

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**DETERMINANTS OF JOB SATISFACTION WITHIN
HYBRID WORK SETTINGS IN KLANG VALLEY**



KARMILAH KHAIRUNNISA BINTI ADI

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
APRIL 2024**

**DETERMINANTS OF JOB SATISFACTION WITHIN HYBRID WORK
SETTINGS IN KLANG VALLEY**

By

KARMILAH KHAIRUNNISA BINTI ADI (827816)



UUM
Universiti Utara Malaysia

**Project Paper Submitted to
College of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa
(*I, the undersigned, certified that*)

KARMILAH KHAIRUNNISA BINTI ADI (827816)

Calon untuk Ijazah Sarjana
(*Candidate for the degree of*)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(*has presented his/her research paper of the following title*)

**DETERMINANTS OF JOB SATISFACTION WITHIN HYBRID
WORK SETTINGS IN KLANG VALLEY**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper*).

Nama Penyelia : **PROF. DR. ABDUL HALIM BIN ABDUL MAJID**
(*Name of Supervisor*)

Tandatangan : _____
(*Signature*)

Tarikh : **3 APRIL 2024**
(*Date*)

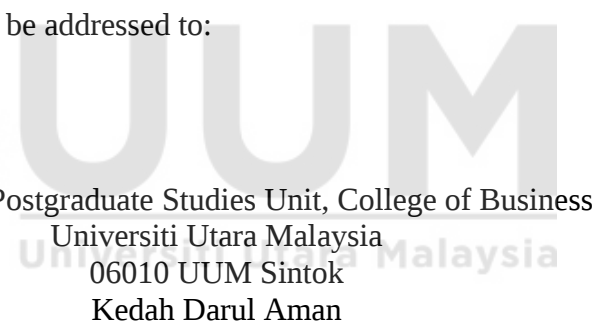
PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a Postgraduate Degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:



Director of Postgraduate Studies Unit, College of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman



ABSTRACT

The implementation of flexible work arrangements (FWA) has sparked inquiry into its effects on job satisfaction. This study explores this relationship within Klang Valley, Malaysia context, examining the impact of FWA and job characteristics on job satisfaction. Employing a quantitative methodology, structured surveys were administered to the targeted population, comprising hybrid workers in Klang Valley, to gather data for the study. Results indicate a significant positive relationship between job characteristics (including skill variety, task identity, task significance, autonomy, and feedback) and job satisfaction. Additionally, a significant positive relationship between FWA and job satisfaction was observed. These findings carry significant implications for both organizations and employees. Embracing FWA can enhance job satisfaction, leading to increased productivity and organizational success. Understanding the influence of job characteristics within FWA allows organizations to tailor strategies to optimize job satisfaction. Limitations include potential response bias and the cross-sectional design's inability to establish causality, suggesting the need for longitudinal research and exploration of additional variables. Overall, this study contributes to understanding the dynamics of flexible work arrangements and job characteristics in shaping job satisfaction among employees, offering insights for human capital management strategies in an evolving work environment.

Keywords: Flexible Work Arrangement, Job Satisfaction, Job Characteristics, Hybrid Workers, Human Capital Management



ABSTRAK

Pelaksanaan aturan kerja fleksibel (FWA) telah menimbulkan persoalan tentang kesannya terhadap kepuasan kerja pekerja. Kajian ini mengkaji hubungan antara pemboleh ubah ini dalam konteks Klang Valley, Malaysia, dengan menganalisis impak FWA dan ciri-ciri pekerjaan (*job characteristics*) terhadap kepuasan kerja. Pengumpulan data untuk kajian ini menggunakan metodologi kuantitatif di mana tinjauan berstruktur telah dijalankan kepada populasi sasaran, yang terdiri daripada pekerja hibrid di Lembah Klang. Dapatan kajian menunjukkan korelasi positif yang signifikan antara ciri-ciri pekerjaan (termasuk kepelbagaian kemahiran, identiti tugas, kepentingan tugas, autonomi, dan maklum balas) dan kepuasan kerja. Selain itu, hasil analisis data membuktikan hubungan positif yang signifikan antara FWA dan kepuasan kerja. Penemuan ini membawa implikasi penting bagi organisasi dan pekerja. Pelaksanaan FWA boleh meningkatkan kepuasan kerja yang juga membawa kepada peningkatan produktiviti dan kejayaan organisasi. Memahami bagaimana ciri-ciri pekerjaan boleh memberi kesan dalam pelaksanaan FWA membolehkan organisasi menyelaraskan strategi untuk mengoptimalkan kepuasan pekerja. Kelemahan dalam kajian ini adalah kemungkinan terdapat respon yang bias serta model cross-sectional yang tidak dapat membuktikan kausaliti. Oleh itu, cadangan untuk penyelidikan akan datang adalah untuk menjalankan kajian longitudinal dan meneliti pemboleh ubah lain. Kesimpulannya, kajian ini menyumbang kepada pemahaman tentang aturan kerja fleksibel yang dinamik serta ciri-ciri pekerjaan dalam membentuk kepuasan kerja, lantas memberikan panduan untuk strategi pengurusan sumber manusia dalam persekitaran kerja yang berubah-ubah.

Kata kunci: Aturan Kerja Fleksibel, Kepuasan Kerja, Ciri-ciri Pekerjaan, Pekerja Hibrid, Pengurusan Sumber Manusia

ACKNOWLEDGEMENT

I am profoundly grateful to Allah for granting me the strength and guidance to complete this research paper. My deepest appreciation goes to my supervisor, Prof. Dr. Abdul Halim bin Abdul Majid for his unwavering support and invaluable guidance throughout this journey. I am also immensely thankful to my beloved husband and son, who have been my pillars of strength and motivation. Their understanding of the time I dedicated to completing this thesis is truly appreciated. Lastly, my sincere gratitude goes to my family for their endless love and support.



TABLE OF CONTENTS

CERTIFICATION OF THESIS	iii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER ONE INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Background of the Problem.....	3
1.3 Problem Statement	4
1.4 Research Objectives	6
1.5 Research Questions	6
1.6 Significance of the Study	7
1.7 Scope of Study	8
1.8 Definition of Key Terms	8
1.8.1 Job Satisfaction.....	8
1.8.2 Flexible Work Arrangement.....	9
1.8.3 Skill Variety.....	9
1.8.4 Task Identity	9
1.8.5 Task Significance	9
1.8.6 Autonomy	9
1.8.7 Feedback.....	10
1.9 Organization of Chapters	10
CHAPTER TWO LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Job Satisfaction	11
2.3 Flexible work arrangements	13
2.4 Job Characteristics.....	15
2.5 Job Satisfaction and Variables of the Study	16
2.5.1 Flexible Work Arrangement and Job Satisfaction.....	16
2.5.2 Job Characteristics and Job Satisfaction.....	18
2.5.2.1 Skill Variety.....	19
2.5.2.2 Task Identity	19
2.5.2.3 Task Significance.....	20

2.5.2.4	Autonomy	21
2.5.2.5	Feedback	22
2.6	Underpinning Theory in the Study	23
2.6.1	Maslow's Hierarchy of Needs	23
2.6.2	Herzberg's Two-Factor Theory	24
2.7	Hypotheses Development.....	26
2.8	Research Framework.....	27
2.9	Chapter Summary.....	27
CHAPTER THREE METHODOLOGY		29
3.1	Introduction	29
3.2	Research Design	29
3.2.1	Sources of Data.....	30
3.2.2	Unit of Analysis.....	30
3.2.3	Population Frame.....	30
3.2.4	Sample and Sampling Technique	30
3.3	Measurement and Instrument	31
3.4	Data Collection and Administration.....	32
3.5	Data Analysis Techniques	33
3.6	Chapter Summary.....	35
CHAPTER FOUR RESULTS.....		36
4.1	Introduction	36
4.2	Demographic Background.....	36
4.3	Descriptive Analysis	37
4.3.1	Flexible Work Arrangement.....	38
4.3.2	Skill Variety.....	40
4.3.3	Task Identity	41
4.3.4	Task Significance	42
4.3.5	Autonomy	43
4.3.6	Feedback.....	44
4.3.7	Job Satisfaction.....	45
4.4	Reliability Analysis	48
4.5	Normality Test.....	49
4.6	Pearson Correlation Analysis	51
4.7	Overall Hypotheses Results	53
4.8	Chapter Summary.....	54
CHAPTER FIVE DISCUSSION		56
5.1	Introduction	56
5.2	Flexible Work Arrangement and Job Satisfaction	56
5.3	Skill Variety and Job Satisfaction	57
5.4	Task Identity and Job Satisfaction	58
5.5	Task Significance and Job Satisfaction	59
5.6	Autonomy and Job Satisfaction.....	61
5.7	Feedback and Job Satisfaction	62
5.8	Limitation and Suggestion	63
5.9	Implications of Research	64
5.10	Conclusion.....	66

REFERENCES.....	67
APPENDICES	82



LIST OF TABLES

Table 4.1 <i>Demographic information</i>	37
Table 4.2 <i>Descriptive Analysis of Flexible Work Arrangement</i>	39
Table 4.3 <i>Descriptive Analysis of Skill Variety</i>	41
Table 4.4 <i>Descriptive Analysis of Task Identity</i>	42
Table 4.5 <i>Descriptive Analysis of Task Significance</i>	43
Table 4.6 <i>Descriptive Analysis of Autonomy</i>	44
Table 4.7 <i>Descriptive Analysis of Feedback</i>	45
Table 4.8 <i>Descriptive Analysis of Job Satisfaction</i>	47
Table 4.9 <i>Reliability of Flexible Work Arrangement, Skill Variety, Task Identity, Task Significance, Autonomy, Feedback and Job Satisfaction</i>	49
Table 4.10 <i>Normality Test of Flexible Work Arrangement, Skill Variety, Task Identity, Task Significance, Autonomy, Feedback and Job Satisfaction</i>	51
Table 4.11 <i>Pearsons Correlation Analysis to Study the Relationship Between Flexible Work Arrangement and Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy and Feedback) with Job Satisfaction</i>	53
Table 4.12 <i>Overall Hypotheses Results</i>	54

LIST OF FIGURES

Figure 2.1 <i>Research Model/Framework</i>	27
--	----



LIST OF ABBREVIATIONS

FWA	Flexible Work Arrangement
JCM	Job Characteristics Model
RO	Research Objective
RQ	Research Question
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
UUM	Universiti Utara Malaysia



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The workplace landscape has been undergoing a significant transformation in recent years, driven by rapid advances in technology, changes in societal attitudes, and the unprecedented challenges posed by the COVID-19 pandemic. A key outcome of these developments has been the emergence of hybrid work settings, which blend traditional in-person work with remote and flexible arrangements. Study conducted by Ferreira et al. (2021) found that in the context of the COVID-19 pandemic, nearly every organization had to depend on remote teams to sustain business activities. This shift has raised critical questions about how these new work configurations and job characteristics influence job satisfaction. This study aims to delve into flexible work arrangements, job characteristics, and job satisfaction within the context of hybrid work settings.

The concept of work has evolved considerably over time, with traditional office-based, 9-to-5 employment no longer representing the sole mode of employment. Flexible work arrangements, encompassing telecommuting, flextime, compressed workweeks, and job sharing, have gained prominence as organizations adapt to the changing dynamics of the global workforce (Spurk & Straub, 2020). The advent of technology has made remote work more feasible than ever before, allowing employees to perform their tasks from virtually anywhere with an internet connection (Ferreira et al., 2021).

The COVID-19 pandemic, which swept across the globe in 2020, further accelerated the acceptance of flexible work arrangements. With social distancing and lockdowns mandated numerous businesses to shift to work from home or remotely, employees

and employers alike became acutely aware of the potential benefits and challenges associated with these new work paradigms. The pandemic served as a catalyst for the widespread implementation of hybrid work models (Wang et al., 2021). Hybrid work arrangements allow employees to split their time between working onsite and working remotely, creating a more versatile and adaptive approach to work. (Hewlett & Luce, 2022). Malaysia shows a strong cultural preference for hybrid and remote work post-pandemic, with 74% of Malaysian employees desiring these arrangements (Omar et al., 2020). Adoption of hybrid models raises critical questions about how flexibility impacts employees' work experiences and attitudes (Rudolph et al., 2021).

Job characteristics play a pivotal role in employees' overall job satisfaction. Classic research by Hackman and Oldham (1976) introduced the job enrichment concept, emphasizing the critical role of job characteristics like skill variety, task significance, task identity, feedback, and autonomy in shaping individual motivation and job satisfaction. Subsequent studies have expanded upon these ideas, exploring how factors like job complexity, work autonomy, and social interactions can influence employees' perceptions of their work and, consequently, their job satisfaction.

In hybrid work environments, the connection between job characteristics and job satisfaction becomes even more intricate. Flexible arrangements can affect the nature of tasks, communication patterns, and the overall work environment, all of which can potentially alter the job characteristics experienced by employees. While some argue that remote work can increase autonomy and reduce commuting stress, others suggest that it may diminish opportunities for social interaction and blur the boundaries between work and personal life, thus impacting job satisfaction differently (Bjärntoft et al., 2020).

As organizations increasingly adopt hybrid work models, it becomes crucial to investigate how these settings impact flexible work arrangements, alter job characteristics, and influence overall job satisfaction. The research aims to explore the intricate dynamics within hybrid work settings to provide insights for organizations and policymakers navigating this evolving landscape.

1.2 Background of the Problem

The contemporary landscape of work arrangements has undergone profound transformations in recent years, shaped by an amalgamation of technological advancements and the global COVID-19 pandemic (Ferreira et al., 2021). Traditional office-based work has been supplanted by hybrid work settings, characterized by the flexibility of employees to alternate between remote and in-person work. This shift has given rise to a new paradigm in which the spatial and temporal boundaries of work have become increasingly porous, reshaping the way employees engage with their jobs and organizations. In Malaysia, many organizations have instituted policies allowing employees to work remotely for some or all of their workweek (Lim, 2022). While remote and hybrid work policies provide employees with greater flexibility, they also pose challenges for maintaining job satisfaction, work relationships, and organizational commitment (Kunnumpurath et al., 2021).

As organizations across diverse industries embraced remote work to ensure business continuity during the pandemic, many employees experienced a fundamental change in their work environment and routines. This shift not only prompted a rapid reconfiguration of work practices but also necessitated an exploration of the associated implications for job characteristics and job satisfaction. The increased flexibility in work arrangements, driven by advancements in communication technologies, has

eroded the distinction between work and personal life, necessitating a comprehensive understanding of how these changes impact the work experience.

Job characteristics, including aspects such as task variety, autonomy, skill utilization, and task significance, have long been recognized as significant determinants of job satisfaction and employee well-being (Hackman & Oldham, 1976). Empirical studies conducted in the past few years have continued to emphasize the importance of job characteristics in shaping employee attitudes and behaviors in the workplace (Parker & Ohly, 2019).

In the context of the evolving work landscape, it is essential to consider how flexible work arrangements may influence these job characteristics. For instance, remote work may afford employees greater autonomy and reduced commuting stress but could potentially lead to feelings of isolation and a blurring of work-life boundaries. These changes in job arrangements, whether positive or negative, have the potential to significantly impact job satisfaction within hybrid work settings.

1.3 Problem Statement

As hybrid policies persist long-term, critical questions remain regarding impacts on employees (Rudolph et al., 2021). While studies show remote work can benefit autonomy and work-life balance, potential challenges include isolation and blurred boundaries (Anicich et al., 2020; Fosslien & Duffy, 2020). Initial research finds employees report higher productivity and satisfaction on at-home days, yet issues like visibility may arise (Bapuji et al., 2022).

As the demand for and adoption of flexible work arrangements continue to rise, there is an increasing necessity for research tailored to Malaysia's unique cultural context,

examining the effects on Malaysian employees (Omar et al., 2020). This study seeks to fill gaps by examining the implementation of flexible work arrangements in Malaysia, job characteristics, and their impact on employee satisfaction among the Malaysian workforces. Findings provide practical evidence to optimize flexible work policies and job characteristics for maximizing employee satisfaction.

Little is known about how the introduction of flexible work arrangements within flexible work settings might alter job characteristics and, consequently, influence job satisfaction (Kulikowski et al., 2022). Furthermore, the rapidly evolving nature of work arrangements in recent years necessitates research that considers the latest developments and their implications.

The surge in remote work, particularly during the global health crisis COVID-19, has raised a critical question: How does flexible work setups impact employee's satisfaction towards their job? Recent research suggests that isolation and loneliness play a pivotal role. For instance, Lee, Noh, and Yoon (2021) found that remote work often leads to increased professional and personal isolation, negatively affecting work performance and job satisfaction, especially for employees that are required to perform complex tasks.

Similarly, a study conducted by Sasaki et al. (2021) reveals that remote work during the pandemic contributed to an increase in feelings of loneliness, subsequently resulting in reduced mental health and level of job satisfaction among workers. In addition, the study by Waizenegger et al. (2020) highlights collaboration challenges in remote work, such as limited social interaction, reduced communication, and isolation, which hinder teamwork and, consequently, job satisfaction.

When employers fail to recognize the transformative potential of flexible and remote work arrangements, they may miss valuable opportunities to enhance their human capital management strategies. Without adequate support and resources tailored to remote work, employees may face challenges in effectively fulfilling their roles, leading to a sense of dissatisfaction (The Conference Board, 2021). An employer's lack of concern for these dynamics can result in disengagement and a decrease in overall job satisfaction.

1.4 Research Objectives

Two main research objectives (ROs) have been thoughtfully crafted to provide a structured framework for this study. These objectives outline the key areas of inquiry and set the course for the research, offering clear guidance on the specific aspects that are explored and analyzed throughout the study. The study was steered by the outlined research objectives (ROs):

RO1: To identify the relationship between flexible work arrangement and job satisfaction.

RO2: To assess the relationship between job characteristics and job satisfaction.

1.5 Research Questions

The research questions (RQs) serve as essential tools for acquiring pertinent data needed to fulfill the study's objectives. Hence, the following questions are explored within this research:

RQ1: Does the implementation of flexible work arrangements impact job satisfaction?

RQ2: Is there any relationship between skill variety and job satisfaction?

RQ3: Is there any relationship between task identity and job satisfaction?

RQ4: Is there any relationship between task significance and job satisfaction?

RQ5: Is there any relationship between autonomy and job satisfaction?

RQ6: Is there any relationship between feedback and job satisfaction?

1.6 Significance of the Study

Understanding how the interplay among flexible work arrangements, job characteristics, and job satisfaction unfolds is vital for several reasons. Firstly, it has immediate practical implications for organizations navigating the hybrid work terrain. As companies strive to attract and retain talent, they must grasp the factors that contribute to job satisfaction in this new working paradigm. By doing so, they can design work environments and policies that align with employee preferences and needs.

Secondly, this study is relevant in light of the ongoing debate regarding the long-term viability of hybrid work models. Many organizations are deliberating whether to maintain remote and flexible arrangements post-pandemic or revert to traditional in-person work. An informed understanding of how these arrangements impact job characteristics and job satisfaction can inform these decisions and help strike the right balance between employee preferences and organizational objectives.

Thirdly, the study contributes to the broader academic discourse on work and organizational psychology. It builds upon and extends the existing literature by exploring the specific context of hybrid work settings, which has become increasingly prevalent but remains relatively underexplored in the literature. By doing so, this research adds nuance to our understanding of how work arrangements and job characteristics interact and affect employees' subjective well-being.

1.7 Scope of Study

The scope of this study encompasses employees working within the Klang Valley region in Malaysia like Kuala Lumpur, Petaling Jaya, and Shah Alam. This includes those from diverse industries and sectors, both full-time and part-time, at various hierarchical levels, who are currently engaged in hybrid work arrangements combining remote and in-office work. Exclusions comprise employees not partaking in hybrid work arrangements, and those outside the Klang Valley. The sample size and sampling strategy prioritized convenience sampling, which involves distributing online surveys to potential respondents to ensure accessibility and ease of participation.

1.8 Definition of Key Terms

This section outlines clear definitions for each variable to ensure conceptual clarity and consistency throughout the study.

1.8.1 Job Satisfaction

Job satisfaction is the term used to describe an individual's level of contentment and overall positive emotional response to their job or role within the workplace. It encompasses various facets of work, including the work environment, tasks, colleagues, and management (Robbins & Judge, 2009).

1.8.2 Flexible Work Arrangement

A flexible work arrangement refers to a dynamic and adaptive approach to organizing work that allows employees to modify elements of their work, such as when, where, and how they perform their tasks, to better align with their individual preferences and needs. These arrangements, which may include telecommuting, flextime, compressed workweeks, and remote work, aim to enhance work-life balance, increase employee autonomy, and improve overall job satisfaction (Pulakos et al., 2020).

1.8.3 Skill Variety

Skill variety pertains to how extensively a job necessitates the application of various skills, talents, or abilities. Roles with a broad spectrum of required skills demand a diverse range of competencies from employees (Hackman & Oldham, 1976).

1.8.4 Task Identity

Task identity relates to the level to which a job entails completing a whole and recognizable task with a visible outcome. It reflects whether the employee can see the tangible result of their efforts (Hackman & Oldham, 1976).

1.8.5 Task Significance

Task significance indicates the importance and influence of a job's outcomes on both individuals and the organization. Jobs with substantial task significance have work that affects others or the company in significant ways (Hackman & Oldham, 1976).

1.8.6 Autonomy

Autonomy refers to the degree to which a job empowers employees to independently make decisions regarding their work, allowing them to exercise control over various

aspects of their tasks. It reflects the degree of independence and empowerment an individual experiences within their job.

1.8.7 Feedback

Feedback refers to the clear, explicit, and timely information provided to employees regarding their performance and the results of their work. It involves communication that enables employees to understand how well they are doing in their roles, which contributes to a sense of achievement and growth.

1.9 Organization of Chapters

The research paper comprises five chapters, excluding the summary and abstract. Chapter 1, the introduction, provides context, defines key terms, states the problem, outlines research objectives and questions, and highlights the study's significance and structure. Chapter 2 presents the literature review, examining existing work to provide historical context and show relationships between prior researches. Chapter 3 details the methodology of the research, which includes questionnaire design, data gathering, and analysis methods. In Chapter 4, data analysis and findings are thoroughly examined, while Chapter 5 is dedicated to discussing the research outcomes, ensuring they align with the established research objectives. In the same chapter, a summary and analytical discussion on the findings is presented, leading to the research's conclusion and suggestions for future research endeavors.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter 2 delves into past studies to give deeper insights and support to this research. Subsequently, a research model/framework, definitions of variables, and hypotheses development are presented. The review encompasses previous studies related to relationship between flexible work arrangements, job characteristics, and job satisfaction, as well as relevant theoretical foundations. Prior research on the independent variables associated to elements of job characteristics which are skill variety, task identity, task significance, autonomy, and feedback is also reviewed.

2.2 Job Satisfaction

The impacts of flexible work arrangements like telecommuting, flextime, and compressed schedules on employee attitudes has been an active research area. Multiple studies reveal connections between flexible work arrangements and increased satisfaction towards a job. Job satisfaction in flexible work setups can be described as the emotional and psychological fulfillment employees experience when they perceive that their flexible work arrangements align with their personal and professional needs and expectations (Judge, Zhang, and Glerum, 2019). This definition recognizes that job satisfaction in flexible work arrangement extends beyond traditional measures of workplace contentment.

Brunelle and Fortin (2021) found telecommuters had higher intrinsic satisfaction compared to office-based employees. Rudolph et al. (2021) showed schedule flexibility positively predicted satisfaction. In hybrid settings, employees reported

improved satisfaction on days worked from home versus in the office (Bapuji et al., 2020). Looking ahead to 2023, it is essential to consider the evolving landscape of job satisfaction in flexible work arrangement. Santillan et al. (2023) explored how hybrid work models, which combine on-site and remote work, impact job satisfaction, recognizing the need for tailored approaches to meet employees' diverse preferences.

However, the satisfaction effects of flexible work arrangement depend on moderators like employee preferences and extent of flexibility. For example, Gajendran et al. (2024) found telecommuters were most satisfied working from home full-time compared to hybrid or office-based schedules. But Costin, Roman, and Balica (2023) revealed that remote employees are prone to experiencing burnout as a result of lacking the essential support they require. Organizations must assess employee's needs and challenges when they work remotely to ensure effective support. Perceived supervisor support strengthened the positive relationships between flexible work arrangements and satisfaction (Moras, 2021).

Potential downsides of extensive telecommuting include reduced social contact and blurred work-life boundaries, which can diminish satisfaction over time (Rudolph et al., 2021). Managers play a key role through support and setting expectations to combat these risks (Groen et al., 2018). Investigations remain limited on the newer trend of hybrid models warranting further research (Wang et al., 2021).

In summary, properly designed and supported flexible work arrangements frequently correlate with enhanced employee satisfaction through increased autonomy and work-life integration. However, risks exist, and impacts are not universal necessitating consideration of individual, cultural, and job factors.

2.3 Flexible Work Arrangements

Flexible work arrangements are on the rise as organizations adapt to employee desires for greater work-life balance and advances in remote collaboration technology. Multiple studies have examined the types, benefits, and impacts of flexible scheduling and location options.

Allen et al. (2021) categorized five main types of flexible work arrangement seen in modern workplaces. Flextime permits employees to adjust their start and end times of work within designated core hours. Compressed work weeks enable full-time hours completed in less than 5 days, such as 4 - 10 hours days. Telecommuting or remote work allows performing job tasks outside of the central workplace, usually from home. Part-time reduces the number of hours worked per week, while job sharing splits a full-time role between two employees. Each provides employees some control over scheduling or location, enabling personalization of work patterns. Recent study by Thong et al. (2023) reported flexitime as the most common flexible work arrangement practiced in Malaysia, followed by remote work.

Recent studies reveal shifts in availability and adoption of flexible work arrangement based on COVID-19 impacts. Prior to the pandemic, flexible work arrangement focused more on flextime and telecommuting 1-2 days per week (Chua et al., 2021). Since COVID, remote work has become more predominant, with over 70% of organizations planning increased telecommute options post-pandemic (Groen et al., 2022). Employees also desire greater location flexibility, though most prefer hybrid models versus fully remote work (Masuda et al., 2021)

Rudolph et al. (2021) observed a positive correlation between telecommuting and flextime and achieving work-life balance, which aligns with Shifrin and Michel (2022)

showing flexible work arrangement improves employee well-being and reduced stress. However, challenges like communication issues arise with extensive telecommuting (Fosslien & Duffy, 2020). To optimize benefits, flexible work arrangements must be implemented carefully based on job characteristics (Masuda et al. 2017). Assessing employee perceptions is crucial. Groen et al. (2018) surveyed worker desires post-pandemic, finding 82% want location flexibility at least half-time.

In their comprehensive study, Chung (2009) observed that a multitude of modern workplaces are not adhering strictly to one type of flexible work arrangement. Instead, they are increasingly blending and customizing flexible work arrangements to create what can be referred to as hybrid arrangements. This flexible approach acknowledges that employees have diverse circumstances and demands, and a one-size-fits-all solution is often impractical. For instance, employing a combination of schedule-based, location-based, and task-based flexible work arrangements to create tailored solutions for employees. This hybrid approach reflects the fluid nature of work in the digital age. Further insights from According to Austin-Egole, Iheriohanma, and Nwokorie (2020) highlight that the type of flexible work arrangement matters significantly. For example, employees in roles with schedule-based arrangements, such as flextime or compressed workweeks, tend to express higher job satisfaction, as these arrangements allow them to customize their work hours to align with personal needs and preferences.

Multiple studies reveal connections between flexible work arrangements and job satisfaction. Bloom et al. (2015) showed satisfaction improved when employees worked from home full-time for 9 months. In hybrid arrangements, Bapuji et al. (2020) found higher satisfaction on telecommute versus office days. Satisfaction effects

depend partly on preferences, as virtual workers were most satisfied with full-time telecommuting (Gajendran et al. 2024).

In summary, flexible work arrangements have expanded and evolved in the past few years, with telecommuting becoming more extensive. The recognition and adoption of hybrid flexible work arrangement in contemporary workplaces underscore the need for flexibility and customization to meet the diverse needs and expectations of employees. By combining elements of schedule-based, location-based, and task-based arrangements, organizations can create a work environment that is agile, responsive, and capable of harnessing the full potential of their workforce. Organizations must strategically tailor their flexible work arrangement policies and job designs to optimize benefits based on feasibility for different roles (Sekhar and Patwardhan, 2021). Assessing worker needs is key to effective implementation.

2.4 Job Characteristics

According to Hackman & Oldham, 1976, “job characteristics encompass the intrinsic attributes of a job that influence employees' perceptions of their work. The five fundamental job characteristics are skill variety, task significance, task identity, autonomy, and feedback. These characteristics influence critical psychological conditions that lead to positive outcomes like job satisfaction.”

Recent studies highlight the significance of specific job characteristics in fostering job satisfaction. For instance, research conducted by Brahmana (2021) found that skill variety, task identity, and task significance were positively associated with employees' satisfaction towards their job. Employees in roles where they can use a range of skills, complete identifiable tasks from start to finish, and see the meaningful impact of their work tend to report higher job satisfaction. Moreover, autonomy and feedback, two

other key dimensions of the job characteristics model, have also been shown to significantly contribute to job satisfaction. Employees who have autonomy in decision-making and receive meaningful feedback about their performance typically experience greater job satisfaction.

However, critiques note the model may oversimplify the complexity of job attitudes and motivation (Salancik & Pfeffer, 1978). Moreover, job enlargement efforts based on the model have shown inconsistent success, indicating potential barriers in implementation (Roberts & Glick, 1981). Overall, the job characteristics model continues to provide a valuable framework for understanding how work can be designed to foster positive outcomes.

2.5 Job Satisfaction and Variables of the Study

This section delves into the existing body of literature on the relationship between job satisfaction and the key variables under investigation in this study which are flexible work arrangement as well as job characteristics and its elements including skill variety, task identity, task significance, autonomy, and feedback.

2.5.1 Flexible Work Arrangement and Job Satisfaction

The dynamic correlation among flexible work arrangements and job satisfaction is a subject of ongoing research, revealing both positive and negative aspects. On the positive side, studies conducted by Weideman and Hofmeyr (2020) have emphasized the beneficial effects of flexible work setups. Their studies revealed that employees who could adjust their work hours or choose their work location reported heightened job satisfaction. This flexibility facilitated a better balance between work and personal life, contributing positively to their overall job satisfaction. Kazekami (2020) found

telecommuting increased satisfaction due to reduced stress and greater work-life balance.

Moreover, the studies revealed that flexible work arrangements often lead to increased autonomy and reduced commuting-related stress, as found in a study by Ikegami et al. (2022). Employees who experienced these benefits associated with flexible arrangements consistently reported higher job satisfaction. These findings illuminate how well-designed flexible work options can significantly bolster job satisfaction, as they align with the evolving needs and preferences of the modern workforce.

However, it's important to acknowledge the potential downsides of flexibility. Some recent research, such as the study by Lott in 2020, has revealed that excessive flexibility, particularly in terms of unrestricted remote work, can blur the boundaries between work and personal life. This blurring, along with a lack of clear separation, may result in elevated degree of stress and diminished job satisfaction among some employees. Therefore, while flexible work arrangements offer advantages, organizations need to strike a balance that aligns with the preferences and needs of their workforce to maximize job satisfaction.

Recent research explores impacts of hybrid and remote work flexibility. A 2022 study found working from home hurt satisfaction due to reduced interpersonal interactions, but schedule flexibility improved it (Chung et al., 2022). Another recent study showed remote working arrangements reduced satisfaction for teachers lacking appropriate resources (Chan et al., 2022). Overall, perceived flexibility enhances satisfaction, but use depends on moderators like social needs, resources, and communications.

2.5.2 Job Characteristics and Job Satisfaction

In recent years, studies have reinforced the relevance of Hackman and Oldham's Job Characteristics Model (JCM). A study by Moras (2021) examined the impact of job characteristics, as defined in the JCM, on job satisfaction in a sample of organizations. The findings supported the model's core tenets, revealing that skill variety, task significance, task identity, autonomy, and feedback all had a positive influence on job satisfaction.

Additionally, a study by Bhatnagar and Grosse (2019) explored how job characteristics could be optimized to enhance job satisfaction within a flexible work setting, specifically in evolving digital adoption. The research indicated that jobs enriched with skill variety, task identity, and autonomy were associated with higher job satisfaction, which was particularly beneficial in the context of remote work. Employees who felt their jobs were meaningful and allowed them to use a variety of skills reported greater satisfaction with their work. These recent studies emphasize the enduring importance of job characteristics as determinants of job satisfaction, especially within the evolving landscape of diverse work arrangements. Organizations aiming to enhance job satisfaction should consider the role of job characteristics in job design and management practices.

It appears to be a positive association between job characteristics and job satisfaction, indicating that an improvement in the perception of job characteristics tends to result in higher levels of job satisfaction. Hence, organizations should prioritize enhancing job characteristic elements to achieve an optimal balance that maximizes job satisfaction

2.5.2.1 Skill Variety

A study by Hee et al. (2019) investigated the impact of skill variety on job satisfaction among employee in Malaysia. The research revealed that employees who were able to use a diverse range of skills in their roles reported higher job satisfaction. The ability to engage in various tasks and challenges contributed to a sense of accomplishment and fulfillment when performing work tasks.

Furthermore, a study by Othman and Nasurdin (2019) explored the role of skill variety in enhancing job satisfaction among workers in the healthcare industry. The results highlighted that healthcare professionals with opportunities to apply a range of skills and abilities in their roles reported greater job satisfaction. This variety not only made the work more engaging but also provided a sense of personal and professional growth.

2.5.2.2 Task Identity

A study by Kulikowski, Przytuła, and Sułkowski (2022) investigated the role of task identity within a hybrid work setting. The outcomes revealed that employees who could identify with their tasks, seeing their work as a whole and having a sense of ownership, reported higher job satisfaction. Task identity not only provided a clear comprehension on the impact of their tasks at work but also contributed to a sense of achievement and fulfillment.

Moreover, another research conducted by Moras (2021) explored the connection between task identity and job satisfaction in a variety of industries. It consistently found that employees who experienced high task identity in their roles expressed greater job satisfaction, highlighting the significance of this job characteristic.

The influence of task identity also varies based on an individual's career stage. Employees at early career tend to derive satisfaction from well-defined tasks that allow them to build their competency. In contrast, individuals with more extensive experience tend to prefer complex projects that provide opportunities for applying their expertise, as suggested by studies such as Dong et al. (2022). However, it's important to note that excessive task fragmentation can diminish job satisfaction, emphasizing the need for a balanced approach.

These findings highlight the enduring importance of task identity in influencing job satisfaction, especially within the context of hybrid work arrangements. Organizations should consider strategies to design jobs that allow employees to have a great sense of task identity, as this can positively impact their job satisfaction.

2.5.2.3 Task Significance

When work is seen as having clear, valued purpose, it enhances meaning and satisfaction (Martela and Pessi, 2018). Recent studies show the effects on satisfaction depend on alignment with individual values related to benefiting society (Dong et al. 2022). A study conducted by Maas, Meijs, and Brudney (2021) investigated the influence of task significance towards job satisfaction, even in a volunteer work nature. The research revealed that workers who felt that their work had a substantial impact on others or society reported higher job satisfaction levels. Task significance provided a sense of purpose and meaning to their work, contributing positively to job satisfaction.

Additionally, a study by Othman and Nasuridin (2019) delved into the healthcare sector, highlighting the role of task significance in enhancing job satisfaction among healthcare professionals. The study found that tasks with high significance, such as

patient care and support, were associated with greater job satisfaction. Healthcare professionals who could see the meaningful influence of their work reported higher levels of satisfaction.

Task significance fosters satisfaction when employees clearly recognize their personal contribution to valued, prosocial outcomes. But connection to impacts must be salient, and the work goals must align with individual values for significance to positively relate to satisfaction.

2.5.2.4 Autonomy

Autonomy provides control over work, supporting intrinsic motivation and satisfaction (Garg & Rastogi, 2006). Flexible arrangements can increase perceived autonomy and subsequent satisfaction (Bhatbagar and Grosse, 2019). A study conducted by Baert et al. (2020) probed the significance of autonomy on job satisfaction within a hybrid work environment. The findings indicated that employees who had a degree of independence and decision-making authority in their roles consistently expressed elevated levels of satisfaction on their job. Autonomy instilled a feeling of control and empowerment, thereby enhancing their overall contentment with their work.

Besides, research by Schall (2019) delved into the influence of autonomy on job satisfaction across diverse industries. It revealed that employees who experienced autonomy in their roles were more likely to express job satisfaction. This positive association held true even in the context of hybrid work arrangements, where employees had to balance remote and in-office work.

However, employees with interdependent orientations tend to derive comparatively less job satisfaction from autonomy, emphasizing the importance of considering

individual characteristics in this relationship (Langfred & Rockmann, 2016). Excessive autonomy when not complemented by sufficient support structures, can result in feelings of isolation and ambiguity, ultimately reducing job satisfaction (De Spiegelaere et al., 2016).

2.5.2.5 Feedback

A study conducted by Carter and Johnson (2021) investigated the role of feedback in enhancing job satisfaction in a hybrid work setup. The research demonstrated that workers who received frequent as well as meaningful feedback about their performance reported higher job satisfaction. Feedback not only allowed them to track their progress but also contributed to a sense of accomplishment and growth.

Additionally, a study by Bhatnagar and Grosse (2019) explored the impact of feedback in various industries. The findings consistently indicated that employees who had access to valuable feedback as part of their job experienced greater job satisfaction. This positive relationship remained robust even in the context of hybrid work arrangements, where communication and feedback channels needed to adapt to remote and in-office work.

However, effects depend on framing, delivery and credibility. Feedback that threatens autonomy or lacks relevance will not improve satisfaction (Crommelinck & Anseel, 2013). Optimal feedback is frequent, high quality, and focused on employee development (Leh and Ibrahim 2019). Allowing employee participation in the process also enhances satisfaction through respect and fairness.

In summary, developmental feedback exchanges that empower skill growth and provide positive reinforcement of successes can substantially improve job satisfaction. But context of the feedback process matters greatly in determining effects.

2.6 Underpinning Theory in the Study

This section elucidates the theoretical foundation that underpins this study. Understanding the theoretical perspectives allows for a deeper comprehension of the research objectives and the interpretation of findings within the broader scholarly discourse.

2.6.1 Maslow's Hierarchy of Needs

Maslow (1954) has introduced Maslow's Hierarchy of Needs theory as a framework for understanding human motivation and behavior. This theory is fundamental in psychology, sociology, and management studies, offering a structured perspective on human needs and their impact on individual development and behavior. At its core, Maslow's Hierarchy of Needs is a five-tiered pyramid representing a hierarchical arrangement of human needs, each level building upon the one below (McLeod, 2007). At the base are the physiological needs, encompassing the essential elements for survival like food, water, shelter, and sleep. These must be met before moving to the subsequent level.

The second level encompasses safety needs, including personal security, employment, health, and property. Once an individual's physiological needs are met, they seek to establish stability and security in their lives. The third level comprises social needs, which involve belongingness, love, and the need for meaningful relationships. Humans are inherently social creatures and require acceptance and affection from others to

achieve psychological well-being. The fourth level is esteem needs, including self-esteem and the need for respect and recognition from others. Individuals strive for self-worth and a positive self-image, which is closely tied to their status and achievements. The pinnacle of the pyramid represents self-actualization, where individuals seek to realize their full potential, become the best versions of themselves, and engage in personal growth, creativity, and self-fulfillment.

This theory suggests that individuals progress through these stages sequentially, with each higher-level need becoming dominant once the lower-level needs are satisfied. However, it's important to note that individuals may regress to lower levels if their higher-level needs are not met. While Maslow's Hierarchy of Needs has been widely influential, it has also faced criticism for its lack of empirical support and its oversimplification of human motivation (Koltko-Rivera, 2006). Nevertheless, it remains a valuable framework for understanding the complex interplay of human necessities and motivation (Dar & Sakthivel, 2022).

2.6.2 Herzberg's Two-Factor Theory

The theory is a prominent concept in the realm of organizational psychology and management studies. It posits the existence of two separate categories of factors that impact employee satisfaction and motivation within a workplace: hygiene factors, also referred to as maintenance factors, and motivators, alternatively known as satisfaction factors (Alshmemri et al., 2017).

Hygiene factors, as the foundational elements of the theory, are essential but do not lead to job satisfaction when present; their absence, however, can cause job dissatisfaction. These factors comprise elements like salary, company policies, working conditions, job security, and quality of supervision. Employees expect these

hygiene factors to be met to avoid dissatisfaction, but their presence does not inherently result in increased job satisfaction or motivation (Herzberg et al., 1959).

On the other side, motivators are aspects that genuinely enhance job satisfaction as well as motivation. They are linked to the intrinsic characteristics of the work itself and an individual's experience of the job. Motivators include recognition, achievement, responsibility, advancement, and the work itself (Herzberg, 1966). When present, motivators can stimulate job satisfaction and increase an employee's commitment to their work (Herzberg, 1966).

One of the key tenets of Herzberg's theory posits that job satisfaction and dissatisfaction operate independently rather than along a single spectrum. While addressing hygiene factors can prevent dissatisfaction, it will not necessarily result in motivation or increased job satisfaction (Herzberg, 1966; Herzberg, 2003). To achieve this, organizations must focus on enhancing motivators and providing opportunities for personal growth, achievement, and recognition.

Herzberg's Two-Factor Theory has had a profound impact on organizational management and human resource practices. It underscores the necessity of considering both hygiene factors and motivators to cultivate a workplace environment that nurtures satisfaction and motivation of the employee (Alshmemri et al., 2017). However, like any theory, it has faced criticism and may not fully explain the complexity of human motivation in every workplace context (Gardner, 1977). Nevertheless, it remains a valuable tool for understanding and improving employee motivation and satisfaction in organizations (Peramatzis & Galanakis, 2022).

2.7 Hypotheses Development

There are six variables in this study which are: job satisfaction (dependent variable), and five independent variables, namely flexible work arrangement, skill variety, task significance, task identity, autonomy, feedback. Therefore, eight hypotheses were developed, tested and validated.

H1: There is relationship between flexible work arrangement and job satisfaction.

H2: There is a relationship between skill variety and job satisfaction.

H3: There is a relationship between task identity and job satisfaction.

H4: There is a relationship between task significance and job satisfaction.

H5: There is a relationship between autonomy and job satisfaction.

H6: There is a relationship between feedback and job satisfaction.

2.8 Research Framework

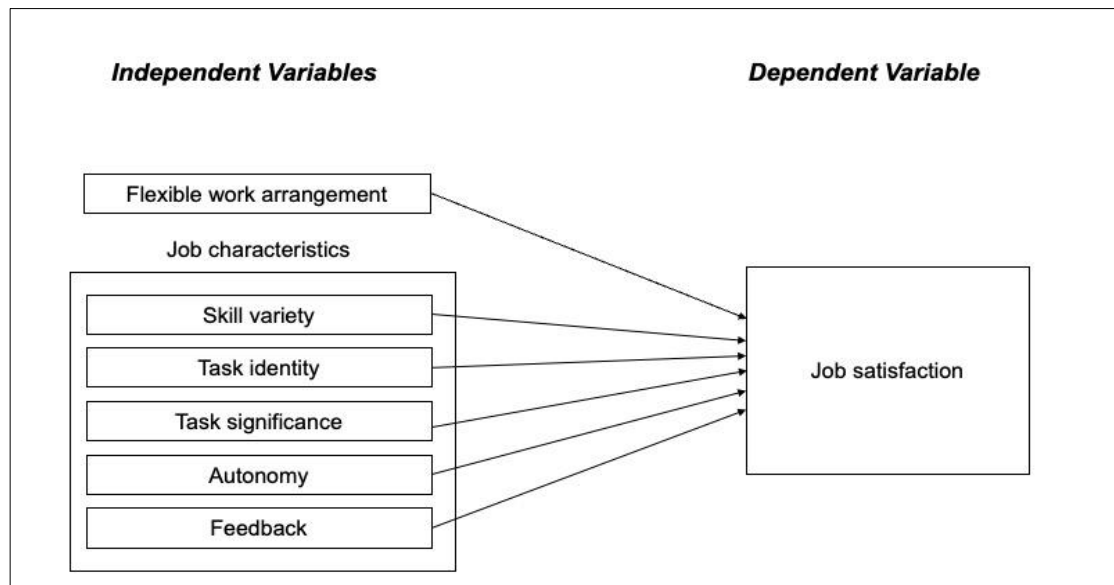


Figure 2.1
Research Framework

2.9 Chapter Summary

Chapter 2 has provided a comprehensive review of the literature, offering insights into various facets of job satisfaction, including its determinants and associated variables. The chapter explored the existing body of research on job satisfaction, examining its relationship with various key variables such as flexible work arrangements and job characteristics, including skill variety, task identity, task significance, autonomy, and feedback.

Furthermore, the chapter delved into the underpinning theories that enhance the understanding of job satisfaction and the variables. This chapter also included formulated hypotheses that are tested in subsequent chapters. These hypotheses serve as guiding principles for the research, aiming to uncover insights into the factors influencing job satisfaction.

The next chapter discusses the methodology employed to test these hypotheses, outlining the research design, data collection procedures, and analytical techniques utilized.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this chapter, the intricate details of the research methodology employed in data collecting and interpretations related to this study are provided. Understanding the dynamics of job satisfaction is crucial in a rapidly evolving work landscape, where organizations increasingly embrace hybrid work models to meet the changing needs of the modern workforce. This section provides insights into the research design, data sources, unit of analysis, population frame, sampling technique, and measurement scales used in this study, all of which are critical components in ensuring the rigor and validity of the research findings.

3.2 Research Design

The survey research design is deemed the most effective for investigating the stated research questions. It is also shown to be the most appropriate at achieving the study objectives. The key objective of this study is to establish the correlation among variables and identify the elements that contribute to the independent variables, which can be achieved using the survey research. It is appropriate to use a quantitative study to test predefined independent variables and to statistically analyze significant correlations between variables (Creswell, 2014). The survey research methodology, which involves quantitative data collection and analysis, is employed to gather empirical data from a diverse group of remote employees in Klang Valley, Malaysia. This survey-based approach allows for the systematic measurement of variables and enables statistical analysis to uncover patterns, relationships, and associations within the data. The study utilizes correlational analysis to examine the connection between

independent variables and job satisfaction. By employing statistical methods like Pearson Correlation analysis, the study seeks to identify the strength and direction of these relationships.

3.2.1 Sources of Data

The study exclusively utilizes primary data, which was acquired through a meticulously designed survey administered to remote employees in Klang Valley, Malaysia. Each response provided by the survey participants was thoroughly analyzed to effectively tackle the research questions and accomplish the objective of the study.

3.2.2 Unit of Analysis

The primary unit of analysis in this study is the individual remote employee working in Klang Valley region. By focusing on individuals, the study aims to capture the unique perspectives and experiences of employees within the hybrid work environment.

3.2.3 Population Frame

The study's target population comprises individuals actively involved in remote work in Klang Valley, Malaysia. Remote work, as delineated in this research, encompasses two main modes, where employees work exclusively from home, and hybrid models, which blend home and on-site work.

3.2.4 Sample and Sampling Technique

According to Saunders et al. (2009), sampling refers to "the process of choosing a sample from a population of interest in order to make observations and interpretations about that population." Sampling encompasses two main approaches which are

probability sampling techniques and non-probability sampling techniques. In this study, a non-probability sampling technique was employed. In particular, a convenient sampling method was utilized to select participants from the target population of employees engaged in hybrid work settings in the Klang Valley region.

Convenient sampling involves selecting individuals who are readily available and accessible during the data collection period. This method was chosen due to its practicality and efficiency in accessing the desired sample within the constraints of time and resources. Despite its limitations, the utilization of convenient sampling via online survey distribution was deemed suitable for capturing insights into the research questions and exploring the dynamics of hybrid work settings among employees in the Klang Valley region.

3.3 Measurement and Instrument

In order to conduct this study, a dependent variable (Job Satisfaction) and five independent variables (Flexible Work Arrangement, Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) were investigated. The data was collected by using a research survey with 5-point Likert scales: 1 – “strongly disagree”, 2 – “disagree”, 3 – “neutral”, 4 – “agree”, and 5 – “strongly agree” to measure each variable. The questions that were related to each variable were derived from journal articles that had already been published and adjusted to accommodate the study's context and the study's objectives. The survey instrument was in the form of an online questionnaire created using Google Forms and was circulated among the target population via various online platforms including WhatsApp, Facebook, and other social media.

Two types of measurement scales are employed in this study: nominal and interval scales. The nominal scale is utilized for demographic questions within the survey, allowing for the categorization of participants based on various characteristics. The nominal scale has also been used to understand flexible work arrangements experienced by the respondents, as well as their job characteristics. The Likert scale, which employs an interval measurement scale, is used to gauge participants' responses to questions related to the factors impacting job satisfaction. This interval scale enables the assessment of the magnitude of differences between responses, providing a more nuanced understanding of participants' viewpoints.

The survey was structured into four sections, all presented in English. The first section contained nine items designed to evaluate perceptions of flexible work arrangements. These items have been tailored to fit the research context, based on the questionnaires initially developed by Gudep, V. K. (2019). Section two and three comprised fifteen and fourteen items, respectively, focusing on assessing job characteristics and job satisfaction. The items in sections two and three were adapted from questionnaires originally developed by Mathias Blanz (2017) to better align with the specific context of this research. The final section encompassed five questions related to demographic information.

3.4 Data Collection and Administration

The data collection process for this study involved distributing the survey through various channels to gather responses from volunteer participants. Clear communication was provided to potential respondents within the survey itself, detailing the objectives of the study, emphasizing the voluntary nature of contribution to the survey, and assuring the confidentiality of their responses.

A structured survey questionnaire was developed, featuring items designed to assess variables pertaining to flexible work arrangements, job characteristics, and job satisfaction. Most items employed a Likert scale featuring five response options that ranged from "strongly disagree" to "strongly agree."

The survey was disseminated through various online platforms. Participants were given flexibility in completing the survey at their convenience. Over the period from November 2023 to February 2024, a total of 154 responses were collected. Roscoe (1975) suggests that sample sizes ranging from 30 to 500 are considered appropriate for a wide range of research purposes. In this study, a total of 154 survey responses were collected which fall within the suggested range. To validate the reliability of the collected data, a thorough reliability test was conducted. This process aimed to ensure that the gathered data offers meaningful insights into the research questions and provides a solid basis for subsequent analysis and interpretation within the study's scope.

3.5 Data Analysis Techniques

To assess whether the stated hypotheses are accepted, the data collected in this study undergo statistical analysis using the Statistical Package for the Social Sciences (SPSS). Before the main data analysis, various data preparation and screening procedures were conducted to ensure the quality of the collected data and readiness for in-depth analysis. These procedures include data cleaning, reliability testing, and computing variables.

Data analysis involved demographic analysis, descriptive analysis, normality testing, reliability assessment, and Pearson correlation analysis. Demographic analysis provides insights into the characteristics of the study participants, such as age, gender,

tenure, marital status, and educational background. This demographic data offers valuable context for interpreting subsequent findings and ensuring the generalizability of the research outcomes. Descriptive analysis summarizes key features of the dataset using measures like means, standard deviations, and frequencies to offer a clear overview of its central tendencies and variations.

Normality testing examines if the collected data adheres to a normal distribution, guiding the selection of appropriate analytical approaches. Statistical tests such as 5% trimmed mean, skewness and Kurtosis values help determine the normality of the data, ensuring the validity of subsequent inferential analyses. Besides, the reliability test ensures the consistency and accuracy of the data, using techniques like Cronbach's alpha coefficient to assess the internal consistency of measurement instruments. Nunnally (1978) stated that a value of Cronbach's alpha above 0.70 is typically considered acceptable, indicating a reliable measure.

The key aspect of data analysis is determining the significance of the findings. Pearson correlation analysis identifies relationships among variables, revealing the strength and direction of associations between variables. Decision criteria, such as the level of significance (p) and Pearson correlation coefficients (r) are observed to decide if the null hypotheses are accepted. As per Pallant (2016), "correlation coefficients falling between 0.10 and 0.29 are deemed weak, those between 0.30 and 0.49 are considered moderate, and those ranging from 0.50 to 1.0 are classified as strong. The correlation coefficient scale ranges from -1 to +1, where 0 signifies no correlation, +1 denotes a perfect positive correlation, and -1 indicates a perfect negative correlation."

3.6 Chapter Summary

This Chapter 3 outlines the methodology utilized in this study. It covers the research design, data collection procedures, measurement instruments, and data analysis techniques. An online survey was employed to gather responses from employees in the Klang Valley region engaged in hybrid work arrangements. Validated scales were used to assess key variables, and statistical methods such as correlation analysis were performed to test hypotheses. Overall, this chapter provides a concise overview of the methodological approach adopted to address the research objectives effectively.



CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter provides a comprehensive analysis of the study results, employing SPSS version 26 as the primary analytical tool. The analysis encompasses a series of key procedures including demographic analysis, descriptive analysis, reliability assessment, normality testing, and Pearson correlation analysis. Each of these analytical approaches serves to dissect and interpret the data in a structured and meaningful manner, shedding light on various dimensions of the research findings.

4.2 Demographic Background

Table 4.1 presents demographic information collected from this study respondents, detailing frequencies and percentages across various categories. In terms of gender, the sample comprises 94 females (61.0%) and 60 males (39.0%). Regarding age distribution, the majority of respondents are under 25 years old (48.1%), followed by those aged between 26 and 35 (30.5%). Smaller proportions fall within the age of 36-45 years (11.0%), 46-55 years (7.1%), and 56 years and above (3.2%).

Concerning total work experience, the largest group has 1-3 years of tenure (37.0%), while the least common are those with 7-10 years (9.1%) and more than 10 years (11.7%). In terms of education, the majority hold a bachelor's degree (53.9%), followed by master's degree holders (19.5%). Only a small fraction possesses Doctoral degrees (1.9%). Regarding marital status, most respondents are single (70.1%), followed by married individuals (24.0%). A minority are divorced (1.3%), widowed (0.6%), or prefer not to disclose their marital status (3.9%).

Table 4.1
Demographic information

Demographic information		Frequency	%
Gender	Female	94	61.0
	Male	60	39.0
Age	Less than 25 years old	74	48.1
	26 - 35 years old	47	30.5
	36 - 45 years old	17	11.0
	46 - 55 years old	11	7.1
	56 years old and above	5	3.2
Total overall work experience (tenure)	Less than 1 year	38	24.7
	1 - 3 years	57	37.0
	4 - 6 years	27	17.5
	7 - 10 years	14	9.1
	More than 10 years	18	11.7
Education	High school or equivalent	20	13.0
	Diploma or equivalent	18	11.7
	Bachelor's degree	83	53.9
	Master's degree	30	19.5
	Doctoral degree	3	1.9
Marital status	Divorced	2	1.3
	Married	37	24.0
	Prefer not to say	6	3.9
	Single	108	70.1
	Widowed	1	0.6

4.3 Descriptive Analysis

Before delving into the results of the correlation analysis, it is essential to provide an overview of the descriptive statistics obtained from the collected data. These descriptive statistics offer valuable insights into the distribution, central tendencies, and variability of the variables under investigation. By examining the descriptive

statistics, we gain a preliminary understanding of the characteristics of the sample and the key variables involved in our study. This information sets the stage for the subsequent Pearson Correlation analysis, allowing for a more nuanced interpretation of the relationships between flexible work arrangement, job characteristics, and job satisfaction.

4.3.1 Flexible Work Arrangement

Table 4.2 presents a descriptive analysis of flexible work arrangements that offer insights into employees' perceptions of their work conditions and the level of flexibility available to them. Firstly, the statement "My supervisor values and considers my input when organizing my work schedules and tasks" received a mean score of 3.89 ($SD = 0.95$). This indicates that employees generally perceive their supervisors as responsive and considerate regarding their input in organizing work schedules and tasks. Similarly, "My supervisor proactively discusses upcoming task assignments with me" garnered 3.84 of a mean score ($SD = 1.01$), indicating proactive communication between supervisors and employees regarding future tasks and assignments.

Next, "I have the flexibility to rearrange my work tasks, meetings, and other corporate commitments" obtained a mean score of 3.86 ($SD = 1.04$), indicating that employees perceive a moderate level of flexibility in managing their work schedules and commitments. "My colleagues provide supportive assistance during urgent situations" received a mean score of 3.95 ($SD = 0.93$), implying a high level of perceived support and collaboration among colleagues during urgent situations. "My work requirements can be adjusted to accommodate employee requests for flexibility" received a mean score of 3.84 ($SD = 0.99$), suggesting that employees generally perceive a moderate

level of flexibility in adjusting their work requirements to meet their needs and preferences for flexibility.

Regarding organizational support, "My organization actively promotes the use of technology for corporate communications" recorded a mean score of 3.94 ($SD = 1.09$), indicating active promotion and utilization of technology for communication purposes within the organization. Similarly, "My organization encourages team members to collaborate and share job responsibilities during unexpected situations" obtained a mean score of 3.92 ($SD = 0.98$), signifying a supportive organizational culture that fosters collaboration and shared responsibilities during unforeseen circumstances.

Besides, "Requests for flexible work arrangements are handled fairly and without bias" yielded a mean score of 3.87 ($SD = 1.07$), indicating perceived fairness and impartiality in handling requests for flexible work arrangements. Lastly, "My supervisor is open to discussing and addressing issues related to work flexibility" scored a mean value of 3.95 ($SD = 0.98$), suggesting that employees perceive their supervisors as approachable and responsive to discussions regarding work flexibility issues.

Overall, the combined mean score for flexible work arrangements across all statements is 3.90 ($SD = 0.77$), indicating a generally positive perception of flexibility and support within the work environment. These insights can inform organizational strategies aimed at enhancing flexibility and support for employees.

Table 4.2
Descriptive Analysis of Flexible Work Arrangement

Statement	Mean	SD
My supervisor values and considers my input when organizing my work schedules and tasks.	3.89	0.95
My supervisor proactively discusses upcoming task assignments with me.	3.84	1.01

I have the flexibility to rearrange my work tasks, meetings, and other corporate commitments.	3.86	1.04
My colleagues provide supportive assistance during urgent situations.	3.95	0.93
My work requirements can be adjusted to accommodate employee requests for flexibility.	3.84	0.99
My organization actively promotes the use of technology for corporate communications.	3.94	1.09
My organization encourages team members to collaborate and share job responsibilities during unexpected situations.	3.92	0.98
Requests for flexible work arrangements are handled fairly and without bias.	3.87	1.07
My supervisor is open to discussing and addressing issues related to work flexibility.	3.95	0.98
Overall	3.90	0.77

4.3.2 Skill Variety

Table 4.3 provides a descriptive analysis of skill variety based on several statements regarding job characteristics, offering insights into the variability and central tendency of responses related to skill variety. For the statement "My job offers a wide range of tasks and activities," respondents provided a mean score of 3.81($SD = 1.06$). This indicates that, on average, respondents perceive their jobs to offer a diverse range of tasks and activities. Similarly, for the statement "My job is challenging and necessitates various skills," respondents provided a mean score of 3.75 ($SD = 1.09$). This suggests that respondents generally find their jobs to be challenging and requiring a variety of skills.

The statement "There are multiple dimensions to my work that keep it interesting and diverse" yielded a mean score of 3.81 ($SD = 1.14$). This indicates that respondents perceive their work to have multiple dimensions, contributing to its interesting and

diverse nature. Overall, the combined mean score for skill variety across all statements is 3.79 ($SD = 0.95$). This implies that respondents view a moderate level of skill variety within their jobs, on the whole. These offer valuable insights into how respondents perceive the diversity and challenges inherent in their jobs, providing a basis for understanding the role of skill variety in shaping job experiences and outcomes within the organization.

Table 4.3
Descriptive Analysis of Skill Variety

Statement	Mean	SD
My job offers a wide range of tasks and activities.	3.81	1.06
My job is challenging and necessitates various skills.	3.75	1.09
There are multiple dimensions to my work that keep it interesting and diverse.	3.81	1.14
Overall	3.79	0.95

4.3.3 Task Identity

Table 4.4 presents a descriptive analysis of task identity, encompassing several statements related to job characteristics, offering insights into the central tendency and variability of responses concerning task identity. For the statement "I view my job as comprehensive and all-encompassing," respondents provided a mean score of 3.73 ($SD = 1.05$). This suggests that, on average, respondents perceive their jobs to be comprehensive and covering various aspects. Regarding the statement "I have a significant influence on the overall development of my clients, not just partially," respondents provided a mean score of 3.63 ($SD = 1.12$). This indicates that respondents perceive themselves to have a moderate influence on their clients' overall development.

The statement "I have the ability to oversee and manage an entire work task from start to finish in my role" yielded a mean score of 3.74 ($SD = 1.05$). This suggests that respondents generally perceive themselves to have the ability to oversee and manage entire work tasks. Overall, the combined mean score for task identity across all statements is 3.70 ($SD = 0.88$). This indicates that, on average, respondents perceive a moderate level of task identity in their roles. These provide valuable insights into how respondents perceive the comprehensiveness and influence of their jobs, as well as their ability to oversee and manage work tasks from start to finish.

Table 4.4
Descriptive Analysis of Task Identity

Statement	Mean	SD
I view my job as comprehensive and all-encompassing.	3.73	1.05
I have a significant influence on the overall development of my clients, not just partially.	3.63	1.12
I have the ability to oversee and manage an entire work task from start to finish in my role.	3.74	1.05
Overall	3.70	0.88

4.3.4 Task Significance

Table 4.5 provides a descriptive analysis of task significance, offering insights into the central tendency and variability of responses regarding the perceived significance of tasks performed. For the statement "The work I do significantly contributes to the lives and well-being of my clients," respondents provided a mean score of 3.70 ($SD = 1.10$). This suggests that, on average, respondents perceive their work as having a significant impact on their client's lives and well-being. Regarding the statement "The quality of my work has a direct and significant effect on my clients," respondents provided a mean score of 3.96 ($SD = 1.04$). This indicates that respondents perceive the quality of their work to have a direct and significant effect on their clients.

The statement "Overall, my work holds substantial importance and significance" scored a mean value of 3.88 ($SD = 1.04$). This suggests that respondents generally perceive their work to hold substantial importance and significance. Overall, the combined mean score for task significance across all statements is 3.85 ($SD = 0.92$). This indicates that, on average, respondents perceive a moderate to high level of task significance in their work. These offer valuable insights into how respondents perceive the importance and impact of their work on clients' lives and well-being.

Table 4.5
Descriptive Analysis of Task Significance

Statement	Mean	SD
The work I do significantly contributes to the lives and well-being of my clients.	3.70	1.10
The quality of my work has a direct and significant effect on my clients.	3.96	1.04
Overall, my work holds substantial importance and significance.	3.88	1.04
Overall	3.85	0.92

4.3.5 Autonomy

Table 4.6 provides a descriptive analysis of autonomy, offering insights into the central tendency and variability of responses regarding the perceived level of autonomy in the workplace. For the statement "I have the freedom to decide how to structure my work," respondents provided a mean score of 3.70 ($SD = 1.10$). This suggests that, on average, respondents perceive themselves to have some degree of freedom in deciding how to structure their work. Regarding the statement "I am capable of independently planning and coordinating my work," respondents provided a mean score of 3.92 ($SD = 1.05$). This indicates that respondents perceive themselves as capable of independently planning and coordinating their work.

The statement "I am able to bring original ideas into my work without feeling restricted by guidelines and specifications" yielded a mean score of 3.64 ($SD = 1.08$). This suggests that respondents perceive themselves to some extent as being able to bring original ideas into their work. Overall, the combined mean score for autonomy across all statements is 3.75 ($SD = 0.92$). This indicates that, on average, respondents perceive a moderate level of autonomy in their work. These offer valuable insights into how respondents perceive their level of autonomy in the workplace.

Table 4.6
Descriptive Analysis of Autonomy

Statement	Mean	SD
I have the freedom to decide how to structure my work.	3.70	1.10
I am capable of independently planning and coordinating my work.	3.92	1.05
I am able to bring original ideas into my work without feeling restricted by guidelines and specifications.	3.64	1.08
Overall	3.75	0.92

4.3.6 Feedback

Table 4.7 presents a descriptive analysis of feedback, offering insights into the central tendency and variability of responses regarding the perceived adequacy and effectiveness of feedback mechanisms in the workplace. For the statement "Client ratings provide a clear indication of the quality of my work," respondents provided a mean score of 3.73 ($SD = 1.05$). This suggests that respondents perceive client ratings as providing a moderately clear indication of the quality of their work. Regarding the statement "I find it simple to assess my work performance while completing my work task," respondents provided a mean score of 3.77 ($SD = 1.05$). This indicates that respondents find it moderately simple to assess their work performance while completing tasks.

The statement "My job offers valuable feedback on the quality of my work" yielded a mean score of 3.81 ($SD = 1.10$). This suggests that respondents perceive their job to offer valuable feedback on the quality of their work. Overall, the combined mean score for feedback across all statements is 3.77 ($SD = 0.88$). This indicates that, on average, respondents perceive a moderate level of effectiveness and value in the feedback mechanisms available in their job roles. These offer valuable insights into how respondents perceive the feedback mechanisms within their work environment.

Table 4.7
Descriptive Analysis of Feedback

Statement	Mean	SD
Client ratings provide a clear indication of the quality of my work.	3.73	1.05
I find it simple to assess my work performance while completing my work task.	3.77	1.05
My job offers valuable feedback on the quality of my work.	3.81	1.10
Overall	3.77	0.88

4.3.7 Job Satisfaction

Table 4.8 offers a comprehensive descriptive analysis of job satisfaction, providing valuable insights into the central tendency and variability of responses concerning job satisfaction. "I am generally satisfied with my job within a flexible work arrangement" received a mean score of 3.85 ($SD = 0.93$). Based on the mean score, it can be inferred that respondents generally express satisfaction with their job in this context. "Considering flexible work options, I rarely think about exploring other job opportunities" garnered a mean score of 3.60 ($SD = 1.22$). This suggests that some respondents rarely consider exploring other opportunities.

Next, "I am content with the nature of work I perform" recorded a mean score of 3.71 ($SD = 1.14$), indicating that respondents generally express contentment with the nature of their work. "I feel positive about my future within the current company" yielded a mean score of 3.49 ($SD = 1.21$), reflecting that respondents express mixed levels of positivity about their future within the organization. "I am satisfied with the fair treatment and respect from management in a flexible work arrangement" obtained a mean score of 3.68 ($SD = 1.14$), indicating that respondents generally express satisfaction in this aspect.

Moreover, "My salary aligns with the offered flexibility and satisfies me" noted a mean score of 3.60 ($SD = 1.14$) which suggests that respondents express mixed levels of satisfaction with their salary. "The support I receive from management in adapting to flexible work is satisfactory" obtained a mean score of 3.81 ($SD = 1.08$). The mean score indicates that respondents generally express satisfaction with the support received. "I feel fairly rewarded for my job performance" reflected a mean score of 3.62 ($SD = 1.10$) and the mean score suggests that respondents express mixed satisfaction levels regarding the rewards they receive.

In addition, "The leadership quality within the flexible work arrangement meets my satisfaction" yielded a mean score of 3.73 ($SD = 1.13$). The mean score indicates that respondents generally express satisfaction with leadership quality. "The opportunities for personal growth through flexible work arrangements are satisfying" obtained a mean score of 3.70 ($SD = 1.04$). This suggests that respondents generally find these opportunities satisfying. "I derive a sense of accomplishment from the valuable contributions I make" scored a mean of 3.82 ($SD = 1.01$). The mean score indicates that respondents generally derive a sense of accomplishment.

Furthermore, "I feel confident in the job security provided" garnered a mean score of 3.64 ($SD = 1.03$), which suggests that respondents express mixed levels of confidence in job security. "The level of independence in decision-making at work in a flexible setup satisfies me" reflected a mean score of 3.73 ($SD = 0.97$). The mean score indicates that respondents generally find the level of independence satisfactory. "My job provides adequate personal challenges" yielded a mean score of 3.82 ($SD = 0.95$) and the mean score suggests that respondents generally find their job to provide adequate personal challenges. Overall, the combined mean score for job satisfaction across all statements is 3.70 ($SD = 0.84$). This indicates that, on average, respondents perceive a moderate level of job satisfaction within a flexible work arrangement. These insights offer valuable considerations for organizations aiming to optimize employee satisfaction and well-being in flexible work settings.

Table 4.8
Descriptive Analysis of Job Satisfaction

Statement	Mean	SD
I am generally satisfied with my job within a flexible work arrangement.	3.85	0.93
Considering flexible work options, I rarely think about exploring other job opportunities.	3.60	1.22
I am content with the nature of work I perform.	3.71	1.14
I feel positive about my future within the current company.	3.49	1.21
I am satisfied with the fair treatment and respect from management in a flexible work arrangement.	3.68	1.14
My salary aligns with the offered flexibility and satisfies me.	3.60	1.14
The support I receive from management in adapting to flexible work is satisfactory.	3.81	1.08
I feel fairly rewarded for my job performance.	3.62	1.10
The leadership quality within the flexible work arrangement meets my satisfaction.	3.73	1.13

The opportunities for personal growth through flexible work arrangements are satisfying.	3.70	1.04
I derive a sense of accomplishment from the valuable contributions I make.	3.82	1.01
I feel confident in the job security provided.	3.64	1.03
The level of independence in decision-making at work in a flexible setup satisfies me.	3.73	0.97
My job provides adequate personal challenges.	3.82	0.95
Overall	3.70	0.84

4.4 Reliability Analysis

Table 4.9 presents data on the reliability of various factors related to flexible work arrangements, job characteristics and job satisfaction. The table outlines the total number of items within each variable and their corresponding reliability coefficients (α).

For flexible work arrangements, consisting of nine items, the reliability coefficient is notably high at 0.91, indicating strong internal consistency among the items measuring this construct. Similarly, skill variety, task significance, and autonomy exhibit high reliability coefficients of 0.84, 0.85, and 0.82, respectively, despite comprising fewer items (three each). Task identity and feedback, although also composed of three items each, display slightly lower reliability coefficients of 0.76. Notably, job satisfaction, encompassing 14 items, demonstrates a remarkably high reliability coefficient of 0.95, indicating a robust internal consistency among the items measuring overall job satisfaction.

These reliability coefficients serve as indicators of the internal reliability and consistency of the measurement instruments employed in assessing the specified

constructs, offering valuable insights into the quality of the data collected and the trustworthiness of the findings derived from them.

Table 4.9

Reliability of Flexible Work Arrangement, Skill Variety, Task Identity, Task Significance, Autonomy, Feedback and Job Satisfaction

Variables	Total Item	Reliability (α)
Flexible work arrangement	9	0.91
Skill variety	3	0.84
Task identity	3	0.76
Task significance	3	0.85
Autonomy	3	0.82
Feedback	3	0.76
Job satisfaction	14	0.95

4.5 Normality Test

Table 4.10 exhibits the findings from the normality test carried out on multiple variables which include flexible work arrangement, skill variety, task significance, task identity, autonomy, feedback, and job satisfaction.

For flexible work arrangement, the mean score is 3.90 with a 5% trimmed mean of 3.93, exhibiting a variance of 0.59 and 0.77 of standard deviation value. The skewness value is -0.77, suggesting a slight left skew, while the kurtosis is 0.41, indicating a relatively normal distribution. Skill variety, with a mean of 3.79 and a 5% trimmed mean of 3.86, shows a variance of 0.90 and a standard deviation of 0.95. It demonstrates a moderate left skew (-1.00) and somewhat peaked distribution (0.77).

Moreover, task significance, task identity, autonomy, feedback, and job satisfaction all show similar patterns of distribution. Task identity, for instance, has a mean of 3.70 and a 5% trimmed mean of 3.75, with a variance of 0.78 and a standard deviation of

0.88. It displays a slight left skew (-0.69) and relatively normal kurtosis (0.16). For task significance, the mean score is 3.85, while the 5% trimmed mean of 3.91. The variance is 0.85, with the standard deviation of 0.92. A skewness value of -0.85 suggests a slight left skew, while the kurtosis of 0.55 indicates a relatively normal distribution.

Furthermore, for autonomy, the mean score is 3.75, while the 5% trimmed mean of 3.81. The variance is 0.85 with the standard deviation of 0.92. A skewness value of -0.76 suggests a slight left skew, while the kurtosis of 0.19 indicates a relatively normal distribution. Feedback displays a mean of 3.77 and a 5% trimmed mean of 3.82, with a variance of 0.77 and a standard deviation of 0.88. Its skewness value of -0.63 suggests a slight left skew, while the kurtosis of 0.38 indicates a relatively normal distribution. Lastly, job satisfaction is represented by a mean score of 3.70 and a 5% trimmed mean of 3.75. The variance is 0.71, with 0.84 of the standard deviation value. A skewness value of -0.83 suggests a slight left skew, while the kurtosis of 0.19 indicates a relatively normal distribution.

There were no extreme values was observed with a deviation of 1 unit when comparing the 5% trimmed mean to the mean for all variables, Additionally, the values of the skewness and kurtosis, which fall within the range of -2 to +2 are deemed indicative of a normal univariate distribution. In summary, while slight skewness is observed across some variables, the overall data present characteristics of normal distributions, supported by consistent mean, variance, and standard deviation values. These findings substantiate the suitability of employing parametric statistical tests for further analysis and interpretation of the dataset.

Table 4.10

Normality Test of Flexible Work Arrangement, Skill Variety, Task Identity, Task Significance, Autonomy, Feedback and Job Satisfaction

Variables	Mean	5% Trimmed Mean	Variance	SD	Skewness	Kurtosis
Flexible work arrangement	3.90	3.93	0.59	0.77	-0.77	0.41
Skill variety	3.79	3.86	0.90	0.95	-1.00	0.77
Task identity	3.70	3.75	0.78	0.88	-0.69	0.16
Task significance	3.85	3.91	0.85	0.92	-0.85	0.55
Autonomy	3.75	3.81	0.85	0.92	-0.76	0.19
Feedback	3.77	3.82	0.77	0.88	-0.63	0.38
Job satisfaction	3.70	3.75	0.71	0.84	-0.83	0.19

4.6 Pearson Correlation Analysis

Table 4.11 exhibits Pearson's correlation analysis results, which seeks to understand the correlation between various job characteristics (skill variety, task identity, task significance, autonomy and feedback) and flexible work arrangements with job satisfaction. The table provides information on the significance level (p), Pearson correlation coefficients (r), and their interpretation. As per Pallant (2016), “correlation coefficients falling between 0.10 and 0.29 are deemed weak, those between 0.30 and 0.49 are considered moderate, and those ranging from 0.50 to 1.0 are classified as strong. The correlation coefficient scale ranges from -1 to +1, where 0 signifies no correlation, +1 denotes a perfect positive correlation, and -1 indicates a perfect negative correlation.”

Flexible work arrangements emerge as a significant factor, showing a strong positive correlation ($r = 0.81$, $p = 0.00$) with job satisfaction. This correlation suggests that as

organizations implement more flexible work arrangements, employees tend to report higher levels of job satisfaction.

Moreover, other job characteristics, including skill variety, task identity, task significance, autonomy, and feedback, also demonstrate significant positive correlations with job satisfaction. Skill variety, referring to the range of skills and tasks involved in a job, exhibits a strong positive correlation ($r = 0.60, p = 0.00$) with job satisfaction. Employees who perceive their roles as offering diverse tasks and opportunities for skill development are prone to experiencing higher degrees of job satisfaction.

Similarly, task identity ($r = 0.72, p = 0.00$), which pertains to the extent to which employees perceive the meaningfulness and completion of whole tasks in their roles, shows a strong positive correlation with job satisfaction. Jobs that allow employees to see the outcomes and impact of their efforts tend to contribute positively to overall job satisfaction.

Although task significance exhibits a slightly lower correlation coefficient ($r = 0.55, p = 0.00$) compared to other variables, it still shows a significant, strong positive correlation with job satisfaction. Task significance reflects the perceived importance and impact of one's work on others and the organization, suggesting that employees who view their work tasks as significant and meaningful are more inclined to experience higher levels of job satisfaction.

Autonomy ($r = 0.68, p = 0.00$) and feedback ($r = 0.71, p = 0.00$) also emerge as significant contributors to job satisfaction. Both autonomy and feedback are positively correlated with job satisfaction, indicating that employees who have greater autonomy

and receive regular feedback on their work tend to report higher levels of job satisfaction.

Overall, these findings underscore the importance of considering various job characteristics and flexible work arrangements in promoting positive employee experiences and enhancing job satisfaction within organizations. By understanding and leveraging these relationships, organizations can design more fulfilling and productive work environments that meet the diverse needs and preferences of their workforce. Hence, hypotheses H1 to H6 are accepted because significant relationships between flexible work arrangement, skill variety, task identity, task significance, autonomy and feedback with job satisfaction are observed.

Table 4.11
Pearsons Correlation Analysis to Study the Relationship Between Flexible Work Arrangement and Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy and Feedback) with Job Satisfaction

Independent variable	Job satisfaction	
	Sig.	Pearson correlation
Flexible work arrangement	0.00	0.81
Skill variety	0.00	0.66
Task identity	0.00	0.72
Task significance	0.00	0.55
Autonomy	0.00	0.68
Feedback	0.00	0.71

**Correlation is significant at the 0.01 level (2-tailed)*

4.7 Overall Hypotheses Results

Based on the performed analysis, it was evident that all hypotheses were accepted, indicating a significant relationship between the variables examined. These results

underscore the importance of understanding how flexible work arrangement and job characteristics influence job satisfaction.

Table 4.122
Overall Hypotheses Results

Hypotheses	Decision Result
H1: There is relationship between flexible work arrangement and job satisfaction	Accepted
H2: There is a relationship between skill variety and job satisfaction	Accepted
H3: There is a relationship between task identity and job satisfaction	Accepted
H4: There is a relationship between task significance and job satisfaction	Accepted
H5: There is a relationship between autonomy and job satisfaction	Accepted
H6: There is a relationship between feedback and job satisfaction	Accepted

4.8 Chapter Summary

The study emphasizes the significant role of flexible work arrangements and various job characteristics in shaping job satisfaction of employees. Flexible work arrangements positively correlate with job satisfaction, indicating that organizations implementing such arrangements tend to foster higher levels of employee satisfaction. Additionally, job characteristics, including skill variety, task significance, task identity, autonomy, and feedback, demonstrate significant positive correlations with job satisfaction.

These findings underscore the importance of considering both flexible work arrangements and job characteristics in enhancing employee satisfaction and creating

fulfilling work environments. Hypotheses H1 to H6 are accepted, suggesting significant relationships between flexible work arrangements, skill variety, task significance, task identity, autonomy, feedback, and job satisfaction.

In summary, the study highlights how crucial it is to understand and leverage the relationships between flexible work arrangements, job characteristics, and job satisfaction of the employee to design productive and fulfilling work environments that meet the diverse needs of employees within hybrid work settings.



CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter discusses the relationship between flexible work arrangements as well as job characteristics such as skill variety, task identity, task significance, autonomy, and feedback, and the dependent variable which is job satisfaction. The study also addresses limitations, provides recommendations for future studies, and discusses the consequences of the findings.

5.2 Flexible Work Arrangement and Job Satisfaction

The relationship between job satisfaction and flexible work arrangements is positively correlated, with organizations that adopt more flexible work policies typically observing greater job satisfaction levels among their employees. Employees with flexible work arrangements have more discretion over their work schedule, location, and hours. These arrangements include telecommuting, flexible scheduling, and remote work choices. This increased autonomy and flexibility can lead to several factors contributing to enhanced job satisfaction (Rudolph et al., 2021).

Firstly, flexible work arrangements enable workers to better manage their personal and professional lives, which lowers stress and enhances work-life balance and job satisfaction. Employees appreciate the ability to adapt their work schedules to accommodate personal commitments, leading to higher levels of overall contentment with their jobs, as corroborated by the findings of the study conducted by Austin-Egole, Iheriohanma, and Nwokorie (2020). Furthermore, flexible work arrangements often foster a sense of trust and autonomy inside the company. When employees are

given the freedom to manage their work schedules and environments, they feel valued and empowered, which can improve their commitment to the company and job satisfaction.

Additionally, flexible work arrangements can positively impact employee morale and motivation by demonstrating organizational support for employee well-being and flexibility. Employees are more likely to feel satisfied in their jobs and invested in the success of the company when they perceive their employer to be responsive to their needs and preferences (Ali & Anwar, 2021). Overall, the association that exists between job satisfaction among employees and flexible work arrangements highlights the potential benefits of implementing flexible policies in organizations. By prioritizing flexibility and autonomy in the workplace, organizations can foster a pleasant work environment conducive to increased job satisfaction, employee engagement, and overall organizational success within hybrid work settings.

5.3 Skill Variety and Job Satisfaction

Skill variety plays a crucial role in shaping employees' job satisfaction levels, as it encompasses the breadth and diversity of tasks and skills required in a job role. There is a significant positive relationship between skill variety and job satisfaction, indicating that employees who perceive their roles as offering a wide range of tasks and opportunities for skill development tend to experience higher levels of job satisfaction. This observation is consistent with the findings of studies conducted by Hee et al. (2019) and Othman and Nasuridin (2019), which indicated that employees who could utilize a diverse range of skills in their roles reported elevated levels of job satisfaction.

The presence of skill variety in a job provides employees with the opportunity to engage in diverse activities and utilize a range of abilities, which can contribute to feelings of fulfillment and accomplishment. When employees are tasked with a variety of responsibilities, they are less likely to experience monotony and boredom, leading to greater job satisfaction (Leyer et al., 2021). Moreover, skill variety fosters a sense of challenge and stimulation in the workplace, as employees are continually presented with new tasks and learning opportunities. This sense of challenge can promote personal growth and development, enhancing employees' job satisfaction levels as they perceive their roles as intellectually stimulating and rewarding.

Furthermore, skill variety is closely linked to perceptions of autonomy and control over one's work environment. Having the opportunity to engage in a diverse range of tasks increases an employee's sense of empowerment and autonomy in their job positions, which can positively impact their overall job satisfaction. In summary, skill variety is a key determinant of job satisfaction, as it provides employees with opportunities for growth, challenge, and autonomy in the workplace within hybrid work settings. Organizations can enhance employee satisfaction by ensuring that job roles are designed to incorporate a diverse range of tasks and skill development opportunities, thereby fostering a more engaging and fulfilling work environment.

5.4 Task Identity and Job Satisfaction

Task identity, a crucial aspect of job design, reflects the extent to which employees perceive the meaningfulness and completion of whole tasks within their roles. This concept is closely linked to employees' ability to see the outcomes and impact of their efforts, which in turn, demonstrates a strong positive correlation with job satisfaction. Jobs that afford employees the opportunity to work on identifiable and meaningful

tasks tend to contribute significantly to overall job satisfaction levels. Similar findings are echoed in research conducted by Kulikowski, Przytuła, and Sułkowski (2022).

When employees can see the tangible results of their work and understand how their contributions fit into the larger organizational goals, they are prone to feel fulfilled and have a sense of purpose. Task identity provides employees with a clear understanding of the value they bring to the organization, fostering a sense of accomplishment and satisfaction. Moreover, jobs that have high task identity often promote feelings of autonomy and ownership among employees. When individuals have the autonomy to manage and complete entire tasks from beginning to end, they derive a greater sense of control and responsibility over their work, which can positively influence job satisfaction levels.

Furthermore, task identity fosters a feeling of connection and engagement with the mission and goals of the company. Employees who understand the significance of their tasks within the broader context of the organization are more likely to feel aligned with its values and goals, leading to increased job satisfaction and commitment. In conclusion, task identity is crucial in determining how people view their jobs and their level of job satisfaction. Organizations can enhance job satisfaction levels by designing roles that promote task identity, allowing employees to experience the meaningfulness and impact of their contributions to the organization's success within hybrid work settings.

5.5 Task Significance and Job Satisfaction

Task significance, a fundamental aspect of job design, encompasses the perceived importance and impact of one's work on others and the organization. This dimension demonstrates a strong positive correlation with job satisfaction, indicating that workers

who view their work tasks as significant and meaningful have a higher tendency to experience higher levels of job satisfaction. Martela and Pessi (2018) emphasized similar findings in their research.

Employees who perceive their tasks as significant understand the broader implications of their work on colleagues, clients, or the organization as a whole. This awareness fosters a sense of purpose and fulfillment in their roles, as they recognize the positive contribution their efforts make towards achieving organizational goals and serving the needs of others. Moreover, tasks perceived as significant often involve helping or benefiting others in some capacity, whether it be providing valuable services, solving problems, or contributing to organizational success. This sense of impact and contribution enhances employees' feelings of self-worth and satisfaction, as they derive fulfillment from making a meaningful difference in the lives of others (Othman & Nasuridin, 2019).

Furthermore, task significance promotes a sense of alignment with organizational values and objectives. Employees who perceive their tasks are in line with the mission and vision of the organization are more likely to feel connected to its goals and motivated to contribute towards its success. This alignment fosters a positive work environment where employees find themselves valued and engaged, resulting in higher levels of job satisfaction and commitment. In summary, task significance is a critical factor in shaping perceptions of the employees towards their work and overall job satisfaction within hybrid work settings. Organizations can enhance job satisfaction levels by emphasizing the importance and impact of employees' tasks, fostering a sense of fulfillment and purpose in their roles, as well as promoting alignment with organizational values and objectives.

5.6 Autonomy and Job Satisfaction

Job satisfaction is positively connected with employees' sense of autonomy, which can be defined as their level of independence and discretion in organizing their work and making decisions. This correlation suggests that employees who enjoy greater autonomy in their roles tend to report higher levels of job satisfaction. This assertion is reinforced by comparable findings in a study by Schall (2019).

When employees are granted autonomy, they have the freedom to exercise their judgment, creativity, and problem-solving skills in performing their tasks. This sense of independence empowers individuals to come up with decisions that suit their interests and areas of competence, which increases their sense of control and ownership over their work (Baert et al., 2020). Consequently, people become more engaged and invested in their roles, which contributes to higher levels of job satisfaction. Moreover, autonomy fosters a sense of trust between employees and management, as it reflects an organization's confidence in its employees' abilities to manage their responsibilities effectively. When employees feel trusted and respected, they are more likely to experience job satisfaction and demonstrate higher levels of commitment to their work and the organization.

Furthermore, autonomy enables employees to customize their work schedules and work locations to fit their own needs and preferences. This flexibility promotes a better work-life balance, reduces stress, and enhances overall well-being, all of which contribute to higher levels of job satisfaction. In summary, autonomy plays a crucial role in shaping employees' perceptions of their work and overall job satisfaction. Organizations that prioritize autonomy by providing employees with the freedom and flexibility to make decisions and organize their work processes tend to cultivate a

positive work environment within hybrid work settings where employees feel empowered, engaged, and satisfied.

5.7 Feedback and Job Satisfaction

Feedback, which involves the provision of information about performance and behaviors, is positively correlated with job satisfaction. This correlation suggests that employees who receive regular feedback on their work tend to express greater levels of job satisfaction. Previous research by Cater and Johnson (2021) and Bhatnagar and Grosse (2019) demonstrates a consistent positive correlation between feedback and job satisfaction.

Feedback serves as a valuable mechanism for employees to understand how their performance aligns with organizational expectations and goals. When employees receive constructive feedback, they gain insights into areas of strength and areas for improvement, which enables them to enhance their performance and contribute more effectively to the organization (Bhatnagar and Grosse, 2019). This clarity and transparency in communication foster a sense of competence and accomplishment, leading to higher levels of job satisfaction. Moreover, feedback promotes a continuous learning and development culture within the business. Employees who receive regular feedback are encouraged to seek opportunities for growth and skill enhancement, which contributes to their professional development and career advancement. This investment in employee growth and development enhances job satisfaction by demonstrating the organization's commitment to supporting individual success and progression.

Furthermore, feedback strengthens the relationship between employees and their supervisors or managers. When employees believe that their contributions are

acknowledged and valued, they experience a sense of appreciation and validation, which fosters positive relationships and trust in the workplace. This positive interpersonal dynamic leads to a supportive work environment where employees are engaged, motivated, as well as satisfied with their jobs. In summary, feedback plays a crucial role in shaping employees' perceptions of their work and overall job satisfaction within hybrid work settings. Organizations that prioritize regular and constructive feedback as part of their performance management processes are more likely to cultivate an engaging and productive workplace where employees find themselves motivated, valued, and satisfied.

5.8 Limitation and Suggestion

In exploring the correlation between flexible work arrangements, job characteristics, and job satisfaction, several limitations and suggestions for future research have emerged. One significant limitation is the potential for response bias in self-reported data, which may have influenced the accuracy and reliability of the findings. Moreover, the cross-sectional design of the study limits the ability to demonstrate causality among variables, warranting future longitudinal studies for deeper insights. Additionally, the sample size and composition may not sufficiently represent the diversity of the workforce, which could limit the findings' applicability to other industries and organizational scenarios.

Furthermore, the study might not have taken into account some aspects of the job or variables that could impact job satisfaction, such as organizational culture, leadership styles, and work-life balance policies. Incorporating these variables in future research could provide a more comprehensive understanding of the dynamics at play. Additionally, the study focused primarily on quantitative measures, potentially

overlooking qualitative aspects that could offer richer insights into employee experiences and perceptions of flexible work arrangements.

To address these limitations and enhance the robustness of future research, several suggestions can be considered. Firstly, employing mixed methods approaches that combine quantitative surveys with qualitative interview or focus groups sessions can offer a more holistic overview of employee perspectives and experiences. Moreover, longitudinal studies tracking changes in employee perceptions over time can elucidate how flexible work arrangements affect job satisfaction in the long run.

Furthermore, expanding the scope of investigation to include broader organizational aspects like leadership quality, organizational support, and employee well-being initiatives can derive more thorough knowledge of the determinants that influence job satisfaction in flexible work environments. Additionally, exploring the differential effects of flexible work arrangements across various demographic groups, such as gender, age, and tenure, can help identify potential disparities and inform targeted interventions to promote inclusivity and equity in the workplace.

In summary, while this research offers helpful insights about the relationship among flexible work arrangements and job satisfaction, addressing the aforementioned limitations and implementing the suggested strategies can further advance our understanding of this complex phenomenon and inform evidence-based practices for promoting organizational efficacy and employee well-being.

5.9 Implications of Research

The implications of the study on the relationship among flexible work arrangements, job characteristics, and job satisfaction are multifaceted and hold significant

implications for both organizations and employees. Firstly, the results highlight the need of fostering a supportive work environment that embraces flexibility as a means of enhancing job satisfaction and well-being. Flexible work arrangements can facilitate organizations achieve higher employee satisfaction levels, which can then result in higher productivity, lower attrition rates, and greater organizational success.

Moreover, by recognizing the significance of job characteristics such as skill variety, task significance, task identity, autonomy, and feedback on job satisfaction within flexible work arrangements, organizations can tailor their strategies to optimize these factors. For instance, giving employees the chance to develop their skills, give them freedom on decision-making, and provide them regular feedback can contribute to a more engaging and fulfilling work experience, thereby enhancing overall job satisfaction.

Additionally, the findings of the study emphasize on the importance of considering individual differences and preferences when implementing flexible work policies. By recognizing that not all employees may benefit equally from flexible arrangements, organizations can tailor their approach to accommodate diverse needs and preferences. This could involve offering flexible work options on a case-by-case basis, providing training and support for managers to effectively manage remote teams, and fostering a culture of trust and accountability to support remote work arrangements.

Overall, the implications of the research highlight the importance of proactive and strategic approaches to flexible work arrangements that prioritize employee needs, foster a culture of trust and collaboration, and leverage job characteristics to enhance job satisfaction and organizational outcomes. By embracing flexibility as a key component of their organizational culture, companies can cultivate a more engaged,

satisfied, and productive workforce in an increasingly dynamic and evolving work environment.

5.10 Conclusion

In conclusion, this chapter delved into the intricate relationship between flexible work arrangements, job characteristics, and job satisfaction within hybrid work settings. The analysis uncovered significant correlations between flexible work arrangements and job characteristics such as skill variety, task identity, task significance, autonomy, and feedback, and their impact on job satisfaction. Flexible work arrangements, including telecommuting and flexible scheduling, demonstrated a positive association with job satisfaction. These arrangements provide employees with autonomy and flexibility, facilitating better work-life balance and fostering a sense of trust and empowerment within the organization. Moreover, job characteristics like skill variety, task identity, task significance, autonomy, and feedback were found to positively correlate with job satisfaction, underscoring the importance of meaningful work experiences and opportunities for growth and development within hybrid work settings.

Limitations such as response bias and the cross-sectional design were acknowledged, and suggestions for future research were proposed, including longitudinal studies and mixed methods approaches to capture the complexity of employee experiences. The implications of this research highlight the importance of fostering supportive work environments that prioritize flexibility and job characteristics conducive to employee satisfaction and well-being. By embracing flexibility and tailoring strategies to accommodate diverse employee needs, organizations can cultivate engaged, satisfied, and productive workforces poised for success in the evolving landscape of work.

REFERENCES

- Al-Habaibeh, A., Watkins, M., Waried, K., & Javareshk, M. B. (2021). Challenges and opportunities of remotely working from home during Covid-19 pandemic. *Global Transitions*, 3, 99-108.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). *An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2021). How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings. *Psychological Science in the Public Interest*, 22(2), 74-103.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work–family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel psychology*, 66(2), 345-376.
- Allen, T. D., Merlo, K., Lawrence, R. C., Slutsky, J., & Gray, C. E. (2021). Boundary management and work-nonwork balance while working from home. *Applied Psychology*, 70(1), 60-84.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Anicich, E. M., Foulk, T. A., Osborne, M. R., Gale, J., & Schaerer, M. (2020). Getting back to the “new normal”: Autonomy restoration during a global pandemic. *Journal of Applied Psychology*, 105(9), 931.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for

- measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249-269.
- Austin-Egole, I. S., Iheriohanma, E. B., & Nwokorie, C. (2020). Flexible working arrangements and organizational performance: An overview. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(5), 50-59.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management research and practice*, 3(4), 77-86.
- Baert, S., Lippens, L., Moens, E., Weytjens, J., & Sterkens, P. (2020). The COVID-19 crisis and telework: A research survey on experiences, expectations and hopes.
- Bal, P. M., & De Lange, A. H. (2015). From flexibility human resource management to employee engagement and perceived job performance across the lifespan: A multisample study. *Journal of Occupational and Organizational Psychology*, 88(1), 126-154.
- Bapuji, H., Patel, C., Ertug, G., & Allen, D. G. (2020). Corona crisis and inequality in HR practices: A study of telework satisfaction pre-and within-pandemic. *Journal of Management Studies*, 1-27.
- Bapuji, H., Patel, C., Ertug, G., & Allen, D. G. (2022). Corona crisis and innovation in HR practices: A study of telework satisfaction pre-and within-pandemic. *Journal of Management Studies*, 59(3), 675-705.
- Bartik, A. W., Cullen, Z. B., Glaeser, E. L., Luca, M., & Stanton, C. T. (2020). What jobs are being done at home during the Covid-19 crisis? Evidence from firm-level surveys. *Social Science Research Network*
- Bedeian, A. G., Ferris, G. R., & Kacmar, K. M. (1992). Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational behavior*, 40(1), 33-48.

- Bhatnagar, S., & Grosse, M. (2019). Future workplace organisation: how digitisation affects employees' job satisfaction in agile workplaces. *International Journal of Product Development*, 23(4), 264-291.
- Björntoft, S., Hallman, D. M., Mathiassen, S. E., Larsson, J., & Jahncke, H. (2020). Occupational and individual determinants of work-life balance among office workers with flexible work arrangements. *International journal of environmental research and public health*, 17(4), 1418.
- Blanz, M. (2017). Employees' job satisfaction: A test of the job characteristics model among social work practitioners. *Journal of evidence-informed social work*, 14(1), 35-50.
- Blok, M. M., Groenesteijn, L., Schelvis, R., & Vink, P. (2012). New ways of working: does flexibility in time and location of work change work behavior and affect business outcomes?. *Work*, 41(sup1), 5075-5080.
- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *The Quarterly journal of economics*, 130(1), 165-218.
- Bos, J. T., Donders, N. C., Bouwman-Brouwer, K. M., & Van der Gulden, J. W. (2009). Work characteristics and determinants of job satisfaction in four age groups: university employees' point of view. *International archives of occupational and environmental health*, 82(10), 1249-1259.
- Brunelle, E., & Fortin, J. A. (2021). Distance makes the heart grow fonder: An examination of teleworkers' and office workers' job satisfaction through the lens of self-determination theory. *Sage Open*, 11(1), 2158244020985516.

- Brynjolfsson, E., Horton, J. J., Ozimek, A., Rock, D., Sharma, G., & TuYe, H. Y. (2020). COVID-19 and remote work: An early look at US data (No. w27344). *National Bureau of Economic Research*.
- Carter, M. & Johnson, A. (2021). The importance of manager feedback for job satisfaction in hybrid work environments. *Journal of Business and Psychology*, 36(7), 859-874
- Cavanagh, T. M., Kraiger, K., & L. Henry, K. (2020). Age-related changes on the effects of job characteristics on job satisfaction: A longitudinal analysis. *The International Journal of Aging and Human Development*, 91(1), 60-84.
- Chadi, A., & Hetschko, C. (2022). Skill variety and job satisfaction: Evidence from German survey data. *Journal of Economics and Statistics*, 242(3), 369-397.
- Chan, M. K., Sharkey, J. D., Lawrie, S. I., Arch, D. A., & Nylund-Gibson, K. (2021). Elementary school teacher well-being and supportive measures amid COVID-19: An exploratory study. *School Psychology*, 36(6), 533.
- Chua, S. J. L., Myeda, N. E., & Teo, Y. X. (2023). Facilities management: towards flexible work arrangement (FWA) implementation during Covid-19. *Journal of Facilities Management*, 21(5), 697-716.
- Chung-Yan, G. A., & Butler, A. M. (2011). Proactive personality in the context of job complexity. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 43(4), 279.
- Chung, H. (2009). *Flexibility for whom? Working time flexibility practices of European companies*. ReflecT.
- Chung, H., Seo, H., Forbes, S., & Birkett, H. (2022). Working from home and job satisfaction during the COVID-19 pandemic: A comparison between

- permanent and temporary teleworkers. *International Journal of Environmental Research and Public Health*, 19(17), 10708.
- Crommelinck, M., & Anseel, F. (2013). Understanding and encouraging feedback-seeking behaviour: a literature review. *Medical education*, 47(3), 232-241.
- Costin, A., Roman, A. F., & Balica, R. S. (2023). Remote work burnout, professional job stress, and employee emotional exhaustion during the COVID-19 pandemic. *Frontiers in psychology*, 14, 1193854.
- Dar, S. A., & Sakthivel, P. (2022). Maslow's Hierarchy of Needs Is still Relevant in the 21st Century. *Journal of Learning and Educational Policy*, 2(5), 1-9.
- De Spiegelaere, S., Van Gyes, G., Van Hootehem, G., & Niesen, W. (2014). On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement. *Creativity and Innovation Management*, 25(3), 318-330.
- Dong, Y., Bartol, K.M., Zhang, Z. X., & Li, C. (2022). Enhancing employee happiness via job crafting: A crossover perspective. *Academy of Management Journal*, 65(1), 251-274.
- Ebner, N. C., Freund, A. M., & Baltes, P. B. (2006). Developmental changes in personal goal orientation from young to late adulthood: from striving for gains to maintenance and prevention of losses. *Psychology and aging*, 21(4), 664.
- Ferreira, R., Pereira, R., Bianchi, I. S., & da Silva, M. M. (2021). Decision factors for remote work adoption: advantages, disadvantages, driving forces and challenges. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 70.

- Fonner, K. L., & Roloff, M. E. (2010). Why teleworkers are more satisfied with their jobs than are office-based workers: When less contact is beneficial. *Journal of Applied Communication Research*, 38(4), 336-361.
- Fosslien, L., & Duffy, M. W. (2020). How to combat zoom fatigue. *Harvard Business Review*, 29.
- Fried, Y., & Ferris, G. R. (1987). The validity of the job characteristics model: A review and meta-analysis. *Personnel psychology*, 40(2), 287-322.
- Gajendran, R. S., Ponnappalli, A. R., Wang, C., & Javalagi, A. A. (2024). A dual pathway model of remote work intensity: A meta-analysis of its simultaneous positive and negative effects. *Personnel Psychology*.
- Gajendran, R. S., Harrison, D. A., & Delaney-Klinger, K. (2015). Are telecommuters remotely good citizens? Unpacking telecommuting's effects on performance via i-deals and job resources. *Personnel Psychology*, 68(2), 353-393.
- Gardner, G. (1977). Is there a valid test of Herzberg's two-factor theory?. *Journal of occupational Psychology*, 50(3), 197-204.
- Garg, P., & Rastogi, R. (2006). New model of job design: motivating employees' performance. *Journal of management Development*, 25(6), 572-587.
- Golden, T. D., Veiga, J. F., & Simsek, Z. (2006). Telecommuting's differential impact on work-family conflict: Is there no place like home?. *Journal of Applied Psychology*, 91(6), 1340.
- Graen, G. B., Scandura, T. A., & Graen, M. R. (1986). A field experimental test of the moderating effects of growth need strength on productivity. *Journal of Applied Psychology*, 71(3), 484.

- Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of applied psychology, 93*(1), 108.
- Groen, B., Triest, S. P., Coers, M., & Wtenweerde, N. (2018). Managing flexible work arrangements: Teleworking and output controls. *European Management Journal, 36*(6), 727-735.
- Groen, B., Van Triest, S., Coers, M., & Wtenweerde, N. (2022). Managing flexible work arrangements: An updated model. *Journal of Organizational Change Management.*
- Gudep, V. K. (2019). An empirical study of the relationships between the flexible work systems (FWS), Organizational commitment (OC), work life balance (WLB) and job satisfaction (JS) for the teaching staff in the United Arab Emirates (UAE). *International Journal of Management, 10*(5).
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the Design of Work: Test of a Theory. *Organizational Behavior and Human Performance, 16*(2), 250-279.
- Hee, O. C., Ong, S. H., Ping, L. L., Kowang, T. O., & Fei, G. C. (2019). Factors influencing job satisfaction in the higher learning institutions in Malaysia. *International Journal of Academic Research in Business and Social Sciences, 9*(2), 10-20.
- Hewlett, S. A., & Luce, C. B. (2022). Don't force people back to the office full time. *Harvard Business Review, 8*(6), 1-7.
- Huang, X., & Van de Vliert, E. (2003). Where intrinsic job satisfaction fails to work: National moderators of intrinsic motivation. *Journal of organizational Behavior, 24*(2), 159-179.

- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of applied psychology*, 92(5), 1332.
- Ikegami, K., Baba, H., Ando, H., Hino, A., Tsuji, M., Tateishi, S., ... & Fujino, Y. (2022). Job stress among workers who telecommute during the coronavirus disease (COVID-19) pandemic in Japan: a cross-sectional study. *International Journal of Occupational Medicine and Environmental Health*, 35(3), 339.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- Kellier, C., & Anderson, D. (2008). For better or for worse? An analysis of how flexible working practices influence employees' perceptions of job quality. *The International Journal of Human Resource Management*, 19(3), 419-431.
- Kazekami, S. (2020). Mechanisms to improve labor productivity by performing telework. *Telecommunications Policy*, 44(2), 101868.
- Koltko-Rivera, M. E. (2006). Rediscovering the later version of Maslow's hierarchy of needs: Self-transcendence and opportunities for theory, research, and unification. *Review of general psychology*, 10(4), 302-317.
- Kooij, D. T., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G., & Dijkers, J. S. (2013). How the impact of HR practices on employee well-being and performance changes with age. *Human Resource Management Journal*, 23(1), 18-35.
- Kooij, D. T., van Woerkom, M., Wilkenloh, J., Dorenbosch, L., & Denissen, J. J. (2017). Job crafting towards strengths and interests: The effects of a job

- crafting intervention on person-job fit and the role of age. *Journal of Applied Psychology*, 102(6), 971.
- Kossek, E. E., & Thompson, R. J. (2021). Workplace flexibility and work-life integration. *Current Opinion in Psychology*, 42, 189-195.
- Kossek, E. E., Thompson, R. J., & Lautsch, B. A. (2015). Balanced workplace flexibility. *California Management Review*, 57(4), 5-25.
- Kulikowski, K., Przytuła, S., & Sułkowski, Ł. (2022). E-learning? Never again! On the unintended consequences of COVID-19 forced e-learning on academic teacher motivational job characteristics. *Higher Education Quarterly*, 76(1), 174-189.
- Kunnumpurath, S. M., Sonnentag, S., Ntalianis, F., & Biron, M. (2021). Remote and hybrid work: Current state, challenges, and future directions. *Organizational Dynamics*, 51(1), 100839.
- Langfred, C. W., & Rockmann, K. W. (2016). The push and pull of autonomy: The tension between individual autonomy and organizational control in knowledge work. *Group & Organization Management*, 41(5), 629-657.
- Leana, C., Appelbaum, E., & Shevchuk, I. (2009). Work process and quality of care in early childhood education: The role of job crafting. *Academy of Management Journal*, 52(6), 1169-1192.
- Lee, S.H., Noh, Y., and Yoon, D.J., 2021. Remote work and employee performance: The mediating role of professional and personal isolation and moderating role of task complexity. *International Journal of Environmental Research and Public Health*, 18(10), p.5487.

- Lee, R., & Wilbur, E. R. (1985). Age, education, job tenure, salary, job characteristics, and job satisfaction: A multivariate analysis. *Human Relations*, 38(8), 781-791.
- Leh, L. Y., & Ibrahim, Z. H. B. (2019). The influence of feedback environment towards job satisfaction in Tvet education organization. *JPI (Jurnal Pendidikan Indonesia)*, 8(1), 96-104.
- Leisink, P., & Steijn, B. (2008). Recruitment, attraction, and selection. *Motivation in public management: The call of public service*, 118, 135.
- Leyer, M., Reus, M., & Moormann, J. (2021). How satisfied are employees with lean environments?. *Production Planning & Control*, 32(1), 52-62.
- Lim, V. (2022, June 30). Remote work gaining acceptance in Malaysia. *The Star*.
<https://www.thestar.com.my/news/nation/2022/06/30/remote-work-gaining-acceptance-in-malaysia>
- llen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40-68.
- Loher, B. T., Noe, R. A., Moeller, N. L., & Fitzgerald, M. P. (1985). A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of applied psychology*, 70(2), 280.
- Loo, J. (2021). Sustainable skill variety: The importance of training support and skill development. *Human Resource Management Review*, 31(4), 100789.
- Lott, Y. (2020). Does flexibility help employees switch off from work? Flexible working-time arrangements and cognitive work-to-home spillover for women and men in Germany. *Social Indicators Research*, 151(2), 471-494.

- Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions. *International Journal of Contemporary Hospitality Management*, 28(4), 737-761.
- Martela, F., & Pessi, A. B. (2018). Significant work is about self-realization and broader purpose: Defining the key dimensions of meaningful work. *Frontiers in psychology*, 9, 307096
- Martin, B. H., & MacDonnell, R. (2012). Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. *Management Research Review*, 35(7), 602-616.
- Masuda, A. D., Holtschlag, C., & Nicklin, J. M. (2017). Why the availability of telecommuting matters: The effects of telecommuting on engagement via goal pursuit. *Career Development International*, 22(2), 200-219.
- Masuda, A. D., Holtschlag, C., & Nicklin, J. M. (2017). Why the availability of telecommuting matters: The effects of telecommuting on engagement via goal pursuit. *Career Development International*, 22(2), 200-219.
- McLeod, S. (2007). Maslow's hierarchy of needs. *Simply psychology*, 1(1-18).
- Messenger, J. C. (Ed.). (2019). Introduction: Telework in the 21st century—an evolutionary perspective. In *Telework in the 21st Century* (pp. 1-34). Edward Elgar Publishing.
- Moras, M. (2021). Influence of Job Characteristics on Employees' Job Satisfaction: An Empirical Study. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(11), 6499-6506.
- Morganson, V. J., Litano, M. L., & O'Neill, S. K. (2022). Promoting employee well-being through flexible work arrangements: Current research and recommendations. *Applied Psychology*, 71(4), 1156-1201.

- Morganson, V. J., Major, D. A., Oborn, K. L., Verive, J. M., & Heelan, M. P. (2010). Comparing telework locations and traditional work arrangements: Differences in work-life balance support, job satisfaction, and inclusion. *Journal of Managerial Psychology*, 25(6), 578-595.
- Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of applied psychology*, 91(6), 1321.
- Ng, T. W., & Feldman, D. C. (2010). The relationships of age with job attitudes: A meta-analysis. *Personnel Psychology*, 63(3), 677-718.
- Nguyen, T. P., Vuong, Q. H., Ho, T. M., & Tran, T. T. (2020). The Impact of Flexible Work Arrangements on Work Engagement among Vietnamese Employees. *Journal of Economics, Business and Management*, 8(1), 33-38.
- Omar, N. A., Nazri, M. A., Abu, N. K., & Omar, Z. (2020). Employees' perception of working from home during movement control order (MCO) in Malaysia. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 5(9), 1-15.
- Othman, N., & Nasurdin, A. M. (2019). Job characteristics and staying engaged in work of nurses: Empirical evidence from Malaysia. *International journal of nursing sciences*, 6(4), 432-438.
- Peramatzis, G., & Galanakis, M. (2022). Herzberg's motivation theory in workplace. *Psychology*, 12(12), 971-978.
- Piszczeck, M. M., & Pimputkar, A. S. (2021). Flexible schedules across working lives: Age-specific effects on well-being and work. *Journal of Applied Psychology*, 106(12), 1907.
- Pyöriä, P. (2021). Managing telework: risks, fears and rules. *Journal of Organizational Change Management*, 34(4), 786-800.

- Roberts, K. H., & Glick, W. (1981). The job characteristics approach to task design: A critical review. *Journal of applied psychology*, 66(2), 193.
- Rudolph, C. W., & Baltes, B. B. (2017). Age and health jointly moderate the influence of flexible work arrangements on work engagement: Evidence from two empirical studies. *Journal of Occupational Health Psychology*, 22(1), 40.
- Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., ... & Zacher, H. (2021). Pandemic-related work stressors and employee mental health: An integrated theoretical framework. *Journal of Applied Psychology*, 106(11), 1659-1683.
- Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., ... & Zacher, H. (2021). Pandemic-related work stressors and employee mental health: An integrated theoretical framework. *Journal of Applied Psychology*, 106(11), 1659.
- Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., Shockley, K., Shoss, M., Sonnentag, S. & Zacher, H. (2021). Pandemic-related work stressors and employee mental health: An integrated theoretical framework. *Journal of Applied Psychology*, (in press).
- Sahut, J. M., & Lissillour, R. (2023). The adoption of remote work platforms after the Covid-19 lockdown: New approach, new evidence. *Journal of business research*, 154, 113345.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 224-253.
- Santillan, E. G., Santillan, E. T., Doringo, J. B., Pigao, K. J. F., & Von Francis, C. M. (2023). Assessing the Impact of a Hybrid Work Model on Job Execution,

- Work-Life Balance, and Employee Satisfaction in a Technology Company. *Journal of Business and Management Studies*, 5(6), 13-38.
- Sasaki, N., Furukawa, T.A., Chang, S.M., Kessler, R.C., & Sampson, N.A., 2021. Loneliness before and during the COVID-19 pandemic: A longitudinal population-based study in Japan. *Journal of affective disorders*, 294, pp.11-18.
- Schall, M. A. (2019). *The relationship between remote work and job satisfaction: The mediating roles of perceived autonomy, work-family conflict, and telecommuting intensity* (Doctoral dissertation, San Jose State University).
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & sons.
- Sekhar, C., & Patwardhan, M. (2021). Flexible working arrangement and job performance: the mediating role of supervisor support. *International Journal of Productivity and Performance Management*, 72(5), 1221–1238. <https://doi.org/10.1108/ijppm-07-2020-0396>
- Shifrin, N. V., & Michel, J. S. (2022). Flexible work arrangements and employee health: A meta-analytic review. *Work & Stress*, 36(1), 60-85.
- Sims Jr, H. P., Szilagyi, A. D., & Keller, R. T. (1976). The measurement of job characteristics. *Academy of Management journal*, 19(2), 195-212.
- Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of vocational behavior*, 119, 103435.
- Stone, D. L., Stone-Romero, E. F., & Lukaszewski, K. M. (2006). Factors affecting the acceptance and effectiveness of electronic human resource systems. *Human Resource Management Review*, 16(2), 229-244.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of vocational behavior*, 80(1), 173-186.

- Truxillo, D. M., Cadiz, D. M., & Hammer, L. B. (2015). Supporting the aging workforce: A review and recommendations for workplace intervention research. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 351-381.
- Truxillo, D. M., Cadiz, D. M., Rineer, J. R., Zaniboni, S., & Fraccaroli, F. (2012). A lifespan perspective on job design: Fitting the job and the worker to promote job satisfaction, engagement, and performance. *Organizational Psychology Review*, 2(4), 340-360.
- Vecchio, R. P., Justin, J. E., & Pearce, C. L. (2009). The utility of transactional and transformational leadership for predicting performance and satisfaction within a path-goal theory framework. *Journal of Occupational and Organizational Psychology*, 83(1), 71-82.
- Vilela, A. B. (2021). *Impact of flexible working arrangements on employee's engagement and satisfaction: An exploratory study of employee age and gender* [Master Dissertation]. National College of Ireland.
- Waizenegger, L., McKenna, B., Cai, W., & Bendz, T., 2020. An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems*, 29(4), pp.429-442.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during COVID-19: A work design perspective. *Applied Psychology*, 70(1), 16-59.
- Weideman, M., & Hofmeyr, K. B. (2020). The influence of flexible work arrangements on employee engagement: An exploratory study. *SA Journal of Human Resource Management*, 18(1), 1-18.

APPENDICES

APPENDIX A

QUESTIONNAIRE

Dear respondents,

I am Karmilah, a student pursuing Master in Human Resources Management at Universiti Utara Malaysia Kuala Lumpur (UUMKL). As part of the course requirements, I'm conducting a thesis exploring the **correlation between flexible work arrangements, job characteristics, and job satisfaction within hybrid work settings**.

Your participation by completing this questionnaire is crucial to understanding the dynamics of flexible work arrangements and their impact on job satisfaction. This questionnaire will delve into several critical aspects, including the extent of flexibility in work arrangements, skill variety, task identity, task significance, autonomy, and feedback experienced by employees, all of which contribute to overall job satisfaction.

Rest assured, your responses will be treated with utmost confidentiality and anonymity.

Your voluntary contribution is immensely valuable and will significantly enhance my understanding of the relationship between flexible work arrangements, job characteristics, and employee satisfaction within hybrid work settings.

Thank you sincerely for dedicating your time to contribute to this study.

Section A: Flexible Work Arrangement

Thank you for participating in this survey. Please read each statement carefully and indicate your level of agreement using the Likert scale provided below.

1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

For each statement, choose the number that best represents your opinion or experience. There are no right or wrong answers, so please respond honestly based on your thoughts and experiences.

Statement	Rating				
	1	2	3	4	5
My supervisor values and considers my input when organizing my work schedules and tasks					
My supervisor proactively discusses upcoming task assignments with me					
I have the flexibility to rearrange my work tasks, meetings, and other corporate commitments					
My colleagues provide supportive assistance during urgent situations					
My work requirements can be adjusted to accommodate employee requests for flexibility					
My organization actively promotes the use of technology for corporate communications					
My organization encourages team members to collaborate and share job responsibilities during unexpected situations.					

Requests for flexible work arrangements are handled fairly and without bias					
My supervisor is open to discussing and addressing issues related to work flexibility					

Section B: Job Characteristics

The section on job characteristics will encompass five dimensions: skill variety, task identity, task significance, autonomy, and feedback.

Please read each statement carefully and indicate your level of agreement using the Likert scale provided below.

1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree



For each statement, choose the number that best represents your opinion or experience. There are no right or wrong answers, so please respond honestly based on your thoughts and experiences.

Statement	Rating				
	1	2	3	4	5
Skill variety: My job offers a wide range of tasks and activities					
Skill variety: My job is challenging and necessitates various skills					
Skill variety: There are multiple dimensions to my work that keep it interesting and diverse.					
Task identity: I view my job as comprehensive and all-encompassing					

Task identity: I have a significant influence on the overall development of my clients, not just partially					
Task identity: I have the ability to oversee and manage an entire work task from start to finish in my role					
Task significance: The work I do significantly contributes to the lives and well-being of my clients					
Task significance: The quality of my work has a direct and significant effect on my clients					
Task significance: Overall, my work holds substantial importance and significance					
Autonomy: I have the freedom to decide how to structure my work					
Autonomy: I am capable of independently planning and coordinating my work					
Autonomy: I am able to bring original ideas into my work without feeling restricted by guidelines and specifications					
Feedback: Client ratings provide a clear indication of the quality of my work					
Feedback: I find it simple to assess my work performance while completing my work task					
Feedback: My job offers valuable feedback on the quality of my work					

Section C: Job Satisfaction

Please read each statement carefully and indicate your level of agreement using the Likert scale provided below.

1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

For each statement, choose the number that best represents your opinion or experience. There are no right or wrong answers, so please respond honestly based on your thoughts and experiences.

Statement	Rating				
	1	2	3	4	5
I am generally satisfied with my job within a flexible work arrangement					
Considering flexible work options, I rarely think about exploring other job opportunities					
I am content with the nature of work I perform					
I feel positive about my future within the current company					
I am satisfied with the fair treatment and respect from management in a flexible work arrangement					
My organization actively promotes the use of technology for corporate communications					
My salary aligns with the offered flexibility and satisfies me					
The support I receive from management in adapting to flexible work is satisfactory					
I feel fairly rewarded for my job performance					

The leadership quality within the flexible work arrangement meets my satisfaction					
The opportunities for personal growth through flexible work arrangements are satisfying					
I derive a sense of accomplishment from the valuable contributions I make					
I feel confident in the job security provided					
The level of independence in decision-making at work in a flexible setup satisfies me					
My job provides adequate personal challenges					

Section D: Demographics

For a comprehensive understanding and diverse perspectives, your participation in providing demographic information is greatly appreciated.

All responses will be kept confidential and used exclusively for research purposes. Thank you for your valuable cooperation.

Gender	1. Female 2. Male
Age	1. Less than 25-year-old 2. 26 – 35 3. 36 – 45 4. 46 – 55 5. 56 and above
Total overall work experience (Tenure)	1. Less than 1 year 2. 1 – 3 years 3. 4 – 6 years 4. 7 – 10 years 5. More than 10 years
Education	1. High school or equivalent 2. Diploma or equivalent

	3. Bachelor's degree 4. Master's degree 5. Doctoral degree 6. Other: _____
Marital Status	1. Single 2. Married 3. Divorced 4. Widowed 5. Prefer not to say

End of survey

Thank you for taking the time to complete this survey! Your valuable input is greatly appreciated and will contribute significantly to the research.

