and job satisfaction suggests that organizations should continue to expand their flexible work options to enhance employee satisfaction. However, this study also highlights that the mere availability of flexible work arrangements may not be sufficient to achieve desired outcomes. Organizations must ensure that a culture of supervisor support supports these policies. Training supervisors to effectively support their employees, particularly in the context of FWA, can amplify the positive effects of these arrangements on job satisfaction and reduce turnover intentions (Allen et al., 2013). The study's findings suggest that organizations should adopt an integrated approach to employee retention. While FWA can be a valuable tool in reducing turnover, its effectiveness is contingent on the presence of supportive supervisors. Therefore, organizations should develop leadership capabilities that promote supportive behaviors, such as regular communication, providing feedback, and showing empathy towards employees' work-life needs. By fostering a supportive work environment, organizations can maximize the benefits of FWA and improve overall employee retention. Moreover, practitioners should be aware of the potential variability in how employees respond to FWA based on the level of PSS they experience. This implies that flexible work policies

should not be implemented as one-size-fits-all solutions. Instead, organizations should consider tailoring these policies to the needs of different employee groups and ensuring that supervisors are equipped to provide the necessary support to make these arrangements successful.

## **V. CONCLUSION**

The research provides a comprehensive exploration of how flexible work arrangements impact job satisfaction and turnover intentions, focusing on the moderating role of Perceived Supervisor Support. By analyzing empirical data, the study offers valuable insights that can be directly applied to contemporary workplaces, especially in sectors embracing hybrid working models. The primary aim was to assess the effects of various FWAs, such as working from home and flextime, on job satisfaction and turnover intentions while examining the mediating role of job satisfaction and the moderating effect of PSS. The findings from the study confirm that FWAs positively influence job satisfaction and, in turn, reduce employees' intentions to leave the organization. This suggests that workplace flexibility significantly predicts job satisfaction and is crucial for improving employee retention. The research objectives were effectively met, including exploring the relationship between FWA, job satisfaction, and turnover intentions. The results demonstrate that FWAs, when supported by solid supervisor support, can significantly enhance job satisfaction and lower turnover intentions. This highlights the importance of creating a supportive supervisory environment to maximize the benefits of flexible work policies. Additionally, the study reveals the critical role of PSS in moderating the relationship between FWA and job satisfaction and turnover intentions. Employees who perceive higher levels of supervisor support experience greater satisfaction from FWAs, leading to reduced turnover intentions. This insight emphasizes the necessity for organizations to implement flexible work policies and ensure that a culture of solid supervisor-employee relationships supports these policies. Such support is essential for fully realizing the potential benefits of flexible work arrangements. Moreover, the research confirmed the mediating role of job satisfaction between FWA and turnover intentions, reinforcing that job satisfaction is a key factor in employee retention. Therefore, organizations aiming to retain talent should focus on enhancing job satisfaction through flexible work arrangements supported by effective and supportive supervision. Human resource professionals can leverage this study's findings to develop and implement policies that promote a flexible working culture. Organizations can enhance work-life balance by fostering an environment where employees can manage their work schedules, leading to higher job satisfaction and lower turnover rates. The research, conducted with a sample of 250 participants from a global energy company based in the UAE, provides insights that are particularly relevant for companies in the power and utilities sector, where hybrid working models are increasingly becoming the norm.

### **5.1. Limitations and Future Scope**

While this study contributes valuable to our understanding of the relationships between the variables, it is imperative to acknowledge its limitations. Firstly, the data for this research was gathered through a cross-sectional survey, which restricts the ability to draw causal inferences. Longitudinal or experimental designs could provide stronger evidence of causality and allow a more comprehensive exploration of these relationships over time. Secondly, the data was collected from a single industry, an energy company, which limits the generalizability of the findings to other industries. Future research can encompass a broader range of industries to enhance the external validity of the findings.

Additionally, using self-reported measures in the survey introduces the potential for common method bias. Respondents may have provided socially desirable responses, which could influence the relationships observed in the study. Moreover, the study focused primarily on the direct and mediating effects of job satisfaction and the moderating role of perceived supervisory support. This research did not extensively explore other variables, such as individual differences, organizational culture, or external factors. Future studies could consider these variables to provide a more comprehensive understanding of turnover intention in flexible work arrangements. Future studies can employ longitudinal designs to explore the relationships between FWA, JS, TI, and PSS over time to provide stronger evidence that establishes a causal relationship among the variables. Moreover, future studies can be conducted across different industries or regions to uncover contextual factors that influence relationships. The moderating role of perceived supervisor support can be further investigated across a larger sample to provide a more statistically significant result that can support the existing theories. Lastly, future studies can delve deeper into other aspects, such as employee well-being, stress levels, and overall quality of life.

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