

Flexible Working Arrangement on Job Performance of Executives in IT Industry, Sri Lanka

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Abstract: IT is vital in the Sri Lankan economy and has become Sri Lanka's largest service industry. With the current economic and the post-COVID pandemic situation in the country, organizations have not been able to achieve the expected performance of their employees. Therefore, organizations are considering flexible working arrangements. However, though flexible work arrangements have been used, they have not achieved the expected employee performance, which has become a significant problem for organizations. Therefore, the main objective of this study was to assess the impact of flexible working arrangements on job performance through the mediating role of supervisor support. Further, this study emphasized finding solutions to improve flexible working arrangements to get expected employee job performance with supervisor support. This was conducted as a cross-sectional, quantitative field study among 152 executives and above-carders selected from three (03) leading IT companies. The study was conducted using a simple random sampling method, and the unit of analysis was individual level. Descriptive statistics, Pearson correlation coefficient, and simple regression were applied to analyze data using SPSS. The findings revealed a moderate positive relationship between flexible working arrangements and job performance. Furthermore, flexible working arrangements significantly impact job performance. The supervisor support has not depicted a significant mediation impact. In conclusion, supervisor support is a mediator between flexible work arrangements and job performance.

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

Introduction

Sri Lanka's information technology (IT) and business services sector is the country's fourth largest export earner, with over 300 companies serving several industry verticals. Broadly, it is segmented as Information Technology and Information Technology Enabled Services (IT/ITES). Combining a skilled talent pool and operational capability makes Sri Lanka's ICT profitable. By 2017, 0.9 % of the total labour force in Sri Lanka was from the IT industry, and 43.3% of private sector employees were significant contributors to the industry. Similarly, IT Programming Consultancy and Related Activities contributed LKR 13564 million to the gross national product in 2017. (Economic and Social Statistics, 2018). The current economic situation in Sri Lanka is experiencing a detrimental effect on the organization's performance. As a result, many barriers

exist to the organization's day-to-day operations and employees' job performance. The current economic situation in Sri Lanka adversely affects the ability of the employees to reach for their job performance, and the organization's performance depends on the employees' performance.

Employee performance can be defined as the input of mental and physical effort invested for the tasks, where the output can be measured by the results achieved (Brumbach, 1988, cited by Rees & French, 2006). In other words, it is the link between the high-level goals of customer satisfaction, economic contributions, and an organization (Bernadin et al., 1995, cited by Rees & French, 2016). Employee performance is essential in every organization, and productivity is crucial for an organization's long-term



competitiveness and profitability (Chow & Keng-Howe, 2006). In the modern business world, examining the effect of flex-work on employee performance is essential as it is a widely discussed topic during the COVID-19 pandemic. Although scholars have examined the effect of flex-work practices and their outcomes, the results are inconsistent. Thus, the current study aimed to examine the cavity in the literature: the impact of flex-work on employee performance. Flexible work arrangements (FWA) have become popular and well-known among organizations to address poor performance. Many organizations try to succeed using flexible work arrangements (Egole, 2020). FWA are alternate arrangements or schedules from the company's traditional working day and week (Msuya & Kumar, 2022). Flexible Working Arrangements are working arrangements that allow the employee to be allocated duties according to his/her availability in terms of time and work to be done (Kipkoech et al., 2018). It is a human resources management method that enables an organization's staff members to make deliberate decisions regarding the timing, location, and duration of work-related duties (Ogueyungbo, 2019). FWA is flextime, compressed work weeks, work shifts, telecommuting, and reduced-hours schedules, administered using the principles and practices associated with either or both management regimes (Kelly & Kalve, 2006). Furthermore, researchers defined FWA as work arrangements wherein employees are given greater scheduling freedom to fulfill their positions' obligations (Dreike et al., 2020).

Flexible work arrangements have enabled organizations to overcome many barriers and move forward. Many researchers found that flexible work arrangements are used for the organization. Research revealed that FWAs, when implemented with care and preparation, positively influence sustainability at different levels

of abstraction (Čiarnienė, 2018). However, on the other hand, the FWA's strategy could not be used to break down their barriers against all organizations (Shirley et al., 2022). Although FWA was used with some organizations, they could not achieve the desired efficiency. According to Sekhar (2021), flexible working arrangements have also been found to increase employee performance by increasing job satisfaction.

The support of all employee supervisors was crucial in creating practical, flexible work arrangements to improve job performance (Sekhar & Patwardhan, 2021). It was said that supervisor support was the primary determinant of the FWA's deployment success (Alias et al., 2021). The decisiveness of the benefits that a flexible work arrangement receives depends on the role of supervisor support (Alias et al., 2021). According to the research, the role of supervisors shapes the collective social exchange relationship between the company and employees. This research highlights the importance of shared experiences, values, and norms, which reciprocate with change-supportive behaviors and abilities (Alias et al., 2021). Moreover, support from superiors sends out signals that make workers feel more appreciated, eventually impacting how well they perform. Studying how the supervisor's role mediates flexible work arrangements to achieve high job performance is essential (Sekhar & Patwardhan, 2021). Having considered the above findings, the research question of the current study can be raised as follows:

"What is the impact of flexible work arrangements on job performance?"

Literature Review

Job Performance

Job performance is the total expected value to the organization of the discrete

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

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

Flexible Work Arrangement

Flexible working is "any official or informal policies and practices that allow individuals to modify when and where work is performed." (Maxwell et al., 2007). Rau & Hyland (2002) Define

FWAs as "alternative work choices that enable employees to complete tasks outside of the temporal and geographical confines of a typical workday." Employees participating in this work a portion of their workweek from home or another distant location. Temporal flexibility is the term used to describe FWAs that allow employees to change the number of hours they work each week and the hours they work (Kossek et al., 2006). Kossek & Friede (2006) explain that as a setup that allows an individual to operate from a location other than the typical office or job site, "spatial flexibility." To handle lengthy journeys, many employees come up with long-term alternatives, such as working from home one or more days each week. Long commutes are only a temporary fix, though, as they are not ideal for many workers in service-related businesses. Recent studies have highlighted successful methods for implementing FWAs (Choi, 2018). In this context, the two kinds of FWAs are temporal and spatial flexibility. More than ever, employees combine their personal and professional lives, and businesses assist them by offering FWAs. They can accomplish personal responsibilities during regular working hours (Kumar, Sarkar, & Chahar, 2021). E.g., flextime, flex place/teleworking, part-time, job sharing, etc. It describes work arrangements not constrained by the physical boundaries of a typical office setting; instead, it refers to the scheduling of work hours and workweeks that are not geographically delimited. As a tool or HR strategy, flexible arrangements are used to draw in, keep, and inspire important people (Choo et al., 2008). Gerdenitsch, Kubicek, & Korunka Explain that fixed working hours have been replaced with scheduled working practices, giving employees more control over their employment (when and where to work).

Flexibility at work might give workers control over their jobs and inspire creativity to help them better balance work

and home commitments (Shagvaliyeva & Yazdanifar 2014). FWAs have been demonstrated to impact employee work performance favorably (Beatson, 2019). In the past, FWAs have had various consequences on the workplace. E.g., Attrition, job satisfaction, burnout, employee retention and absenteeism, and a range of organizational performance measures. Hill, Hawkins, Ferris, & Weitzman (2010) state that flexible work schedules help people balance their personal and professional obligations. Workplace flexibility often increases productivity and raises employee performance. Those on flexible programs will be more content at work and less prone to burnout and stress than employees on permanent jobs, resulting in increased productivity (Chow & Keng-Howe, 2006).

Supervisor Support

Supervisor support is "the extent to which supervisors appreciate and care about employees' contributions." (Rhoades & Eisenberger, 2002, p.4). According to Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002), a helpful boss offers their staff direction, support, and feedback essential for their adjustment to the job. Supervisors assist their staff in understanding their obligations and how to fulfill them. Supervisors help employees by removing barriers preventing them from carrying out their tasks correctly. When it comes to feedback, supervisors offer insightful information that enables workers to enhance their performance in the workplace. Employees' supervisors are known to provide guidance, support, and feedback to help them deal with difficult situations that arise at work. This reduces occupational stress, negatively impacting an employee's psychological welfare, work-family conflict, and job satisfaction. Even though supervisors are frequently tasked with various duties, supporting their staff is a crucial component of the

supervisory job (Collins, 2017). When supervisors support their staff, they encourage them to use the abilities, information, and attitudes acquired via training (Rhoades, 2002). According to earlier research, views of supervisor support are linked to numerous outcomes, including higher perceptions of organizational support Kurtessis (2017), decreased turnover intention Eisenberger (2002), and increased extra-role behavior (Knies, 2014). It's critical to comprehend how employees' views of supervisor assistance change because outcomes depend on how it is viewed.

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

Development of Hypotheses

FWAs request a daily or weekly adjustment in work schedules (Azar et al., 2018). Have been identified in research to boost work performance and organizational effectiveness as well as employment level and labor market flexibility (Stavrou, 2006). FWAs have a favorable impact on both people and the organization. Employees who participate in FWAs collectively have considerable psychological advantages. For instance, when a mother returns to work after giving birth, FWAs make her feel less worn out and stressed, which increases her

organizational loyalty (Crowley & Kolenikov, 2014). Additionally, FWAs contribute to decreased melancholy, reduced family-work conflict, decreased turnover intentions, and increased job control (Azar, Khan, & Van Eerde, 2018) & (Crowley & Kolenikov, 2014). Higher commitment, job satisfaction, and productivity (Casper & Harris, 2008). Therefore, the following hypothesis has been developed:

H1. FWAs have a positive impact on job performance.

In Azar, Khan, & Van Eerde's (2018) research, the availability of FWAs was shown to be critically dependent on the supervisor's support for the worker. Support from a supervisor includes showing concern for a worker's well-being and career advancement and signals of the importance of their work. Contact concerning everyday job difficulties is regular and direct in the relationship with the supervisor (Zhang, 2020). Casper & Harris (2008) State that FWAs are seen as resources that let employees know their employer values them. All else being equal, the more valued they feel, the more likely they will respond positively. FWAs may not be accessible to all employee groups, be impractical for some of them to use, or be equally expensive for organizations to implement (Clarke, 2019). Chen & Fulmer (2018) Highlighted that FWAs are essential HR practices linked to commitment, employee well-being, and engagement. Chen & Fulmer (2018) Postulates that even when formal FWA policies are in place in an organization, supervisors are found to serve as "gatekeepers" to FWAs and have the option of limiting access. Supervisors also exercise judgment when deciding whether to provide staff members access to FWAs without established FWA protocols (Clarke et al., 2019). So, the hypothesis has been developed.

H2. FWAs have a positive impact on supervisors' support.

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

H3. Supervisor support has a positive impact on job performance.

To succeed in the multiple-role framework, supervisor support must find a way to manage the conflict between being a strategic partner and an employee champion (Ulrich, 1998). Managers must reconcile conflicting economic and social goals, including flexibility, cost-effectiveness, and social legitimacy, and assure viability and distinction (Lewis, 2009). Employees who perceive they have

FWAs are less stressed, have better mental and physical health, and are more engaged at work (Greenberg, 2011). Baltes (1999) conducted a flextime meta-analysis and found that flexible scheduling increases output, lowers absenteeism, and boosts work satisfaction. FWA policies positively impact to commitment, employee happiness, and organizational retention (Greenberg, 2011).

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

Conceptual Framework

In the investigations of this study, researchers studied the impact of flexible work arrangements on job performance and the mediating role of supervisor support in the IT industry. Figure 1 depicts the variables and the associations between such variables identified in the current study.

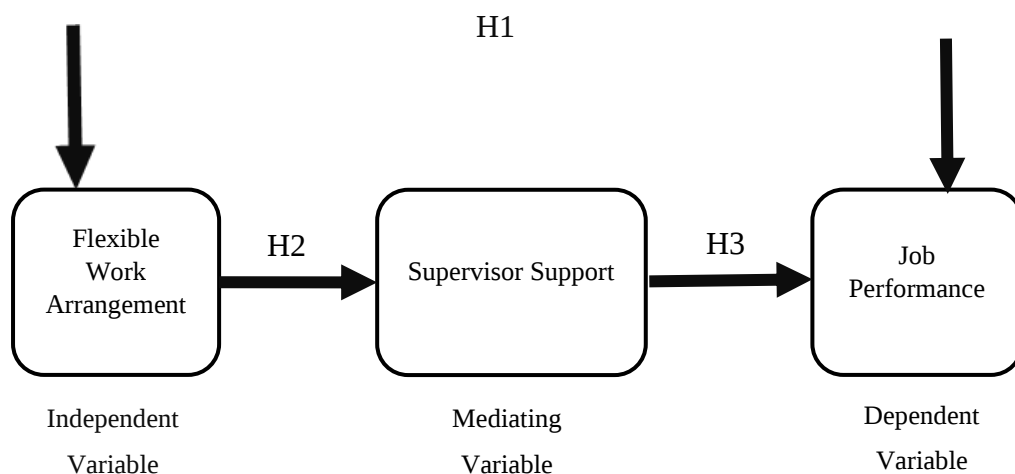


Figure 1: Conceptual Framework of the Study

Source: Author, 2022

As given in the conceptual framework, job performance is the dependent variable, flexible work arrangement is the independent variable, and supervisor support is the mediating variable.

Methodology

The present research adopts a deductive methodology. The research study starts with creating the hypotheses and uses a

quantitative methodology to test the hypotheses. Job Performance was the dependent variable, Flexible Working Arrangements were the independent variable, and Supervisor Support was the mediator variable in the study. With the feasibility and data availability, the researcher selected three IT companies in the Colombo district to collect data. Therefore, a total of 250 employees were considered as the total elements of the

target population. This was conducted as a cross-sectional, quantitative field study, and according to the Morgan table, a sample of 152 executives was selected from three (03) leading IT companies. The study was conducted using a simple random sampling method, and the unit of analysis was individual level. A standard measurement scale was used to collect primary data, developed using a five-point Likert scale and a seven-point Likert scale. Descriptive statistics, Pearson correlation coefficient, simple regression, and Sobel test were applied to analyze data using SPSS. Correlation analysis was used to test the relationship between variables. Simple regression analysis and the Sobel test were used to identify the significance of the relationship (coefficient analysis), and the degree of the impact of the independent variable on the dependent variable was analyzed using the R square value.

Work Arrangement was assessed as a multi-dimensional construct adopting the measurement scale (Kipkoech, 2018). It was measured via two dimensions: work shift and flex time. The total number of 10 items is anchored on a five-point Likert scale. The dependent variable, Job Performance, was assessed using the item scale (6 items) adopted (Kipkoech, 2018),

Table 1: Sampling Adequacy

Variable	KMO Coefficient	Bartlett's Test [Chi-Square]	Sig.
Job Performance	0.732	138.247	0.000
Flexible Working Arrangements	0.876	565.292	0.000
Supervisor Support	0.885	800.924	0.000

Source: Author, 2022

and the scale was suggested and recommended in similar studies. Respondents were required to mention their level of agreement with the statements given on a five-point Likert scale. The mediator variable, Supervisor Support, was assessed using Eisenberger et al.'s item scale (8 items) (2002). Respondents were required to mention their level of agreement with the statements given on a Seven-point Likert scale.

Analysis and Results

Construct Validity

Validity is a measure of the validity or validity of a research instrument. An instrument is valid if it can measure what it is supposed to measure or measure. Validity is constructing assessment, accurate results reporting, and the ability to conclude the connections between variables are all components of validity (Venkatesh V, Brown, & Bala, 2013). According to Mugenda & Mugenda (2003), validity is the extent to which findings from data analysis reflect the phenomenon being studied. Tables 01 and 02 illustrate statistics related to sample adequacy and construct validity.

Table 2: Validity Statistics

Variable	Dimension	No. of Items	Highest FL	Lowest FL	ESSL Cum%
Job Performance	Job Performance	05	0.808	0.619	46.279
Flexible Working Arrangements	Flex Time	05	0.808	0.664	54.800
	Work Shift	05	0.752	0.605	47.740
Supervisor Support	Supervisor Support	08	0.871	0.738	63.407

Source: Author, 2022

According to the KMO coefficients and the respective sig. values for both composite variables given in Table 1, the study sample seems statistically adequate to perform an EFA to assess the construct validity. Moreover, as table 6.2. Depicts, ESSL Cum% for both composite variables and the dimensions of independent variables are near 50%, and the FL values of individual items in the scales used were adequate. Hence, it could be concluded that the multi-item scales are valid, and the data set seems statistically free from bias. According to the reliability and validity analysis, no item was deleted. Thus, all the items included in the standard scales were retained.

Reliability Statistics

The instrument that demonstrates the stability of a measure helps assess the stability and consistency of the concept being measured and the "goodness" of a measure (Sekaran, 2006). Consistency taps into the design. The most popular test of inter-item consistency is Cronbach's coefficient alpha (Sekaran, 2003). For the study, a Cronbach's Alpha coefficient of 0.7 ensures reliability (Patton, 2002). Dimension and composite reliability were assessed using the Cronbach alpha coefficient of internal consistency. Reliability statistics are given in Table 3.

Table 3: Reliability Statistics

Variable	Dimension	No. of Items	Cronbach alpha
Job Performance [Cronbach alpha = 0.914]	Job Performance	05	0.914

Flexible Working Arrangements [Cronbach alpha = 0.788]	Work Shift	05	0.708
	Flex Time	05	0.732
Supervisor Support [Cronbach alpha = 0.864]	Supervisor Support	08	0.864

Source: Author, 2022

As depicted in Table 3, Cronbach alpha of internal consistency coefficients of dimensions of the independent variable, mediator variable, and composite

variables are greater than 0.7, indicating that multi-item measurement scales are reliable enough and have no bias.

Descriptive Statistics

Table 4: Descriptive Statistics

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

Source: Author, 2022

Hypothesis Testing

Parametric tests, including correlation and simple linear regression, were used to test the advanced hypotheses. Building on the Journal of Human Resource Management Perspectives

linear relationship between flexible work arrangements and job performance, the Pearson Correlation Coefficient was used to assess the strength of association

between the two constructs. Further, **Sig. (2-tailed) the test** was applied to test the significance of the correlation coefficient,

as the advanced hypothesis was non-directional. The results of the correlation analysis are given in Table 5.

Table 5: Correlation Analysis

		Job Performance	Flexible Working arrangements
Job Performance	Pearson Correlation	1	.508**
	Sig. (2-tailed)		.000
	N	152	152

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

Source: Analyzed data, 2022

Table 5 shows a moderate positive correlation between job performance and flexible working arrangements ($r=0.508$), statistically significant as sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, testifying that job performance is significantly correlated with flexible working arrangements.

Considering the linear relationship between the flexible work arrangements

and supervisor support, the Pearson Correlation Coefficient was used to assess the strength of association among the two constructs. Further, Sig. (2-tailed) the test was applied to test the significance of the correlation coefficient, as the advanced hypothesis was non-directional. The results of the correlation analysis are given in Table 6.

Table 6: Correlation Analysis

		Supervisor Support	Flexible Working Arrangements
Supervisor Support	Pearson Correlation	1	.512**
	Sig. (2-tailed)		.000
	N	152	152

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

Source: Analyzed data, 2022

Table 6 shows a moderate positive correlation between the Flexible working arrangements and supervisor support ($r=0.512$), which is statistically significant as sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, it is testified that the supervisor's support is significantly correlated with flexible working arrangements.

Considering the linear relationship between job performance and supervisor support, the Pearson Correlation Coefficient was used to assess the strength of the association among the two constructs. Further, Sig. (2-tailed) the test was applied to test the significance of the correlation coefficient, as the advanced hypothesis was non-directional. The results of the correlation analysis are given in Table 7.

Table 7: Correlation Analysis

		Supervisor Support	Job Performance
Supervisor Support	Pearson Correlation	1	.312**
	Sig. (2-tailed)		.000
	N	152	152

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

Source: Analyzed data, 2022

Table 7 shows a weak positive correlation between job performance and supervisor support ($r=0.312$), which is statistically significant as sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, testifying that the supervisor's support correlates significantly with flexible working arrangements.

Regression Analysis

Simple linear regression analysis was done to test the hypotheses (H1), and the test results are presented in Table 8.

Table 8: Correlation Analysis

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

Source: Author, 2022

According to the results depicted in table 8, 25.8% (R Square = 0.258) of the variation of job performance could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the flexible working arrangements [while

other factors remain unchanged]. Further, as given in table 8, the marginal contribution of Flexible working arrangement (0.473) in determining the effect on job performance is to be considered statistically significant (Sig. = 0.000) in the regression equation.

Table 9: Coefficient Results

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

a. Dependent Variable: Job Performance

Source: Analyzed data, 2022

Thus, according to the regression results, H1 is accepted statistically, claiming that there is a significant impact of flexible working arrangements and job performance. Accordingly, regression equation 1. It could be reported that the intercept [C] and the marginal contribution [m] are statistically significant to be included in the equation.

$$Y = mX + C$$

$$\text{Job Performance} = 0.473(\text{Flexible Working Arrangements}) + 2.331$$

Simple linear regression analysis was done to test the hypotheses (H2), and the test results are presented in Table 10.

Equation 1: Regression – Job Performance and Flexible Working Arrangements

Table 10: Correlation Analysis

R	0.512**
R Square	0.263
Adjusted R Square	0.258
Standard Error	0.48051

Observations (N)	152
F	53.418
Sig.	0.000
Regression	Linear
Method	Enter

Source: Author, 2022

According to the results depicted in Table 6.8, 26.3% (R Square = 0.263) of the variation of supervisor support could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the flexible working arrangements [while

other factors remain unchanged]. Further, as given in table 11, the marginal contribution of flexible working arrangements (0.913) in determining the effect on supervisor support is to be considered statistically significant (Sig. = 0.000) in the regression equation.

Table 11: Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.165	.544		3.984	.000
	Flexible Working arrangements	.913	.125	.512	7.309	.000

a. Dependent Variable: Supervisor Support

Source: Analyzed data, 2022

Thus, according to the regression results, H2 is accepted statistically, claiming that there is a significant impact of flexible working arrangements on supervisor support. Accordingly, regression equation 2 could be reported, in which both the intercept [C] and the marginal contribution [m] are statistically significant enough to be included.

$$Y = mX + C$$

$$\text{Supervisor Support} = 0.913 \text{ (Flexible working arrangements)} + 2.165$$

Simple linear regression analysis was done to test the hypotheses (H3), and the test results are presented in Table 12.

Equation 2: Regression – Supervisor Support and Flexible Working Arrangements

Table 12: Regression Statistics

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

Source: Author, 2022

According to the results depicted in Table 6.12, 9.7% (R Square = 0.097) of the variation of job performance could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the supervisor support [while other factors

remain unchanged]. Further, as given in table 13, the marginal contribution of supervisor support (0.163) in determining the effect on job performance is considered statistically significant (Sig. = 0.000) in the regression equation.

Table 13: Coefficient Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.385	.250		13.561	.000
	Supervisor Support	.163	.041	.312	4.019	.000

a. Dependent Variable: Job Performance

Source: Analyzed data, 2022

Thus, according to the regression results, H3 is accepted statistically, claiming that there is a significant impact of the Supervisor's Support on Job Performance. Accordingly, regression equation 3. It could be reported that the intercept [C] and the marginal contribution [m] are

statistically significant to be included in the equation.

Equation 3: Regression – Job Performance and Supervisor Support

$$Y = mX + C$$

Job Performance = 0.163
(Supervisor Support) + 3.385

Mediator Analysis

An online Sobel calculator was used to test the mediation effect of employee engagement. Results are given in Figure 2.

	Input		Test statistics	Std Error	P – Value
a	0.913	Sobel test	0.85455554	0.03953049	0.39279725
b	0.037	Aroian test	0.84676386	0.03989424	0.39712676
S_a	0.125	Goodman test	0.86256635	0.03916336	0.38837594
S_b	0.43				

Figure 2: Sobel Test Results

Source: Online Sobel Calculator, 2022

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

Discussion

FWAs request a daily or weekly adjustment in work schedules (Azar et al., 2018). Research has identified them to boost work performance, organizational effectiveness, employment level, and labor market flexibility (Stavrou, 2006). FWAs have a favorable impact on both people and the organization. Employees who participate in FWAs collectively have considerable psychological

advantages (Crowley & Kolenikov, 2014). Additionally, FWAs contribute to decreased melancholy, reduced family-work conflict, decreased turnover intentions, and increased job control (Azar et al., 2018) & (Crowley & Kolenikov, 2014), higher commitment, higher job satisfaction, and higher productivity (Casper & Harris, 2008). Similarly, in their research study, Kipkoech K (2018) found that flexible working arrangements have a significant relationship with job performance. Furthermore, Sekhar & Patwardhan (2021) also mentioned that it was confirmed that a flexible work-life balance interface has a positive relationship with job performance. However, Rice (2017) identifies that flexible working arrangements can positively and negatively affect job performance. Similarly, Nayanathara & Kar (2021) found that flextime significantly increases employee job performance. Further, they state that employees with flexible work schedules are more productive, resulting in excellent performance.

The Pearson correlation between these variables was 0.508, which is significant at 0.000 levels. It was found to be that

there is a moderately positive relationship between flexible working arrangements and job performance. The simple regression analysis found that flexible working arrangements positively impact job performance. Therefore, the current study's findings portrayed a 25.8% positive impact of flexible working arrangements on job performance among executives and above-carders in the IT industry in Sri Lanka.

In Azar, Khan, & Van Eerden's (2018) research, the availability of FWAs was shown to be critically dependent on the supervisor's support for the worker. Contact concerning everyday job difficulties is regular and direct in the relationship with the supervisor (Zhang, 2020). Casper & Harris (2008) state that FWAs are seen as resources that let employees know their employer values them. All else being equal, the more valued they feel, the more likely they will respond positively. Based on the correlation, the researcher found a significant moderate positive relationship between flexible working arrangements and supervisor support. According to the regression analysis, the researcher has found a significant impact of flexible working arrangements on supervisor support. Further, the researcher found a 26.3% impact on supervisor support from flexible working arrangements.

Based on the relationship between supervisor support and job performance, the researcher has found a significant weak positive relationship between supervisor support and job performance. Moreover, the relevance of the contingent impact of supervisor support has been underlined in the research on the effectiveness of FWAs on work performance Lewis (2009). It has been argued that in transitional economies like India, the assistance of supervisors considerably changes the efficacy of work performance (Sekhar, 2021). According to the regression analysis, the researcher has

found a significant impact of supervisor support on job performance. The p-value of the Sobel test statistic is not less than 0.05. Further, the researcher found only a 9.7% impact from supervisor support on job performance.

As previously explained, supervisor support does not mediate between flexible working arrangements and job performance since the Sobel test is not statistically accepted. Supervisor support has not depicted a significant mediation impact. Further, as only the direct path of the IV – DV relationship is significant and the indirect path of the IV – DV relationship is not significant, supervisor support could not be considered a partial mediator full mediator. Similarly, Kim H. J.-M. (2017) states that there is no moderating relationship between flexible working arrangements and employee performance. This claims that no significant impact of the supervisors' support mediates the relationship between FWAs and Job Performance.

Implications

The results guide practitioners since flexible scheduling can boost worker productivity. Considering this, businesses might use flexible working arrangements, especially now. Additionally, the results of this study will aid practitioners in creating methods to improve employee performance among specific employees through FWA. The results of this study have several applications, especially for IT industry managers in other businesses. Following the COVID-19 issue, most enterprises have faced backlogs and higher workloads. The economic crisis brought a large, rapid, unanticipated disruption to billions of enterprises across many industries. However, choosing managers who can adopt flexible working arrangement methods will be an attempt to enhance the organization's performance level. Additionally, managers may benefit from training and development initiatives

that enhance flexible working habits and boost staff productivity.

Even though the flexible schedule and reduced workweek are novel human resources management practices, they also help to improve job performance in the Sri Lankan context. This study also demonstrated no substantial mediator association between work performance and FWA and supervisor support. Since the results of earlier studies have tended to focus on the experiences of organizations from the developed world, more research in this field from a Sri Lankan perspective may be examined.

Limitations and Future Studies

The study has limitations that may be considered if more research is done. Due to the ongoing economic crisis, it has been challenging to recruit more respondents and to get more precise data from a variety of sources. Future studies should reflect raising the sample size and maximizing the variety of respondents from different organizations or sectors to improve the accuracy of research findings in FWAs. The study solely focuses on workers in the IT sector, but it is thought that a comparison analysis may be done across various businesses. Furthermore, there is a study deficit in FWAs in Sri Lanka. Thus, the elements of FWA need to be further investigated as an innovative human resource management technique in acquiring and maintaining human capital.

Conclusion

The researcher's focus in this study is to assess the flexible working arrangement and job performance in the mediating role of supervisor support. Considering the

findings, the current study concludes that flexible working arrangements impact job performance. Thus, the use of flextime and work shifts significantly impact job performance in the IT industry in Sri Lanka. Also, it can be recognized that there is a relationship between flexible working arrangements and supervisor support.

Flexible working arrangements require the supervisor's support to achieve positive results. It can be recognized that a relationship exists between supervisor support and job performance. However, according to the obtained sample, it was identified that supervisor support does not act as a mediator between flexible working arrangements and job performance. Therefore, it can be recognized that there is only a direct relationship between flexible working arrangements and job performance. There is no indirect relationship between job performance, supervisor support, and flexible working arrangements. According to the past literature, no study directly investigated the relationship between flexible working arrangements and job performance with the mediator role of supervisor support in Sri Lanka. The current study contributes to filling the gap in the Sri Lankan context with more empirical findings. According to the literature and hypotheses discussed above, the use of flexible work increases employee performance in organizations, and as employee performance increases, it eventually increases organizational performance thereby organizations can reach the expected goals. This concludes that flexible work environments can be used to increase the performance of the organization.

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