
THE EFFECT OF FLEXIBLE WORKING ARRANGEMENTS AND SOCIAL SUPPORT ON ORGANIZATIONAL COMMITMENT WITH WORK-LIFE BALANCE AS A MEDIATION VARIABLE

Husein Ilham Rosyadi¹, Dr. Michael Emanuel Bayudhirgantara²

¹Mercu Buana University, Faculty of Economics and Business,
Jakarta, Indonesia

²Mercu Buana University, Faculty of Economics and Business
Jakarta, Indonesia

Abstract

This study analyzes millennial commitment to organization and balance between personal and work life. This study examines the application of flexible working arrangements, social support to organizational commitment, and the impact mediated by work-life balance. The population in this study are creative economy workers in the advertising sub-sector at an advertising agency company located in the DKI Jakarta area. The analysis carried out in this study is to describe the respondents who are the subjects in this study and conduct quantitative research to test the hypotheses in this study. The analysis uses the Structural Equation Model-Partial Least Square with a sample of 105 millennial workers in advertising agency companies. The results showed that flexible working arrangements had no significant effect on organizational commitment. Meanwhile, social support affects organizational commitment. Work-life balance can also mediate the relationship between flexible working arrangements and social support for organizational commitment. The implications of this study are discussed in the article.

Keywords: flexible working arrangements, social support, work-life balance, organizational commitment, millennials, advertising agency

1. Introduction

Based on the publication of the National Socio-Economic Survey - Central Statistics Agency (BPS) Indonesia (2017), it shows that more than 70% of the majority of the workforce is filled by the millennial generation, namely those born between 1981 and 1996 (Howe and Strauss in BPS, 2017). This generation is a large part of the workforce in today's companies. The large number of millennials who dominate this demographic is a challenge and opportunity for Indonesian people both now and future.

Pambudi Sunarsihanto - Chairman of the Indonesian Human Resources Association, said that the millennial generation is the key to the company's future, so companies need to manage millennial workers well. Because, on the other hand, there is a problem that millennials have, namely their low commitment to the organization. A Gallup survey (2016) shows that only 29% of millennials are engaged in the workplace. In addition, a Dale Carnegie survey (2016) also states that only 25% of millennials are fully involved with companies. The various survey results are indicators that the level of millennial commitment to the company they are in is still low, causing the current high turnover rate (Deloitte Indonesia, 2019). Therefore, this study intends to examine

several alternatives that can be used as references for company leaders and other research in dealing with millennial workers.

One of the keys to dealing with the millennial workforce is flexibility. Novi Triputra, Human Resources Director of Deloitte Indonesia, said that the millennial generation wants flexible working time arrangements related to working time and conditions. It is possible to do this with today's sophisticated communication and information technology (Deloitte Indonesia, 2019). In addition, work-life balance is also important for the millennials, their flexibility to work and support the work environment and personal bridging the realization of work-life balance, balancing your personal life and work life. So they can increase their commitment to the organization.

Work-Life Balance is also one of the problems that accommodate the millennial workforce. A survey conducted by jobstreet.com (2016) of more than 17,000 respondents stated that 73% were dissatisfied with their work, the main reason being that 85% of respondents stated that there was no work-life balance. Similarly, a survey conducted by the Boston Consulting Group and the World Federation of People Management Associations (2013) mentions the top 10 causes of employees leaving the workplace, some of which are about lack of work-life balance, poor support functions.

Social support as a form of support function is also needed. Social support is one of the important factors in creating a work-life balance environment because, without it, it will be difficult to achieve a work-life balance. Having social support for someone will ensure that they are loved, cared for, and valued (Lee, 2014). There is a balance of life affected. The expected social support will indirectly increase commitment to the organization.

Hada (2020) states that flexible working arrangements are an important aspect of attracting or retaining workers. Therefore, this flexibility is the fundamental key in dealing with the millennial workforce, so this is one of the reasons to conduct a study related to the application of flexible work for millennial workers. The study concludes that it is important for company stakeholders who directly contact employees who are dominated by the millennial workforce to see the role of flexible working arrangements, social support, and work-life balance of employees to increase commitment to the organization and reduce employee turnover rates, especially millennials.

In general, organizational commitment is defined as a term that includes individual loyalty to the organization, psychological and moral sharing in the organization, prioritizing organizational goals over personal goals, making efforts for the organization, and seeing the organization succeed. Meyer et al. (1990, 1991, 1993) proposed a three-component model for the organizational commitment that includes affective commitment, which defines commitment as an emotional attachment to the organization, continuance commitment, commitment which is defined as the associated costs leaving the organization, and normative commitment. Commitment, which is defined as the overall commitment.

Nurhabiba (2020) found that social support is very important for work and personal life, with social support at work impacting work and personal life. Social support is a form of physical and psychological comfort provided by friends and family (Baron & Byrne in Nurhabiba, 2020) so that this comfort creates a sense of enthusiasm for employees in doing work. Tuna and Aslan's research (2018) concludes that work-life-supportive relationships, in which individuals spend

about a third of their lives, positively affect peer-to-peer cooperation, communication within workgroups, and feelings of respect, satisfaction, and job satisfaction. and motivation. It appears that individuals who feel loved are dependent on their organizations and are happier, more productive and successful and more satisfied with their workgroups, and more loyal to the organization and their work.

Byden (2016) defines flexible working arrangements as the extent to which employees can control the tasks they complete in their work, especially decisions about where, when, and for how long they work. Wisely (2017) explains that flexible working hours significantly contribute to many employees in the workplace and provide great benefits for many employees. Flexible working hours in the workplace will increase employee engagement, increase staff retention, increase employee morale, reduce travel time, reduce stress, and increase commitment to the company.

Research by Rehman and Siddiqui (2020) shows that flexible working arrangements impact work-life balance. Flexible work is also a way for companies to retain their employees (Capnary et al., 2018). In another study, Work-Life Balance also affects Organizational Commitment. Sakhtivel and Jayakhrisnan (2012), in their research, show that there is a positive relationship between Work-Life Balance and Organizational Commitment. The results of the analysis of Hutagalung et al. (2020) also showed the same result. The results of this study become the basis for being able to see how the relationship between Flexible Working Arrangement and organizational commitment mediated by Work-Life Balance is.

Tuna and Aslan (2018) define social support as support in the form of material and moral needed by individuals to cope with stress and support their struggles under a challenging life and protect them from dangerous situations in which the support comes from their environment. There need to be factors from the surrounding environment for a healthy work-life balance, namely colleagues, playmates, and family. Social support is very important because, without the support of the social environment, work-life balance will be difficult to achieve. The existence of social support for someone will ensure that he is loved, cared for, and appreciated (Lee, 2014). Tuna and Aslan's research (2018) also found a positive relationship between perceived social support and organizational commitment. On that basis, this study also tries to see how the relationship between social support and organizational commitment is mediated by work-life balance.

From the results of various surveys and existing research, on this basis the authors consider the need for research related to the relationship of Flexible Working Arrangement, Social Support, Work Life Balance and Organizational Commitment. This study analyzes millennial commitment to organization and try to examines the application of flexible working arrangements, social support to organizational commitment, and the impact mediated by work-life balance for Creative Economy Employees at Advertising Agency Companies in Jakarta.

2. Hypothesis

Based on the background, several hypotheses were formulated to see the relationship between the variables tested in this study. Based on the relationship between variables that have been described previously, the following is the conceptual framework developed in this study.

Figure 1. Conceptual Framework

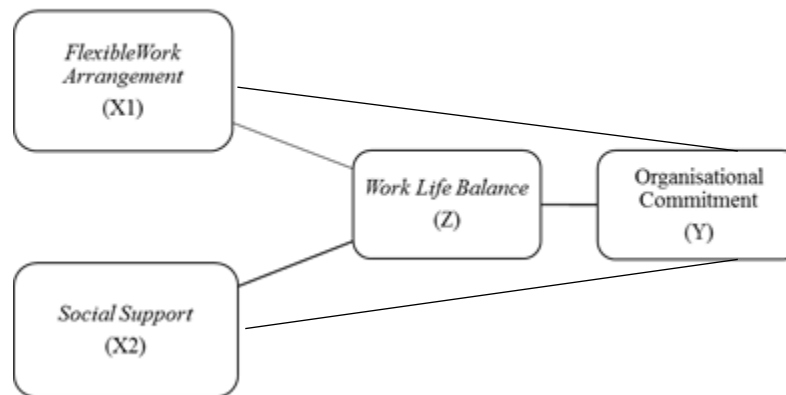


Figure 1 shows the conceptual framework in this study. Based on the figure, the following hypothesis can be formulated.

1. H1 = Flexible working arrangements have a significant effect on organizational commitment.
2. H2 = Social support has a significant effect on organizational commitment.
3. H3 = Flexible working arrangements have a significant effect on Work-Life Balance.
4. H4 = Social support has a significant effect on Work-Life Balance.
5. H5 = Work-Life Balance has a significant effect on Organizational Commitment.
6. H6 = Flexible working arrangements have a significant effect on organizational commitment through Work-Life Balance.
7. H7 = Social support has a significant effect on organizational commitment through Work-Life Balance.

3. Method

This research is quantitative research with statistical data processing Structural Equation Model-Partial Least Square (SEM-PLS) using SmartPLS software. The population in this study are millennial workers who work in the creative economy sector of advertising agency companies in the DKI Jakarta area. Creative economy workers were chosen as subjects in this study because the creative economy sector is one of the fastest-growing industrial fields in industry 4.0 and 5.0, where most of the creative economy workers are millennials. Advertising agency companies become the object of this research because they are one of the sub-sectors of the creative economy, namely the advertising sector, which is a company that has begun to implement flexible working arrangements. Meanwhile, the researcher chose DKI Jakarta because it is the capital city of Indonesia with its diversity that can represent other regions.

The population in this study is unknown. The latest data that shows the population is BPS and Bekraf data in their 2017 release related to the National data on creative economy workers, based on BPS DKI Jakarta the number of creative economy workers in DKI Jakarta is 1.003,000

people, and for workers in advertising, it has a share of 0, 24% that is 2,407 people. Because the population is unclear and unknown, the determination of the sample size in this study used a rule of thumb by Tabachnick and Fidell and Hair et al. (2018), using an indicator/parameter ratio of 5-25:1 sample in this study was determined to be 105 people. Data collection by survey method using a google form, using Likert scale. At the same time, the sampling technique used a snowball sampling approach.

The preparation of the questionnaire questions uses dimensions based on previous research. The organizational commitment variable uses the dimensions proposed by Meyer et al. (1990, 1991, 1993) introduced a three-component model consisting of three components in organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Social support uses the theory proposed by Sarafino (2011), namely emotional support or esteem, tangible or instrumental support, informational support, and friendly support. To formulate questions related to flexible working arrangements in this study, the theoretical approaches proposed by Selby and Wilson (2003) and Ciarniene and Vienazindiene (2018) are Flexi Workplace (flexible location or teleworking) and flexible time (Flexitime & Scheduling).

Researchers conducted a measurement model (outer model) and structural model (inner model). Before the data analysis stage, the validity test was carried out using the rule of thumb by Hair et al. (2018) approach, loading factor 0.5 and reliability with Cronbach's alpha and composite reliability of 0.7.

4. Results

3.1 Respondent Data

The data collection results on respondents showed that the majority of respondents were male by 58% and female by 42%. Based on age category, the majority were aged 20-30 years, namely 73 people and 31 people aged 30-40 years. The number of respondents based on years of service is filled mainly by those who have worked between 1-3 years, workers who have worked more than five years only 29%, it is told that most of the respondents worked less than five years, namely 71% of the total respondents. The majority of positions are held by strategists/managers, which constitute 32% of the total. Most work locations are in South Jakarta, reaching 65%. These results are by BEKRAF & BPS DKI Jakarta data (2017), showing that most companies in the creative economy sector in DKI Jakarta are located in the South Jakarta area.

3.2 Test the Measurement Model (Outer Model)

3. 2.1 Validity Test Results

Validity test is a test of the accuracy of an instrument in measurement. In this study, the validity test was carried out using convergent validity. The convergent validity test in the PLS is carried out by measuring the reflective indicators assessed based on the loading factor (correlation between item scores/ component scores and construct scores) indicators that measure these constructs. Hair et al (2018) define loading factor as the correlation of each variable and the factor. Loadings indicate the degree of correspondence between the variable and the factor, with

higher loadings making the variable representative of the factor. In the SEM approach, as a rule of thumb, 0.5 or higher factor loading represents that the factor extracts sufficient variance from that variable.

Table 1. Loading Factor

	FWA	KO	SS	WLB		FWA	KO	SS	WLB		FWA	KO	SS	WLB
X1.1	0.861				X2.2			0.805		Y3		0.648		
X1.10	0.761				X2.3			0.852		Y4		0.735		
X1.2	0.908				X2.4			0.741		Y5		0.731		
X1.3	0.866				X2.5			0.716		Y6		0.732		
X1.4	0.882				X2.6			0.618		Y7		0.751		
X1.5	0.819				X2.7			0.722		Y8		0.704		
X1.6	0.823				X2.8			0.750		Y9		0.708		
X1.7	0.868				X2.9			0.838		Z1				0.795
X1.8	0.856				Y11		0.673			Z2				0.689
X1.9	0.843				Y12		0.678			Z3				0.677
X2.1			0.858		Y13		0.715			Z4				0.782
X2.10			0.764		Y14		0.708							

Another method that can be used to test the validity is to compare the square root of the AVE (average variance extracted) for each construct with the correlation between the construct and other constructs in the model. The model has sufficient discriminant validity if the square root of AVE for each construct is greater than the correlation between the constructs and other constructs in the model, namely with the square root of AVE > Correlation of latent variables.

Table 2 Score Modified Average Variance Extracted (AVE)

	Average Extracted Variance (AVE)
FWA (X1)	0.722
KO (Y)	0.502
SS (X2)	0.592
WLB (Z)	0.545

Table 1 Shows the results of the calculation of the measurement model with Smart PLS, which can then be seen on the loading factor indicators for each research variable. The loading factor value shows that it is > 0.5, so the loading factor can be said to have met the validity criteria (Hair et al., 2018). Hair et al. (2018) states that the metrics of a construct must have a high

correlation. Convergent validity test in PLS is done by measuring the reflective indicators assessed based on the loading factor with the loading factor value. The higher the loading factor value, the more critical the role of loading in interpreting the factor matrix. The value of Average Variance Extracted in table 2 also shows that all variables have met the score > 0.5 . So it can be said that the indicators that measure the variable constructs in this study are declared valid

3.2.2 Reliability Test Results

Reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. The reliability test was carried out by looking at Cronbach's alpha, which was measuring the lower limit of the reliability value of a construct. Role of thumb Cronbach's alpha value must be greater than 0.7.

Table 3. Cronbach's Coefficient Alpha and Composite Reliability Value

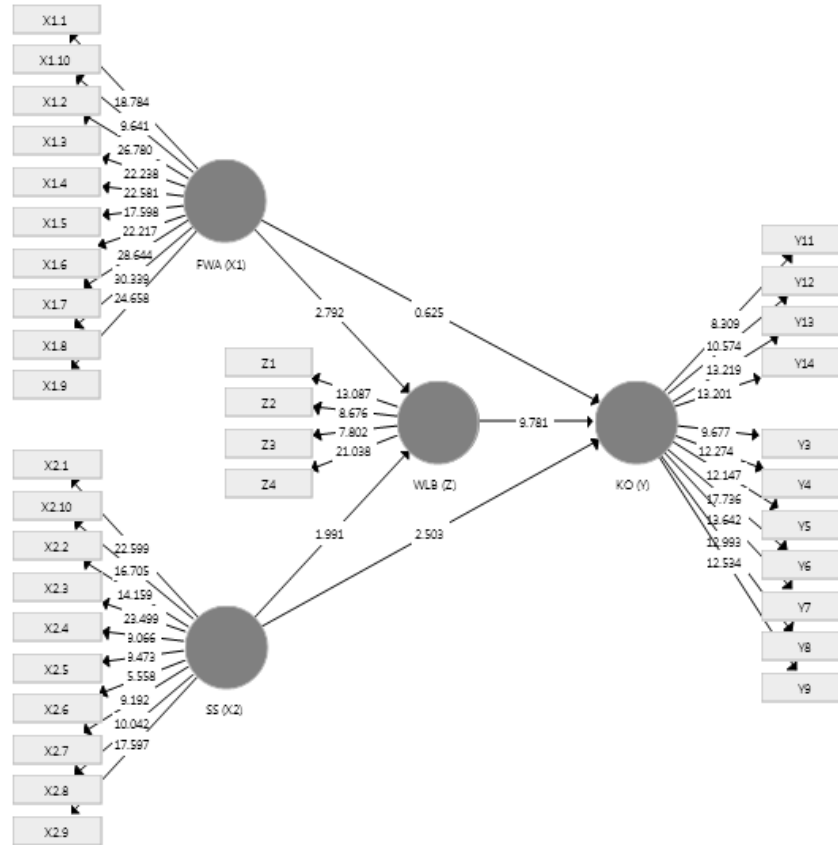
	Alpha Cronbach	Composite Reliability	Information
FWA (X1)	0.957	0.963	Very High Trusted
KO (Y)	0.901	0.917	Very High Trusted
SS (X2)	0.923	0.935	Very High Trusted
WLB (Z)	0.723	0.826	High Trusted

Cronbach's alpha and composite reliability values for the variables studied showed more than 0.7 or even close to 1, and the composite reliability (CR) value was more than 0.9. These values have exceeded the respective standards, namely > 0.6 and > 0.7 . The results showed that the instrument's consistency was high so that all variables in this study were declared reliable.

3.3 Structural Model Test (Inner Model)

Structural model test (inner model) or hypothesis testing is to see the relationship between latent variables. Hypothesis testing is done by bootstrapping, testing the dimensions of the research variables to measure each dimension with its indicators and see the coefficient value as a parameter and the t-statistical significance value.

Figure 1. Calculation Results of Bootstrap Measurement Model



3.3.1 R-Square Analysis

Table 4. Results of R Square

	R Square	R Square Customized
KO (Y)	0.514	0.500
WLB (Z)	0.182	0.166

The value of the Adjusted R square for the Organizational Commitment Variable is 0.500. The result indicates that the organizational commitment variable model has predictive power in the medium category. With this 50.00% value, the Flexible Working Arrangements, Social Support, and Work-Life Balance variables can explain the variance of organizational variables. While the adjusted R square value of the Social Support variable is 0.166, the model with the endogenous work-life balance variable has predictive power in the weak category. This model shows that 16.6% of the variance of the Work-Life Balance variable is explained by the Flexible Work Arrangement and Social Support Variables.

3.3.2 Structural Model Test - The Results of Path Coefficient Test

Table 5. Path Coefficient Test Results

	Original Sample	Sample average	Standard Deviation	T statistics	P-value	keto
FWA (X1) -> KO (Y)	-0.059	-0.061	0.094	0.625	0.532	Not significant
FWA (X1) -> WLB (Z)	0.278	0.282	0.100	2,792	0.005	Significantly Positive
SS (X2) -> KO (Y)	0.229	0.246	0.092	2.503	0.013	Significantly Positive
SS(X2) -> WLB(Z)	0.210	0.240	0.106	1991	0.047	Significantly Positive
WLB (Z) -> KO (Y)	0.629	0.624	0.064	9.781	0.000	Significantly Positive

Table 6. Results of Total Indirect Effect

	Original Sample	Sample average	Standard Deviation	T statistics	P-value
FWA (X1) -> WLB (Z) -> KO (Y)	0.175	0.177	0.069	2,547	0.011
SS (X2) -> WLB (Z) -> KO (Y)	0.132	0.147	0.064	2.054	0.040

1. The results showed that the path coefficient obtained was -0.059 with a T-Statistic of 0.625 < T table 1.975 and a p-value of 0.532 > 0.05. Thus, H0 is accepted, and H1 is rejected. It is concluded that flexible working arrangements have no significant effect on organizational commitment.
2. The results showed the path coefficient value of 0.229 with a T-Statistic of 2.503 > T table of 1.975 and a p-value of 0.013 < 0.05, thus H2 is accepted, social support has a significant effect on organizational commitment.
3. The results showed the path coefficient value of 0.278 with a T-Statistic of 2.792 > T table of 1.975 and a p-value of 0.005 < 0.05. Thus H3 is accepted. concluded that the work arrangements are a flexible, positive, and significant impact on work-life balance
4. The results showed that the path coefficient value was 0.210 with a T-Statistic of 1.991 > T table of 1.975 and a p-value of 0.047 < 0.05. Thus H4 is accepted. concluded that social support has a positive and significant effect on work-life balance
5. The results showed that the path coefficient value was 0.629 with a T-Statistic of 9.781 > T table of 1.975 and a p-value of 0.000 < 0.05, then H5 was accepted. It is concluded that the higher the work-life balance of workers, the better their life balance will also impact increasing commitment to the organization.
6. Table 6 shows that work-life balance can mediate the effect of flexible working arrangements on organizational commitment. P-value 0.011 < 0.05 = H6 accepted

7. The results in Table 6 show work-life balance as a mediator between social support and organizational commitment P-value $0.040 < 0.05 = H7$ accepted

3.3.3 Dimensional Testing - Research Variables

In Figure 1. The most dominant indicator influencing the variable of flexible working arrangements is at point X1.8 of 30,339. The dimension that has the most significant contribution in shaping the variable of flexible working arrangements is the flexibility of the place. The most dominant indicator influencing the social support variable is at point X2.3 of 25,536. The dimension that has a major contribution in shaping the social support variable is emotional support. The most dominant indicator influencing the work-life balance variable at point Z4 is 21,038, namely work enhancement of personal life (WEPL). The most dominant indicator influencing the organizational commitment variable is found in item Y13 of 13,219. The dimension that has the greatest contribution in shaping the organizational commitment variable is normative commitment.

5. Discussion

The results of data analysis show that flexible working arrangements do not affect organizational commitment. It is different from previous research conducted by Capnary et al. (2019), which showed a significant effect of flexible working arrangements on organizational commitment. The social support variable has a positive effect on organizational commitment. The perceived social support in the organization increases commitment to the organization and vice versa. Furthermore, the results showed that flexible working arrangements and social support are a positive and significant impact on workers' work-life balance in the creative economy, especially in the sub-sector advertising. The work-life balance of creative economy workers at advertising agency companies in the DKI Jakarta area significantly affects organizational commitment. The following factors are the organization, work, family, social problems, stress level. It is also related to Information Technology (IT). The indirect effect test shows that work-life balance has a mediating effect of flexible working arrangements and social support on organizational commitment. The higher the work-life balance, the higher the indirect effect on organizational commitment.

6. Conclusion

Based on information from respondents why flexible working arrangements do not affect organizational commitment, this is due to the unclear system and rules for implementing flexible working arrangements. As expressed by respondents, Widhi stated that there are no clear boundaries for its implementation, although there are flexible working arrangements. Companies engaged in the creative economy, especially Advertising Agencies and companies in general that are starting to implement flexible working arrangements, need to prepare the right system and rules to implement these policies. Both facilities and infrastructure must be prepared carefully to realize proper implementation. There is a positive influence of social support on organizational commitment, companies need to create a mutually supportive work culture among employees, especially emotional support, such as thanks, encouragement, mutual support between subordinates and superiors, and vice versa, improving work-life balance and commitment to the

organization. The results of social support show that the better the social support, the higher the work-life balance of creative economy workers. It happens because social support is one of the main factors that affect a person's work-life balance. So, when a person gets social support from work and family, he can balance his life with true peace and harmony. It also has an indirect impact on organizational commitment. Based on the study results, researchers recommend increasing the factors that increase the creation of work-life balances for workers, as stated by the results of research by Ayushi & Deepak (2017), namely social support.

7. Thank-you note

The researcher would like to thank the Chancellor of the University of Mercu Buana Jakarta, who has provided the opportunity to conduct this research. Researchers realize that there are still shortcomings in this study. The number of samples is limited, and the sampling technique still uses snowball sampling, which has the risk of data being less varied because it comes from adjacent groups or circles. In addition, the Covid-19 pandemic has limited the movement of researchers to visit respondents directly so that they can take a closer look at the problem. It also obscures carefully prepared and enforced flexible working arrangements because of the government's obligation to work from home. Researchers hope that further research can describe the population and sample in more detail and a wider scope of the research area. Researchers can also choose different population backgrounds so that they can compare results in other sectors. For further research, it is hoped to add and develop more variables related to the millennial generation. In addition, it is also possible to choose a company that has implemented flexible working arrangements with careful preparation and compared to those imposed by circumstances.

References

- Ayushi, V & Deepak, S. (2017). Factors Affecting Work Life Balance - A Review. Volume 9 Issue 7
- Badan Pusat Statistik & Kementerian Pemberdayaan Perempuan dan Perlindungan Anak. (2018). Profil Generasi Milenial
- Badan Pusat Statistik (2017) Survei Sosial Ekonomi Nasional. <http://microdata.bps.go.id/mikrodata/index.php>
- Boston Consulting Group (2013). Growing Pains, Lasting Advantage; Tackling Indonesia's Talent Challenges.
- Byden, M. (2016). Flexible Working Arrangements: Stress-Buffering or Stress exacerbation?. Gotteborgs Universiteit.
- Capnary, M. C., Rachmawati, R., & Agung, I. (2018). The Influence of Flexibility of Work to Loyalty and Employee Satisfaction Mediated By Work Life Balance to Employees With Millennial Generation Background In Indonesia Startup Companies. *Business: Theory and Practice*, 19, 217-227. <https://doi.org/10.3846/btp.2018.22>
- Choo, J. L. M, Desa, N. M,* & Asaari, M. H. A. H. Flexible Working Arrangement toward Organizational Commitment and Work-Family Conflict. Vol. 3, No. 1; 2016. Sciedu Press

21 ISSN 2330-2143 E-ISSN 2330-2151

- Ciarniene, R. & Vienazindiene. (2018) Milita Aleksandras Stulginskis University Flexible Working Arrangements from Generation and Gender Perspectives: Evidence from Lithuania, Vol. 29 No. 1.
- Dale Carnegie (2016). "Employee Engagement Among Milenial"
- Deloitte Indonesia (2019). Generasi Milenial dalam Industri 4.0: Berkah Bagi Sumber Daya Manusia Indonesia atau Ancaman?.
- Gallup Inc, (2016). How Milenial Want to Work and Live
- Hada R.I.P., Franggidae R.E. & Nursiani N.P. (2020). Flexible Working Arrangement dan Pengaruhnya Terhadap Work-Life Balance pada Resellers Online Shop. Jurnal Ekobis: Ekonomi, Bisnis & Manajemen Vol 10 Nomor 2.
- Hair, J.F. Black, W. C. Babin, B.J. Anderson, R.E. (2018). Multivariate Data Analysis (8th edition). Cengage Learning
- <https://www.bbc.com/indonesia/vert-cap-50327950> BBC 10 Nov 2019
- https://www.kominfo.go.id/content/detail/8566/mengenal-generasi-millennial/0/sorotan_media.
- Hutagalung, I. Soelton, M. & Octaviani, A. (2020). The role of work life balance for organizational commitment. Management Science Letters. Growing Science, Canada.
- job street (2016). 73% Karyawan Tidak Puas dengan Pekerjaan Mereka. <https://www.jobstreet.co.id/career-resources/73-karyawan-tidak-puas-dengan-pekerjaan-mereka/>
- Meyer, J.P. Allen, N J. & Smith C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization Vol.78, No. 4,538-551. Journal of Applied Psychology
- Meyer, John & Allen, Natalie. (1984). Testing The "Side-Bet Theory" of Organizational Commitment: Some Methodological Considerations. Journal of Applied Psychology. 69. 372-378. 10.1037//0021-9010.69.3.372.
- Nurhabiba, M. (2020). Social Support terhadap Work-Life Balance pada Karyawan. <http://ejournal.umm.ac.id/index.php/cognicia>. Vol. 8, No. 2, 277-295
- Rehman , M. A. & Siddiqui, D. A. (2020). Relationship Between Flexible working arrangement and Job Satisfaction Mediated by Work-Life Balance: Evidence From Public Sector Universities' Employees of Pakistan. international Journal of Human Resource Studies, Vol. 10, No. 1
- Rumangkit, S. & and Zuriana, Z. (2019) Work-Life Balance as A Predictor of Organizational Commitment: A Multidimensional Approach. Diponegoro International Journal of Business. Vol. 2, No. 1, pp. 18-22
- Sakthivel, D. Jayakrishnan, J. (2012). Work Life Balance And Organizational Commitment For Nurses Asian Journal Of Business And Management Sciences Vol. 2 No. 5.[01-06]
- Sarafino, E. P. (2011). Health psychology: Biopsychosocial Interactions (7th ed.). John Wiley &

Sons.

Selby, C. Wilson, F. Korte, W. Millard, J. Carter, W. (2001). Flexible Working Handbook Version 1.0 Flexwork Project

Tuna, S. K. Aslan, H. (2018), The Relationship between Perceived Social Support and Organizational Commitment Levels of Primary and Secondary School Teachers Universal Journal of Educational Research 6 (5): 983-993. DOI: 10.13189/ujer.2018.060519

Wisely, S. (2017), Flexible Working as an effective tool of Organisational Commitment, Motivation & Productivity; The Quest for Employee Engagement & Work Life Balance using Flexible working arrangements. National College of Ireland.