

**Impact of Flexitime and Recreation Rooms on Employee Retention in
Software Houses through a mediating role of Job Satisfaction**



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Abstract

Remuneration policies play a significant role in keeping the satisfaction and motivation level of employees very high. Every organization strives to recruit people who work for the company in the long run. Job hopping has increased a lot in recent times. Despite giving better wages and compensation packages, organizations face high turnovers. It is mounting an extra cost for the organization. Pivot has shifted towards non-financial rewards, keeping in mind the renowned companies in the world. People seek organizations that provide better working environments besides lucrative salaries and wages. To hold employees' job satisfaction and motivation high, companies have revised their human resource policies to award them non-financial packages such as flexible work options to keep the employee turnover ratio low. This study seeks to investigate the impact of flextime and recreation rooms on employee retention in software houses through a mediating role of job satisfaction. This research primarily focused on the people working in software houses in Pakistan. A quantitative research method was chosen to gather a sample of 212 respondents from the different software houses in Pakistan. 53-item scales were included in the questionnaire, which comprised demographic questions, flextime, recreation rooms, job satisfaction, and employee retention. SPSS version 25 was used as a statistical technique to test the hypotheses. The results showed a positive impact of flextime and recreation rooms on employee retention. Job satisfaction as a mediating variable also had a positive result compared to other variables. This result only provides information about software houses in Pakistan, but further study needs to be conducted to explore rest of the variables and industries.

Keywords: Flextime, recreation rooms, employee retention, job satisfaction, software houses

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Chapter 1: Introduction

1.1 Background of the Study

In the view of corporate governance, the remuneration policy stands as a cornerstone, profoundly influencing the efficiency and overall success of organizations globally. This policy is not a mere financial mechanism, but an amalgamation of well-thought-out strategies and principles meticulously crafted to reward employees as explained by Murlis (2007). Beyond the basic framework of salaries and wages, it encompasses various compensation forms, including bonuses, numerous benefits, and a spectrum of financial and non-financial rewards. The robust design of these systems reflects a deeper understanding of what drives employee satisfaction and productivity. The importance of effective compensation management cannot be overstated in the rapidly developing and highly competitive modern business world as highlighted by McBeath (1969). It plays a vital role in attracting top talent, which any forward-thinking organization needs.

The policy terms further extend the motivation and retention of these skilled workers, ensuring that the workforce remains strong and capable. Retaining qualified employees is especially important in industries where the war for talent is fierce and turnover costs are high. In addition, a well-designed compensation policy is a tangible sign of the company's attitudes and objectives as pointed out by Bussin (2002). It aligns employee motivation with the organization's broader goals and provides an equitable environment where individual contributions are recognized and valued. This alignment is essential as it ensures that every organization member works towards a common goal, thus increasing both productivity and growth as explained by Huysamen (2004). The implications of a compensation package go beyond the simple act of paying compensation. It has helped create and retain a motivated workforce. Employees who feel valued and adequately compensated will likely be engaged. Furthermore, adequate remuneration is vital in fostering a sense of fairness and justice in the workplace. It helps reduce wage inequality and the gender pay gap, thus creating an inclusive and equitable working environment as Christel E. van Dijk (2013) asserts.

This study examines in depth the complex, multifaceted nature of compensation models. It attempts to assess their product range comprehensively and the factors affecting their design. The discussion will also guide you through the challenges of developing and implementing these initiatives and their more significant impact on individual employees on the organization's long-

term success. Through this insight, the topic will shed light on why a well-designed and well-thought-out compensation strategy is not just a compensation tool but a key to organizational quality and cohesion.

According to Goobey (2005), the concept of remuneration, a vital component of the employer-employee relationship, has evolved significantly. This paper traces the historical journey of wage management from simple and basic ancient practices to the complex and diverse systems established today. In ancient civilizations, the concept of wages was primitive and not harsh. Workers, usually laborers or artisans, were paid in diverse various forms such as goods, shelter, or barter. This early system had no formal structure and was based on the immediate needs of workers and the resources available to employers. Jensen (2004) argues that the industrial revolution dramatically changed wage practices. The establishment of factories and the shift from agricultural class to industrialization led to the introduction of regular wages. The concept of equal benefits or wages was non-existent, reflecting the harsh realities of employment during this period.

At the beginning of the 20th century, wage policy underwent a slow but notable change. that demand for better labor rights increased during this period, particularly in the post-World War II era as highlighted by Bennett (1992). Governments and organizations began instituting minimum wage laws, health benefits, and pension schemes. Companies began to recognize fair compensation to increase employee satisfaction and loyalty. The latter half of the 20th century brought a mechanism to wages. Wages became increasingly tied to performance, leading to bonuses and incentive programs.

The modern reward era is characterized by a comprehensive approach – including financial and non-financial rewards such as stock options, flexible schedules, and a focus on work-life balance. The emphasis is on closing the gender pay gap and ensuring equal pay across demographic groups. Modern compensation systems reflect a mixture of motivational, ethical, and regulatory considerations to create a rewarding and fair work environment. From humble beginnings to the current robust structure, compensation policy has undergone a significant transformation. Comments reflect broader societal changes and an ongoing commitment to a fair, stimulating and equitable working environment. As businesses continue to evolve, so will the strategies to strategize their workforce, ensuring alignment with contemporary values and expectations as stated by Kessler (2012).

The study outlines the critical components of a remuneration policy, detailing how each aspect contributes to the overarching objective of aligning employee interests with those of the organization. At the heart of any remuneration policy lies the base salary and wages. This fundamental component represents an employee's fixed pay, typically reflecting the role's complexity, market standards, and the individual's skills and experience. For operational roles, wages are often calculated hourly, while managerial and professional positions are more likely to receive a fixed annual salary according to Naji (2014).

This stable income forms the backbone of an employee's financial security and is a primary factor in job selection and retention. Bonuses and incentives play a crucial role in encouraging outstanding performance and goal achievement. These financial rewards are typically tied to individual, team, or company-wide achievements and can vary significantly. The flexibility of bonuses and incentives allows organizations to drive specific behaviors and outcomes, linking employee efforts directly to business success. This remuneration aspect is vital for motivating employees to exceed standard expectations and contribute to organizational growth. Indirect compensation, or benefits, include essential offerings like health insurance, retirement plans, and disability coverage. These benefits are a cornerstone of employee welfare, ensuring their health and financial security as discussed by Jonathan Ben Shlomo (2013).

Modern organizations often extend their benefits package to include unique rewards such as gym memberships, childcare support, or educational assistance, demonstrating a commitment to the holistic well-being of their staff. Equity-based compensation like stock options or shares is a key component in publicly traded companies. This approach aligns the interests of employees with those of shareholders, fostering a sense of ownership and a long-term commitment to the organization's success. Equity-based rewards are particularly effective in incentivizing high performance and loyalty among senior and key employees.

As per KRAJČO and Boris (2015), the modern workforce increasingly values non-monetary benefits, such as flexible work schedules, remote work opportunities, and other lifestyle benefits. These benefits meet employees' changing needs and preferences, contributing to job satisfaction and work-life balance. Non-monetary benefits serve as an effective tool for organizations to stand out in a competitive talent market. Formal and informal recognition and compensation systems are central to a comprehensive compensation system. These programs can range from structured rewards to automatic appreciation. Such recognition is invaluable in

reinforcing desirable behaviors, fostering a positive work culture, and improving employee engagement and morale.

A well-structured compensation package has several components, including financial compensation and a mix of benefits, benefits, and recognition that meets the needs of different employees, with each element playing a unique role in an attracting, stimulating and that is supporting work environment. By effectively integrating these elements, organizations can ensure that their compensation programs attract and retain top talent, drive productivity, and contribute to overall business success as noted by MOKIIENKO (2020).

Many factors affect remuneration policy in any organization; each plays a crucial role in shaping remuneration policy structure and effectiveness. Foremost are industry characteristics and company size, which determine market competitiveness and the ability to pay specific bonuses. There is more freedom to give, whereas nonprofits or smaller organizations can focus more on non-monetary benefits and internal bonuses. Economic conditions also significantly impact remuneration policies. In times of economic prosperity, companies may be more generous with raises, bonuses, and benefits, while in periods of recession, freezes or cuts in compensation might be necessary as suggested by Enguix (2021). Employee characteristics, such as their level of experience, skills, and qualifications, are another crucial factor. Highly skilled or senior-level employees often command higher salaries and comprehensive benefits, reflecting their value and scarcity in the job market. In contrast, entry-level or less experienced positions might have a more standardized compensation package.

Additionally, legal and regulatory requirements play a pivotal role. Laws governing minimum wage, overtime, benefits, and pay equality ensure that remuneration policies adhere to national standards, protecting employee rights and promoting fairness in the workplace. Organizational structure and culture affect rewards. A company focused on innovation and risk-taking can incorporate performance-based incentives to drive specific behaviors, while an organization focused on stability and long-term employee retention can have emphasized security, stable rewards and long-term benefits as argued by Wilson (2013). In addition, global organizations must consider geographic differences, as pay scales and expectations vary widely across regions due to cost of living, economic conditions, and cultural factors. Finally, internal equity and external competition are essential considerations.

Maryam Safari (2016) stated that organizations strive for balance by ensuring that pay is equal for similar roles within the company (internal equity) and that salaries are competitive compared to similar roles in other organizations (external competition). This balance is important to prevent internal inconsistencies and staff turnover. In summary, compensation management is a complex and dynamic element of organizational management, influenced by various internal and external factors, which must be properly balanced to achieve corporate objectives and employee satisfaction.

The objectives of reward management are multifaceted and important in guiding the organization towards its strategic objectives by ensuring employee satisfaction and motivation. Specifically, an effective compensation strategy aims to attract top talent, which is imperative for any organization striving for growth and competitive advantage in the market as discussed by Payamta (2015). Companies can attract top employees who can drive innovation and growth by offering attractive and competitive compensation. Equally important is the goal of retaining this skilled workforce. A well-structured compensation policy, which includes not only adequate compensation but also benefits and promotion opportunities, plays a significant role in reducing turnover and prolonging employee engagement. Another key objective is it will motivate and encourage employees to perform better. Through rewards, job descriptions, and organizational goals, employees are encouraged to give their best efforts, increasing productivity and efficiency. This process also ensures that employees work together to achieve common organizational goals, thus improving overall performance.

Furthermore, the remuneration arrangement must comply with the principles of fairness and equity. It must ensure that compensation and benefits are fairly distributed throughout the organization, regardless of gender, race, or other potentially discriminatory factors. This aspect of remuneration management is not only a legal and ethical requirement but also a catalyst for a positive and inclusive working environment and improving employee morale and satisfaction as pointed out by Poels (2005). Furthermore, an appropriate compensation strategy should be flexible and adaptable to changing market conditions, organizational needs, and employee expectations. These changes are critical to deal with economic change, industry growth, and workforce changes.

Finally, compensation policy must also address compliance with legal and regulatory requirements, ensuring that the organization complies with payment laws, tax specifications, and other legal obligations. Compensation management objectives include strategic, motivational,

ethical and legal objectives and the important role of mixed games in building professionals, contributing to the success and sustainability of the organization as a whole as advocated by BOBI (2011).

Designing and implementing compensation programs presents many challenges, reflecting today's complex and dynamic business environments. One of the key challenges is striking a balance between internal equity and external competition. Organizations need to ensure that their compensation programs are competitive enough to attract and retain top talent from the market while maintaining fairness and equity in internal operating procedures. This balance is important but often difficult, as external market conditions and internal equity considerations can change and sometimes conflict as per study by Board (2011). Another critical challenge is to provide a compensation policy with the organization so that all strategic objectives are aligned. The plan should support current objectives and have sufficient flexibility to accommodate future changes in business models or market conditions. This requires a deep understanding of the business environment and the organization's long-term vision.

Furthermore, dealing with the costs created by payroll is always a concern, especially for cash-strapped businesses. Companies need to ensure that their compensation strategies are economically viable and do not adversely affect their profitability and growth potential. Compounding this challenge is the need to comply with ever-changing legal and regulatory requirements in different areas, especially for multinational companies. Not only to comply with wage laws and tax policies but also to ensure that the system is free from bias and discrimination, in line with modern standards of diversity and inclusion cultural differences pose a new challenge, especially for global organizations as discussed by Joachim Keller (2009).

Compensation policies should be sensitive to different industries' cultural norms and expectations, which can vary in terms of profitability preferences, communication channels, equity, and incentives. Considering pay and wages, compensation components such as benefits and integrating non-cash rewards into an equitable plan that is operationally viable is a complex task. This integration must consider the needs and aspirations of different employees, ensuring that the plan is comprehensive, motivating, and equivalent as per study by Martocchio (2011). In summary, the formulation and implementation of compensation policies is guided by financial, strategic, legal, cultural, and communication challenges, each requiring careful consideration and skillful implementation.

According to Casserly (2012), real-world examples of effective compensation models include Google, which is known for its innovative compensation models, offering comprehensive features that go beyond competitive compensation. Their approach includes stock options, bonuses, and a range of benefits like health care, retirement plans, and even death benefits, where Google pays the deceased employee's spouse or domestic partner 50% of their salary for the next ten years. This comprehensive compensation approach attracts top talent and fosters a culture of loyalty and long-term commitment. Google's remuneration policy is closely aligned with its organizational ethos of valuing employees, contributing significantly to its high employee satisfaction rates and status as one of the most desirable workplaces.

With its unique philosophy, Netflix has revolutionized compensation models in the corporate world. Employees are given the option of a higher base salary or stock options, offering a level of flexibility and personalization not joined in traditional compensation models. This option empowers employees to tailor their compensation to their financial preferences and gives them a sense of freedom and satisfaction. Additionally, Netflix's 'freedom and responsibility' culture, which includes unlimited vacation days and a focus on production over hours, supports its payroll and keeps happy employees who value change and results over traditional business processes high as explained by McCord (2014).

Salesforce is another case in point, especially in equal pay. The company regularly reviews employee compensation to address pay gaps, ensuring fairness and equity across genders. This guarantee of equal pay has built a reputation as an ethical employer and helped attract a diverse and talented workforce. Salesforce's approach means that compensation policies should be constantly reviewed and adjusted to reflect changing standards of fairness and inclusion as noted by Langley (2019).

The IT industry in Pakistan is growing, with many companies adopting effective remuneration policies to increase job satisfaction and employee retention. Systems Limited, Netsol Technologies, and TRG Pakistan stand out among them. Systems Limited, one of the leading IT providers in Pakistan, has been recognized for its comprehensive compensation package as studied by Rehman (2014). They offer competitive salaries in line with international standards to retain top talent in the country. In addition, they offer performance-based compensation and benefits, including health insurance, retirement plans, and professional development opportunities essential for long-term employee satisfaction and loyalty.

NetSol Technologies, another major player in Pakistan within IT, focuses more on employee development and wellbeing. Their remuneration structures include competitive financial compensation and significant investment in training and skills development, acknowledging the rapid technological advances in the IT industry as per the study by Research (2023). This approach maximizes employee productivity and ensures that the company remains at the forefront of innovation and knowledge. In addition, NetSol promotes a work culture that supports work-life balance, provides flexible working hours, and fosters an environment that values employee wellbeing.

Known for its dynamic work environment, TRG Pakistan implements a remuneration strategy that emphasizes both monetary and non-monetary benefits. Their program includes providing market competitive remuneration, performance incentives, health benefits, and other benefits such as professional development opportunities as discussed by Jalees (2009). There is also a strong emphasis on creating a supportive and inclusive work environment, which is critical to employee retention and satisfaction. These companies are examples of how an integrated approach to compensation can improve, including competitive compensation, benefits, employee development, and positive work culture. Job satisfaction and employee retention in the IT industry have increased. It has also set a standard for others in the industry. This form of remuneration is essential in a competitive industry and constantly improving with technological advances.

According to Sheikh (2017), software companies face the primary challenge of retaining their skilled workforce in a rapidly evolving technological landscape. This modern phenomenon is due to the naturally high rate of change of the industry and the constant demand for innovation and change. To address this, many software houses are now experimenting with introducing flexible working hours, commonly known as flextime, and incorporating breaks into the office. Flextime allows employees to vary their working hours for it has harmonized with their personal lives, resulting in a more balanced working life together as per the analysis by Rabia (2011). This flexibility is exciting in the tech industry, where it's often possible to work remotely or outside of traditional office hours. On the other hand, entertainment areas in the workplace, such as play areas, break rooms, and fitness centers, aim to create a more pleasant and less demanding work environment as per the study by Ashfaq Ahmad (2017).

1.2 Research Gap

Numerous studies, such as those conducted by Michael (2016), Syahreza (2017) and Rahyuda (2020), have explored the relationship between compensation and turnover intention. However, these studies conclude that compensation does not significantly impact turnover intention, a finding also discussed in the work of Supartha (2021). Despite these contributions, there remains a notable inconsistency in the research findings in this domain. This disparity underscores the need for further empirical and conceptual research to clarify and reconcile these differences. Although the existing research focuses primarily on monetary benefits, the impact of non-monetary benefits on employee retention and turnover rates still needs to be completed. This lack of research represents an important area for further research, which could yield new insights into employee retention strategies and their effectiveness.

1.3 Problem Statement

The software industry, characterized by its fast-paced and innovative nature, is currently facing a critical challenge: a high rate of employee turnover. This turnover is more than just a cyclical issue; it represents a significant financial burden and results in the loss of valuable knowledge and expertise. Each departing employee takes with them unique insights and skills, leaving a gap that is not easily filled. The costs associated with recruiting, onboarding, and training new staff further exacerbate the situation, making turnover an expensive and disruptive problem.

Central to this challenge is the concept of job satisfaction and its impact on employee retention. Research indicates that job satisfaction, influenced by various factors such as compensation, work environment, career advancement opportunities, and work-life balance, plays a pivotal role in an employee's decision to stay or leave. The employees who seem less satisfied in their work tend to switch their jobs and look for other competitive organizations. In the realm of software development, where work can often transcend traditional office hours, two factors have emerged as particularly influential: flexible working hours (flextime) and the availability of recreational facilities.

Flextime offers a potential solution to the work-life balance dilemma, allowing employees to tailor their work schedules to better fit personal commitments and preferences. This flexibility is appealing in an industry where work is not strictly confined to the office setting. However, the implementation of flextime raises questions about its impact on productivity, team dynamics, and

overall company performance. Similarly, recreational facilities within the workplace, ranging from simple lounges to elaborate fitness centers, are seen as a way to enhance the work environment, potentially leading to increased job satisfaction. These facilities suggest a company's investment in employee well-being, but their actual impact on employee retention and company culture is not fully understood.

The problem, therefore, lies in understanding and quantifying the extent to which flextime and recreational facilities can positively impact job satisfaction and, consequently, employee retention in the software industry. This issue is particularly pressing given the high costs and disruptions associated with employee turnover. The research will seek to address this gap, exploring how these factors contribute to job satisfaction and whether they can be effectively leveraged as part of a broader human resource strategy to reduce turnover rates in software houses.

1.4 Research Questions

1. What is the impact of flextime on employee retention?
2. What is the impact of recreation rooms on employee retention?
3. What is the mediating effect of job satisfaction between flextime and employee retention?
4. What is the mediating effect of job satisfaction between recreation rooms on employee retention?

1.5 Research Objectives

1. To evaluate the impact of flextime on employee retention in the software industry.
2. To assess the effect of recreation rooms on employee retention in the same sector.
3. To investigate the mediating role of job satisfaction in the relationship between flextime and employee retention.
4. To examine the mediating influence of job satisfaction in the relationship between the presence of recreation rooms and employee retention.

1.6 Significance of Study

This research is critically significant as it offers valuable insights for software companies aiming to optimize their workplace policies for better employee retention. By investigating the impact of job satisfaction, mainly through flextime and recreational facilities, on employee retention, the study provides a foundation for companies to tailor their work environments to their

employees' specific needs and preferences. This is especially important in an industry where high currency fluctuations can lead to excessive costs and knowledge loss. The findings can guide software companies to create more pleasant, satisfying, and productive work environments to reduce employee turnover. In addition, the study contributes to the broader HR framework by providing empirical evidence on effective retention strategies, which can affect workplace practices beyond the software industry. This research is essential not only for individual companies looking to retain top talent but also for the overall health and viability of the software sector and its contribution to the economy.

1.7 Organizational Study

This study commences with the introduction, where the importance of the research is highlighted, focusing on the prevalent issue of employees leaving software companies. The aim of the research is elucidated. Subsequently, the literature review explores existing findings on job satisfaction and the factors influencing employees' decisions to stay or leave their jobs, providing context for the current study. The research methodology section details the approach used for data collection and analysis. The results and discussion section presents the findings and their implications, comparing them with existing research. The conclusions and recommendations section summarizes the key insights and offers suggestions for software companies to retain their employees, also proposing potential areas for future research. The study includes a references section, citing all utilized sources, and appendices containing supplementary materials like questionnaires to support the research. This structure ensures clarity and ease of comprehension throughout the study.

Chapter 2: Literature review

2.1 Flextime

Flextime represents a progressive work arrangement allowing employees to modify their start and end times outside the conventional 9-to-5 workday. Conceptually, flextime is seen both as a work scheduling system, where employees have some discretion over their working hours while maintaining the total required work hours, and as a tool to facilitate better work-life balance, enhancing employee well-being and job satisfaction as per the study by Bohlander (1980). The dimensions of flextime include 'core hours' (a mandatory period when all employees must be present) and 'flexible bands' (when employees can choose their work hours). The degree of flexibility varies, ranging from minor adjustments to a standard workday to fully flexible schedules. Furthermore, flextime can be categorized into formal policies included in employment contracts or company guidelines, and informal arrangements, which are more ad-hoc and agreed upon between employees and supervisors.

Key characteristics of flextime include professional autonomy by giving individuals greater control over their schedules, and flexibility by fulfilling personal commitments such as parenting or education as discussed by Kimberly A. French (2023). The implementation and structure of flextime can vary significantly between organizations, depending on the needs and characteristics of the workforce. Several factors predict the adoption of flextime at work. An organizational culture that values employee well-being is a strong predictor, as is the nature of the job and the technology available to support remote work. Employee perceptions of work life balance and productivity also play a vital role. Additionally, employee demands influenced by demographics such as age, family responsibilities, or travel issues may drive the availability and quality of flextime offered. Flextime is a multidimensional concept that demonstrates that it adapts to different employee needs and organizational contexts. Organizations increasingly see it as a tool to attract and retain talent, improve job satisfaction, and increase overall productivity.

2.2 Recreation Rooms

Workplace recreation rooms, a concept developed in contemporary organizational design, are dedicated spaces that provide opportunities for employees to relax, unwind and informally interact with each other. They are defined as spaces within the workplace designed to provide a

break from the workplace, foster a sense of community and promote employee well-being as per DeCecco (2023). The size of the recreation room varies greatly, with a range of features from a simple lounge with comfortable chairs to an elaborate system where games, entertainment programs, or even fitness equipment can be performed in the opinion of Matniyazov (2022). These spaces are typically designed to be versatile, with leisure activities that can appeal to several types of workers. Integrating recognition into the workplace reflects the organization's commitment to the overall well-being of its employees, recognizing the importance of balancing job security and social interaction as discussed by Jureniene and Andre (2015).

Determinants of the use of recreation rooms in an organization may include factors such as company size, nature of work, organizational culture, composition of employees. For example, companies in creative or high-stress industries may prioritize such measures to stimulate innovation and reduce stress. The decision to include a relaxing room can also be influenced by the desire of an organization to attract and retain talent, especially among younger generations of employees who tend to view a work environment that offers a mix of productivity and comfort as pointed out by İpek Altuğ Turan (2023). Additionally, there is a growing trend towards more employee-centric workplace designs with research linking employee well-being to productivity as a key predictor of the rise of leisure spaces in today's workplaces, and organizational support to employees.

2.3 Job Satisfaction

Job Satisfaction is a fundamental term in organizational behavior and human resource management related to an employee's level of contentment and positivity toward their employment. It refers to an individual's emotional reaction to different aspects of their work, such as job roles, work environment, relationships with coworkers and superiors, compensation, and the balance between work and personal life. Job satisfaction dimensions can be broadly classified into intrinsic elements such as job autonomy, task variety, and possibilities for personal growth, as well as extrinsic factors such as income, perks, and workplace policies as discussed by Osbourne (2015). It has a direct impact on an employee's motivation, performance, and general well-being. Employees that are happy in their jobs are more productive, committed, and are less inclined to leave the company. This satisfaction also contributes to a positive work environment, improving team dynamics and organizational culture.

The predictors of job satisfaction include both personal factors and organizational factors. Personal factors encompass an individual's expectations, values, and personality traits as per study by Spector (1997). For example, an employee who values career advancement may derive more satisfaction from a job offering clear promotion paths. Organizational considerations include the nature of the work, leadership style, recognition, and the overall work culture of the organization. The alignment of an employee's personal values and the culture of the firm can be a strong predictor of job happiness. Furthermore, the degree of match between an employee's talents and job needs is critical in influencing their level of job satisfaction. Job satisfaction is widely acknowledged as a critical measure of organizational health and effectiveness in today's corporate environment. It is a multidimensional concept that not only determines employee well-being but acts as a framework for determining the overall performance and success of an enterprise. Higher job satisfaction can lead to higher employee retention, reduced absenteeism and increased performance as highlighted by Locke (1969).

2.4 Employee Retention

Employee retention is an essential topic in human resource management that relates to an organization's capacity to keep its employees from leaving. It is sometimes seen as a measure of how successfully a corporation retains a stable and loyal personnel over time. Employee retention dimensions can be generically classified as elements relating to job satisfaction, organizational commitment, and work environment as noted by Taylor (2002). Compensation and benefits, career growth possibilities, work-life balance, recognition and respect, and the overall business culture and management style are all examples. Employee retention is characterized by a direct relationship with organizational effectiveness and stability. High retention rates often indicate a positive work environment in which employees feel appreciated and engaged, resulting in increased productivity, continuity, and accumulated knowledge and abilities inside the firm as per the study by Connell (2004). Conversely, low retention rates can signal underlying issues in management practices, job satisfaction, or workplace culture, often resulting in increased costs due to turnover, such as recruitment expenses and lost productivity.

The predictors of employee retention are multifaceted, encompassing both individual employee factors and broader organizational policies. On the individual level, factors such as job satisfaction, career aspirations, and personal circumstances play a significant role. For instance,

employees who feel their job aligns with their career goals and offers sufficient growth opportunities are more likely to stay. Organizational predictors include leadership and management practices, compensation and benefits, professional development opportunities, and the quality of the work environment. The alignment between an employee's values and the organizational culture also greatly influences retention, as does the level of support and recognition an employee receives from the organization. In today's dynamic job market, talent acquisition and retention are becoming increasingly difficult. Understanding and retaining employees has become a priority for organizations as explained by Dibble (1999). Effective employee retention strategies not only help retain experienced and skilled employees, but also contribute to the organization's reputation, making it easier to attract top talent. Furthermore, high employee retention rates are often associated with a strong organizational culture, where mutual trust and respect foster a committed and hardworking workforce. To summarize, employee retention is a complex and multifaceted concept that is fundamental to the long-term and sustainable success of any organization as per the observation by Baruah (2013).

2.5 Flextime and Employee Retention

Adebayo (2020) studied the impact of flexible working hours on employee productivity and retention, specifically in Agbara and Ogun State cooperatives. Flexible working hours are valued differently by different amounts of employees, according to data from 227 employees across five industries. By gathering information and employing purposive sampling, Hill, Hawkins, Ferris, and Weitzman's 2001 customized questionnaire on flexible working hours was the primary data-gathering instrument utilized in this study. Meyer and Allen (1991) and Fliege et al. (2005) also used an eight-item questionnaire on effective organization to assess staff retention commitment.

The descriptive analysis was utilized in the study to offer demographic information in tabular form. The three proposed hypotheses were tested using linear regression and Pearson correlation. The results were significant: flexible work hours were proven to promote employee productivity and retention and minimize job-related stress. These findings emphasize the significance of work-time flexibility as a critical component in boosting employee well-being and productivity. Based on these findings, the study recommends that organizations better integrate proactive strategies with flexible working time contracts and other HR policies. These processes include recruitment,

promotion, training, compensation, and performance evaluations, ensuring an employee-centric approach to management and holistic satisfaction. This meeting is crucial to creating a working environment that attracts and retains skilled workers, creating a more productive and committed workforce.

Hashim (2016) sought to investigate the relationship between work-life balance and employee retention, focusing on middle managers at the World West Base CDN. Bhd. is a Malaysian company. Work-life balance issues addressed in this study include flexible schedules, job sharing, and burnout. The study used survey methodology for data gathering, with data collected and processed from 85 completed questionnaires using SPSS version 22.0.

Correlation and regression tests are used in the analysis. A significant positive association between work-life balance and employee retention was discovered by correlation analysis, demonstrating that a positive work-life balance is connected with increased employee retention. Regression analysis found that the majority of respondents experienced burnout in their workplace. The study's findings shed light on the complex relationship between work-life balance and employee retention. This highlights the importance for companies to identify and address the key factors that affect the retention of talented and skilled employees in an organization. By understanding the importance of these factors, organizations can develop strategies to create a more balanced work environment, thereby increasing employee satisfaction and loyalty and reducing turnover.

Aida (2016) finds that intense competition in the labor market in rapidly developing countries poses a significant challenge in retaining talented workers. Given the limitations of ever-increasing financial incentives as a retention means, there is growing interest in flexible working as an alternative. Using a qualitative research approach, the current study investigates this topic in further depth in the context of the Malaysian banking business. It focuses on the influence of five flexible work methods on employee retention: flex time, job sharing, flex leave, flex career, and flex location. Personal interviews with local bank management are part of the research technique. These interviews provided valuable insights into how various contextual elements, such as the larger macro-environment, corporate culture, and HR management systems, can influence the success of flexible business practices in employee retention.

One key finding from this study is that it emphasizes the need for more comparative investigations. Such research should investigate how various countries and businesses can influence the

effectiveness of flexible work practices in promoting employee retention. Furthermore, the report emphasizes the need to re-examine Malaysia's banking sector's organizational culture and human resource management systems. This revision is required to better match these policies with soft employment practices and maximize their influence on employee retention. The study's insights contribute to refining existing policies on flexibility and labor retention, particularly for developing countries, highlighting the importance of adapting these practices to context and emphasizing the congruence of the specific cultural contexts in each context.

As reported in a study by Mung Khee Tsen (2021), flexible work arrangements (FWA), such as flex time, flex leave, and working from home, are generally recognized for their benefits to individuals and businesses. However, the efficacy of these rules may impact the character of work, particularly in team-based or collaborative work situations where individual autonomy may be curtailed. This study aims to determine the extent of perceived job autonomy, as well as the relationship between different types of FWA employees and turnover intentions. The data from the International Social Survey Program (ISSP) Work Orientation 2015 is analyzed using mixed-effects modeling. This data set contains 35 nationally representative samples with 16,920 responses, allowing for a broad range of studies. The data show that perceived career autonomy considerably moderates the association between FWAs and turnover intentions. Employees who regard their workplaces as more independent report less intention to switch jobs when they take time off, participative leave, or the right to work from home. Employees in highly interdependent roles, particularly those who work from home or use flex time, may be more likely to quit.

These results lead to an important conclusion: there are better strategies for retaining talent in organizations than simply providing flexible workflows. It's equally important to structure jobs so employees have some control over their jobs. This dual approach, which combines FWA with work structures that support individual autonomy, is critical to effectively reducing turnover intentions and retaining organizational talent.

The research reviewed by Timms (2015) examines the development of flexible work arrangements (FWAs) and their impact on various aspects of employee well-being and organizational commitment. FWAs are often included in company policy to justify employees' challenges in balancing work and personal life. This study focuses on how employee use of FWAs relates to work engagement, turnover intentions, and psychological stress. The study is conducted

in Australian professional teams, with 823 people participating in two rounds of data collection over 12 months. The research design suggests that a supportive organizational culture is associated with greater use of FWA, higher levels of work engagement, lower turnover rates, and reduced psychological stress. Furthermore, the study predicts that a supportive organizational culture will have a lasting impact over time.

The findings confirm this hypothesis, indicating that organizational culture plays a crucial role in determining the implementation of FWAs and their subsequent impact on employee outcomes. Interestingly, the study also revealed a negative relationship between FWA use and work engagement over time, suggesting that prevailing cultural norms in the workplace influence FWA adoption more significantly. These results suggest that although FWAs can be beneficial, their effectiveness and acceptability depend on the organizational context and culture. This study highlights the complex interplay between flexible work practices, organizational culture, employee well-being, and employee retention. It highlights the importance of organizations implementing FWAs and fostering a supportive culture that encourages their practical use. The study's insights are essential for understanding how to maximize the benefits of FWAs and suggest that a comprehensive approach, including policy implementation and culture reinforcement, is essential to achieving results desirable in terms of employee engagement and well-being.

H1: Flextime positively affects employee retention.

2.6 Recreation Rooms and Employee Retention

According to Sharma (2015), the Indian IT and ITES sector, as Deloitte Human Capital Consulting reported in their Compensation Trends Survey 2013-14, has been grappling with high attrition rates, reaching up to 15%. Consequently, many organizations within this industry are keenly focused on reducing the turnover intentions of their employees to lower actual turnover rates. Identifying the factors contributing to turnover intentions has become a top priority for employers. This paper investigates explicitly whether job-leisure conflict influences the turnover intentions of IT professionals. It also investigates the association between job-leisure conflict, job satisfaction, and turnover intention among professionals working in Indian IT service provider businesses. The study hypothesizes that job satisfaction would mediate between job-leisure

conflict and intention to leave. This study's theoretical framework is based on the ideas of social exchange theory and the ideology of individualism. Data was obtained from 173 IT experts to test this theory. The results show a robust positive association between job-leisure conflict and turnover intention and a significant negative relationship between job satisfaction and turnover intention. Notably, the findings support the function of job satisfaction as a moderator in the connection between job-leisure conflict and the desire to leave.

These findings have significant consequences for IT business practices. The study gives valuable insights into the dynamics of employee turnover and serves as a foundation for future research in this field. The paper finishes by exploring these consequences and identifying future research directions.

According to research by Heetae (2021), teaching is widely recognized as one of the most stressful professions, often leading to high school teacher turnover. Despite its social importance, work-life is a crucial aspect that has yet to be thoroughly explored for teachers, especially regarding leisure planning. Investigates how it relates to various factors such as vacation motivation, vacation satisfaction, job commitment, turnover intention, and schoolteacher well-being. The study involved 489 schoolteachers in Singapore.

The findings of this study are revealing. Sensory leisure cravings or happy memories of past leisure experiences are shown to positively affect leave satisfaction and job commitment among teachers, in addition to finding that leave satisfaction affects work commitment and positively impacts overall well-being. In terms of job commitment, studies have shown that it has two effects: it negatively affects turnover intentions, suggesting that prominent levels of job commitment reduce the likelihood of teachers leaving their jobs, positively affecting their overall well-being. The exciting finding of this study is the finding of significant indirect effects of vacation depression on work commitment, turnover intentions, and well-being. This emphasizes and establishes the interconnected nature of these variables, underlining the necessity of leave in teachers' professional lives. This discovery has several consequences. They contribute to a better understanding of the relationship between work and leisure and provide helpful information for devising methods to improve teacher well-being. Recognizing the importance of leisure depression and contentment in building professional commitment and decreasing turnover intentions, this study provides a novel viewpoint on how to handle the obstacles experienced by teachers in work and life as the correct

balance is established. These insights are particularly relevant to policymakers and educational institutions aimed at creating supportive environments for teacher retention and well-being.

Wang (2023) investigated that previous research on the interaction between work and leisure focused on the negative aspects, such as how work interferes with leisure time. However, there needs to be more understanding of the positive influences that work can have on leisure and, subsequently, on individual psychology. To fill this void, this study focuses on the facilitation effect of work on leisure (WLF), its impact on turnover intention, and the roles of pleasant emotions and perceived supervisor support in this dynamic. The study employed a multi-point data collection method to delve into these relationships. It involved sampling 180 employees over five consecutive working days and analyzing the data using a multilevel structural equation model. This approach allowed for a nuanced exploration of the daily interactions between work and leisure experiences.

The findings of this study are noteworthy. WLF is revealed to be negatively related to turnover intentions, indicating that employees are less likely to consider leaving their jobs when work positively affects leisure. Importantly, positive emotions were identified as a mediator in the relationship between WLF and turnover intentions, suggesting that positive experiences at work increase leisure time, decreasing motivation to stop work. Furthermore, perceived supervisory support was found to reduce both the direct association between WLF and happy emotions as well as WLF's indirect effect on turnover intention via positive emotions. This study uses a daily diary sample method to provide fresh insights into the association between WLF and intention to change, contributing to a better understanding of emotional events associated with thinking about change. These discoveries are not only academically significant but also have implications in practice. The study offers valuable management strategies for reducing turnover intentions, including emphasizing the importance of creating a work environment that enhances leisure experiences and supports positive emotions among employees in the 19th century. This approach can help organizations looking to increase employee satisfaction and retention.

This study by Alan (2020) aims to explore how turnover intentions among IT employees are influenced by several types of motivation, namely extrinsic and intrinsic, while also considering the impact of work-family conflict and job-leisure conflict. This study's theoretical foundation is based on social exchange, self-determination, and Herzberg's two-factor theories.

Work-family and job-leisure conflict are modifiers in this study's association between job satisfaction and turnover intention. Data was obtained from IT professionals employed in various U.S.-based firms using an online poll on the LinkedIn user community groups. The survey consisted of 39 questions that were previously validated but tailored for this study, and it garnered 170 valid responses. The analysis ensured reliability, convergent validity, and discriminate validity, all surpassing the recommended thresholds.

The analysis yielded significant results. There was a significant relationship between intrinsic motivation and job happiness, demonstrating that internal motivators are essential for job satisfaction among IT professionals. Contrary to predictions, the study did not demonstrate a favorable influence of extrinsic incentives on job satisfaction. Job satisfaction was found to be adversely connected to turnover intentions, consistent with earlier research. The study also emphasized the impact of work-family and work-leisure conflict on the connection between job satisfaction and turnover intentions. These findings have implications that are helpful for organizations, especially in the IT sector. Understanding the motivational factors affecting the turnover intentions of IT professionals may be critical in developing strategies to increase job satisfaction and reduce turnover rates. The study acknowledges the importance of intrinsic motivation, work-leisure, and work-family conflict in shaping employees' attitudes toward their work. This understanding can guide organizations to create a more supportive and satisfying work environment, helping to reduce employee turnover and maximize employee retention.

This study by Lounsbury (1982) examined the relationship between job satisfaction, non-job satisfaction, and employees' intention to quit. Based on the concept of "spillover," where experiences in work and leisure receive their mutual influence, and existing research on job satisfaction, research that had focused on three specific hypotheses What should be tested are: 1) job satisfaction affects the concept of job rotation is significantly influenced by 2) non-job satisfaction (satisfaction outside of work) is also significantly influenced by turnover intention, and 3) non-job satisfaction is an independent predictor of turnover intentions independent of job satisfaction.

The results of the study confirmed all three hypotheses. Found that the combination of job satisfaction and leisure satisfaction variables could account for a substantial proportion of the change in turnover intention (multiple correlations of .40). Of note is the finding that satisfaction

with the amount of leisure time significantly increased implied intention to change. These findings support the spillover model, suggesting that leisure experiences are crucial in employees' decisions to stay or leave their jobs. The implications of these results are far-reaching. For one, an organization's forecasts of employee turnover may be more accurate when both production and non-production factors are considered. The study also contributes to theoretical models that attempt to understand relationships as they lie beneath the line between work and non-work behavior. From an organizational perspective, these insights are invaluable. They suggest that companies should focus on the professional aspects of an employee's life and consider their personal and leisure needs. By doing so, organizations can increase overall employee satisfaction, which in turn can reduce turnover intentions. This approach emphasizes the importance of an integrated approach to employee well-being, recognizing that satisfaction at both professional and personal levels is critical to employee retention.

Kim's (2021) study sought to investigate the relationship between work-life balance and nurses' perceptions of flexibility, particularly as various aspects of work-life balance - work-family balance, work and leisure balance, and work-assessed growth balance - affect nurses' intention to retire. Data on nurses working in five hospitals in Seoul with more than 30 beds was collected for the study. Several analytical techniques were employed to interpret the data using Jamovi (1.6.23) software, including descriptive statistics, t-test, ANOVA, Pearson's correlation analysis, and multiple regression analysis. A total of 247 nurses took part in the study. A substantial negative association between work-life balance and turnover intentions among nurses was discovered by correlational analysis, demonstrating that positive work-life balance is associated with decreased intentions to quit. Multiple regression analysis showed that work-life balance work and developmental balance components, as in job associated with opportunities for advancement and career growth, emerged as a significant factor influencing the intention to turn away.

These findings highlight the importance of understanding the nuances and contributors of work-life balance and how nurses' perceptions of turnover are developed. It is not just balancing work and family and leisure; It is also important to consider development and business improvement aspects within the workplace. The study suggests that hospitals should provide organizational support for nurses' professional development and professional development, as this may be a crucial factor in reducing their turnover intentions. By emphasizing the importance of balancing

work and development, this study contributes to a more comprehensive understanding of what affects nurses' decision to stay or leave the position. It highlights that targeted strategies reduce nurse turnover, not just measures to ensure work-life balance. It should also include initiatives supporting their professionals' growth and development.

This study by Tews (2023) examined two aspects of happiness at work, primarily in the hospitality industry, and revealed its positive and negative effects on employee performance and turnover. The study specifically examined how happiness functions in business competitions, social events, and team-building workouts. In addition, it looked at the role of managerial support for fun - in particular, the extent to which managers allow and encourage fun at work. Participants in the study were 195 people from several national restaurants. The findings showed that fun activities positively impacted employee performance, highlighting the benefits of incorporating exciting and enjoyable activities into the workplace. Another important finding was that managerial support for entertainment effectively reduced employee turnover, suggesting that when managers support entertainment, it helps retain employees.

However, one exciting finding of the study was that manager-sponsored entertainment support negatively impacted performance. This suggests that although supportive staff can help retain employees, it is a complex variable that may inadvertently hurt their performance. The study concluded that the overall benefits of workplace happiness depend on the use of happiness activities and the desired specific HR outcomes. This nuanced understanding is essential for organizations, especially in the hospitality industry, when balancing creating a pleasant working environment and optimizing employee productivity and retention. This highlights the importance of taking an approach to integrating business interests aligned with the organization's broader HR objectives.

This article by Tews (2014) contributes to the expanding research on workplace happiness by examining its relationship to employee turnover. The study examines how three types of interests — fun activities, socializing with colleagues, and enjoying managerial support - specifically influence turnover. A sample of 296 caterers from 20 locations in a national cafeteria in the US was used. Conducted the research. The findings of the study are pretty revealing. Socializing with coworkers and enjoying supervisor support were significantly associated with employee turnover. Another important finding was the mediating role of constituent engagement

in the three dimensions of happiness and turnover. This suggests that the attachment employees feel towards their colleagues plays a significant role in defining the meaning of happy experiences at work into a consciousness of change.

One of the key takeaways from this study is the understanding that not all entertainment in the workplace has the same effect. The study emphasizes that the value of fun activities in employee retention depends on how well these activities foster and reinforce high-quality working relationships. It suggests that happiness, especially in associating with colleagues and supportive supervisors, can be practical for employee tenure by increasing relationships and attachment with employees. This finding is precious for organizations looking to use happiness as a strategy to improve employee retention. By focusing on happiness that fosters interpersonal relationships and supports a cohesive workplace, companies can effectively leverage workplace happiness to reduce turnover and drive overall employee satisfaction effectiveness.

Jyoti (2022) examined the understanding of work engagement (WE) and group contribution (GC) and the subsequent fun activities at work (FAW), especially in fast food restaurants in India. The survey reached 753 employees, and 244 responded. The study used surveys and confirmatory measures to ensure the reliability and validity of the data collected. In addition, structural equation modeling was used to test the hypothesized relationships between these variables. The main findings of this study were enlightening. Job engagement was found to mediate the relationship between job satisfaction and intention to leave (ITL) among employees. Furthermore, group cohesion was identified as a moderator in the relationship between FAW and WE.

These results highlight the complex interplay of job satisfaction, employee engagement, and team dynamics and how these factors collectively influence an employee's decision to remain with an organization or out of it. However, it is essential to note that this study was limited to fast-food restaurants and is based on aggregate data. This limitation suggests that the findings may apply to this project and a particular workplace. The study suggests that organizations, especially in the fast-food industry, need to develop a work culture that emphasizes fun and excitement. This approach can create a comfortable and enjoyable work environment for employees, reducing their intention to leave. This also has broader social implications. Enhancing positive work experiences through FAW can help reduce the negative impact of work-related stress on employees' personal

and social lives. Employees who experience less stress at work tend to contribute more positively in personal and social situations. The study provides an essential contribution to the existing literature by empirically examining the mediating role of job engagement and the role of group involvement in work engagement and intention to quit. This insight is precious for understanding the relationships and interactions in workplace environments and provides a deeper understanding of creating a cohesive and satisfying work environment.

H2: Recreation rooms positively affect employee retention.

2.7 Job satisfaction as mediating effect between flextime and employee retention

This study by Barber (2022) addresses the growing issue of employee turnover, which has become a significant challenge for countries and organizations worldwide due to factors such as the emergence of new generations of employees (Y and Z), contemporary political and socioeconomic turmoil. The challenge is immense, all of which have created new challenges in human resource management (HRM), especially in the perspective of change perspective. In response, companies are looking for ways to create workplaces that attract and retain and motivate employees. One such strategy is using flexible work arrangements (FWAs), which offer a more flexible approach to traditional work arrangements and provide employees with more opportunities for work-life balance. The study is based on a comprehensive review of relevant literature. The empirical part of the study examines data collected from 219 employees from different organizations in Serbia. The study uses descriptive statistics and PLS-SEM methods to test the proposed relationships.

The findings suggest that FWA has a positive effect on increasing job satisfaction and reducing turnover intentions. The study confirms that FWAs indirectly influence turnover intentions through job satisfaction; That is, FWAs increase job satisfaction, reducing the likelihood that employees will consider leaving their jobs. These mediation effects suggest that employees are less likely to go when they experience FWA and are satisfied with their jobs. This insight is valuable for organizations aiming to reduce the challenges associated with employee turnover. FWA recognition enables companies to increase job satisfaction among their employees and reduce the likelihood of turnover. This study highlights the importance of FWAs in contemporary

HRM practices, highlighting their role in promoting work-life balance and a stable and satisfied workforce.

McNall (2009) examined how two joint flexible work arrangements (FWAs) – flextime and the compressed work week – affect work-family enrichment and how these enrichments, in turn, affect work internal satisfaction and turnover concept. The study used a sample of 220 working adults and involved hierarchical regression analysis to examine these relationships. The survey considers various demographic factors such as gender, age, marital status, education, number of children, and hours worked. Research showed that work-family enrichment mediated FWA, job satisfaction, and turnover intentions. Specifically, FWAs such as flextime and compressed work week significantly improved employees' work-home lives and were positively correlated with a decrease.

These results highlight the significant role of flexible work schedules in improving employees' work-home experience, leading to more positive work outcomes. The study highlights the importance of FWAs in business processes and contributing to the overall well-being and satisfaction of employees in their jobs. This has important implications for research and practice. For researchers, it provides insight into the indirect effects of FWAs on employee attitudes and intentions. For practitioners and organizations, these findings highlight the value of using FWA to increase job satisfaction and reduce turnover, thus creating the committed and informed workforce it has developed. The study recommends that organizations consider the broader impact of FWAs beyond just policy adjustments, recognizing that they can improve employees' work and family lives.

This study by Masuda (2012) examines the existence of flexible work arrangements (FWAs) and their impact on managerial outcomes, including job satisfaction, change perceptions, and work-family conflict (WFC). The study examines these developments in different countries, Latin. US and uses individual and demographic cultural aspects to explain differences in the presence of FWA among Anglo-Asian groups. Findings revealed marked differences among these groups. Anglo team managers reported they were likelier to work in organizations offering FWA than their counterparts in Latin American and Asian teams. Flextime emerged as the only FWA among English managers that had a variable effect, significant impact, and sound. In contrast, for Latin American managers, part-time work negatively correlated with turnover intentions and stress

based WFC. Interestingly, in the Asian group, flextime showed no association with time-based WFC, while telework was positively associated with stress based WFC. In addition, the study found a relationship with work between reinforced week and outcome variables, no country categories.

These findings hold important implications for practitioners seeking to implement FWA practices across distinct cultures. The study highlights the importance of considering cultural nuances in the adoption and impact of FWA. This means that the effectiveness of a particular FWA can vary significantly depending on the cultural context. Therefore, organizations should adapt their FWA programs to the cultural characteristics of their employees. This nuanced approach can contribute to the positive effects of FWA on managers' outcomes, such as job satisfaction, change intentions, and work-family conflict, ensuring effective and culturally sensitive use of flexible work practices.

H3: Job satisfaction mediates the relationship between flextime and employee retention.

2.8 Job satisfaction as mediating effect between recreation rooms and employee retention

Alayli (2023) examines the effect of fun activities in the workplace on employee turnover in organizations in Thailand. Using a quantitative approach, the study collected data by distributing a survey through Google Forms and collected responses from 350 participants. The initial data analysis consisted of a coding approach, followed by a "quantization" process in which data were further analyzed using the AMOS SPSS software. This analysis facilitated the development of a structural equation model used to examine how workplace happiness mediates the relationship between employee turnover.

The study's results revealed that adding fun activities to the job significantly increases employee engagement and reduces employee turnover. Furthermore, the findings highlighted the vital role of commitment and job satisfaction as mediators between job satisfaction and turnover. This insight highlights the importance of incorporating engaging activities into the workplace for the direct benefits of increasing employee morale and satisfaction and for the indirect effects of downsizing on their work. The study's implications extend beyond the benefits of immediate entertainment at work. It identifies the critical importance of such interventions to enhance employee productivity and explores various strategies for effective workplace implementation.

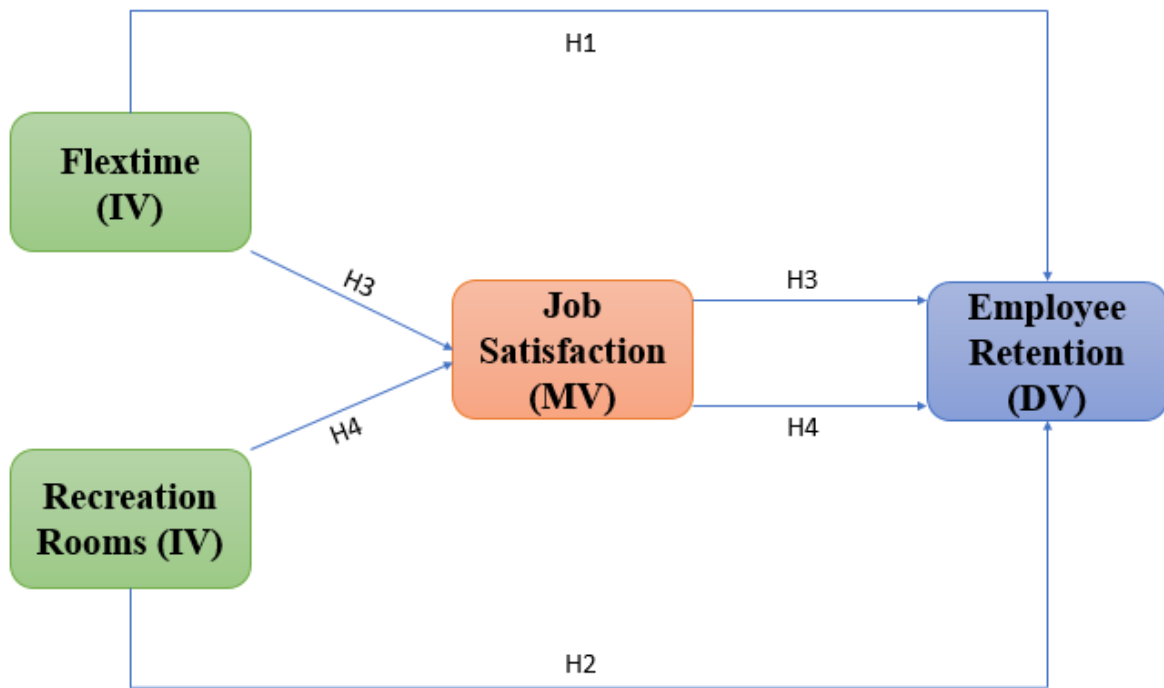
The findings provide valuable guidance for creating a happy and engaging workplace for managers and organizational leaders. According to studies, such an environment promotes employee happiness and helps organizations achieve their broader objectives by creating a more engaged and satisfied workforce.

Rahmavati (2018) emphasized employee retention as one of the most significant problems that service providers face. Having discovered that employees are crucial for an organization's success and performance, this study sought to comprehend the elements influencing employee retention. It specifically looked at the impact of compensation, workplace, and job satisfaction on employee retention in the banking industry. This study focused on managing three banks: Bank Jateng Magelang, Bank Mega Magelang, and Bank Mandiri Temanggung. A questionnaire was distributed to 128 respondents for data collection, and 125 complete and usable responses were returned. Multilinear regression analysis using SPSS version 22.0 was used to examine the relationship between the factors identified by the study and employee retention.

The study's findings are notable, emphasizing the favorable effects of income, work environment, and job satisfaction on employee retention. This suggests that fair compensation, better working conditions, and high job satisfaction are essential factors in keeping people engaged and less likely to leave the firm. These results are critical insights for the banking sector and are highly relevant to service industries, highlighting the importance of focusing on these critical areas to increase employee retention. The study provides valuable insights for organizations looking to improve their storage strategies. Organizations may establish a resilient and devoted workforce by knowing and addressing their employees' individual requirements and satisfaction levels, which is critical for long-term success and competition in the industry.

H4: Job satisfaction mediates the relationship between the availability of recreation rooms and employee retention.

2.9 Theoretical Framework



2.9.1 Key Theory

The Job Characteristics Model (JCM), developed by Hackman and Oldham in 1975, provides a well-suited theoretical basis for the study of the impact of flexitime and recreation rooms on employee retention in software houses, with job satisfaction acting as a mediator. This model provides a systematic approach to understanding how specific work process elements influence employee attitudes and behaviors. In the JCM framework, flexitime is associated with the 'Autonomy' dimension. It empowers employees by giving them control over their policies, thereby fostering a sense of autonomy and responsibility. This flexibility allows employees to manage their work-life balance better, meet personal needs, and reduce work-related stress. Recreation rooms, on the other hand, contribute to 'work meaning' and 'job identification.' They communicate informally and develop a sense of community and identity. These factors enhance work experience, making it holistic and satisfying (J. Richard Hackman, 1980).

The JCM asserts that enriching job characteristics creates a favorable psychological climate among employees. In this context, the availability of flexitime and recreation rooms is designed to

increase job satisfaction. This growth occurs when employees feel that the organization recognizes and values their needs. Flexible work schedules and a supportive entertainment environment cater to various preferences for software industry employees, leaving them feeling more satisfied and satisfied with their work. According to the JCM, a favorable psychological climate resulting from job characteristics leads to positive job outcomes, including employee retention.

In this study, higher levels of job satisfaction, influenced by the beneficial work characteristics of flextime and recreation rooms, are expected to decrease employee turnover intentions. If employees are happy about their work, they are more committed to the organization, and it will reduce their willingness to rest. The contribution of these job design factors to overall job satisfaction and employee retention in software houses may have significant implications. Using JCM primarily in software houses, where job-based work and long hours are standard, flextime can provide much-needed flexibility, and recreation rooms can provide a necessary break from a heavy workload. The nature of work in software development, which often requires a great deal of focus and creative problem-solving, makes these project design elements especially relevant.

The software houses can create healthy and pleasant work environments by recognizing and applying these aspects. The work characteristics model does provide a robust framework for research, which includes how flextime and leisure learning can increase job satisfaction and achieve employee retention software houses influence. This example highlights the critical role that job structure plays in improving employee satisfaction and retention and provides valuable insights for HR practices in the tech industry as explained by Richard Hackman (1980).

2.10 Operational Definitions

2.10.1 Flextime

The Flexible Work Options Questionnaire (FWOQ), as developed by Albion (2004), is a survey instrument, the 12-item scale, which is specifically designed to measure individuals' attitudes and perceptions of various business process flexibilities as discussed by. This includes telecommuting, flexible scheduling, part-time work, and job sharing. The FWOQ is made up of a sequence of questions or statements that ask respondents to express their viewpoints, commonly on a Likert-type scale that includes 1 (strongly disagree) to 5 (strongly agree). The questionnaire aims to measure the perceived advantages of such a business model and drawbacks as perceived

by employees. This research is important for understanding overall adoption and the feasibility of implementing flexible business processes in organizations. The findings of the FWOQ assist employers and policymakers in developing workplace flexibility strategies tailored to employee aspirations and organizational goals.

2.10.2 Recreation Rooms

The Leisure Satisfaction Scale (LSS) was developed by Beard and Ragheb (1980) which measures how people enjoy their leisure time. The LSS consists of 51 items, and each item is rated on a five-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating greater satisfaction with leisure activities. Consider different dimensions: psychological satisfaction (13 items), educational satisfaction (12 items), social satisfaction (11 items), comfort satisfaction (4 items), physical satisfaction (6 items), and aesthetic satisfaction (5 items).

2.10.3 Job Satisfaction

Job Satisfaction will be measured using Spector's (1985) Job Satisfaction Survey (JSS). The JSS is a thorough instrument with 36 items spanning nine domains of job satisfaction. These aspects include compensation, promotion opportunities, supervision, fringe benefits, performance-based compensation (rewards), performance measures, co-worker relationships, intrinsic nature of work, and communication channels. It measures each of these dimensions through four specific factors, which helps towards an overall job satisfaction score. Furthermore, the mean score for each dimension can be calculated separately using its four corresponding items. For scoring responses, the JSS uses a 5-point Likert scale. This scale ranges from 1 to 5, with 1 indicating "strongly disagree" and 5 indicating "strongly agree". Respondents indicate their degree of agreement or satisfaction with each statement and provide ratings that reflect their overall job satisfaction and satisfaction in specific work-related areas. This scaling approach facilitates a nuanced understanding of the different facets of job satisfaction and how each contributes to employees' overall satisfaction at work.

2.10.4 Employee Retention

Toby Marshall Egan (2004) used the Employee Retention Scale as a specific instrument designed to quantitatively assess the factors that influence an employee's decision to remain with

their current employer. This scale consists of a series of items or statements. This 11-item scale refers to various factors related to job satisfaction, organizational commitment, working conditions, career advancement opportunities, compensation, and benefits. Usually, they are requested, respondents were asked to rate their level of agreement or satisfaction with each item on a Likert-type scale, typically ranging from 1 representing 'strongly disagree' to 5 representing 'strongly agree.' This scale aims to identify significant factors leading to employee retention and barriers to organization retention. By analyzing responses, researchers can gain insight into the effectiveness of organizational retention strategies and identify improvement areas. The cumulative score from the scale helps employees understand the likelihood of continuing their careers in the organization, thus acting as an indicator of the employee retention rate. This scale is a serviceable tool valuable to HR professionals and organizational leaders in developing and implementing effective employee retention strategies.

Chapter 3: Methodology

3.1 Research Design

The study employed quantitative research design. This approach was chosen for its effectiveness in quantifying data and generalizing results from a sample to the population of interest. It involved the use of statistical techniques to analyze data collected.

3.2 Data Collection

Data was collected by circulating the Google Form through various channels, including WhatsApp, Facebook, and personal networks such as friends, colleagues, and professional references.

3.3 Unit of Analysis

This research's primary unit of analysis are individuals, specifically employees working in various capacities within the software houses.

3.4 Population and Sample Size

The population for this study encompassed software houses located in Pakistan. Collecting data from all software houses was tedious task and required many resources to get the exact figures of people working in software houses in Pakistan. This study utilized Cochran's formula for determining the sample size, resulting in 198 individuals. The questionnaire was distributed to 230 units in order to authenticate this study and 212 respondents filled out the questionnaire to ensure population representation. The sample size (N=212) seemed sufficient to obtain statistically significant results.

3.5 Sampling Technique

There are two types of sampling techniques used to gather the data including probability and non-probability. Probability sampling technique is used when population is known, and resources are not constant. Whereas in non-probability sampling technique, population is unknown, and resources are constant. However, for this study, convenience sampling technique, which is a non-probability sampling technique was used to gather data. The reason behind not choosing the Probability sampling technique was the exact population of units working in software

houses in Pakistan to be unknown. A questionnaire designed through Google Form was circulated among the references of people in different software houses in Pakistan.

3.6 Research Tool

The research tool used in this thesis was SPSS version 25. The Data was collected through a questionnaire and analyzed through this software. The sample comprised 212 responses.

3.7 Statistical Test

Data analyses were conducted using SPSS Version 25. This included a frequency table to investigate demographics, a Pearson correlation test to examine the relationships between flextime, recreation rooms, and employee retention, a regression analysis to check the goodness of fit of the model, and a process by Andrew F. Hayes for mediation analysis to examine job satisfaction.

3.8 Questionnaire Design

The primary instrument for data collection was a structured questionnaire designed on Google Forms. The questionnaire includes sections on demographics, flextime, recreation rooms, job satisfaction, and employee retention. Questions were designed to be clear and concise, using a Likert scale for responses where applicable, from 1 representing “Strongly disagree” to 5 representing “Strongly agree”, and some questions related to demographics which were responded in nominals. Each variable contained questions mentioned in the research papers, as referred to in the operational definitions part of the literature review.

Chapter 4: Results

4.1 Demographic Test

The participants of this study were grouped into categories based on gender, age, education and work experience. The aim of the demographic analysis was to know about the background of the participants.

4.1.1 Age

Statistics

		Age	Gender	Education	Work Experience (in years)
N	Valid	212	212	212	212
	Missing	0	0	0	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	12	5.7	5.7	5.7
	20-35	194	91.5	91.5	97.2
	Above 50	6	2.8	2.8	100.0
	Total	212	100.0	100.0	

4.1.2 Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	135	63.7	63.7	63.7
	Female	77	36.3	36.3	100.0
	Total	212	100.0	100.0	

4.1.3 Education

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	30	14.2	14.2	14.2
	Bachelors	85	40.1	40.1	54.2
	Masters	94	44.3	44.3	98.6
	Ph.D	3	1.4	1.4	100.0
	Total	212	100.0	100.0	

4.1.4 Work Experience

Work Experience (in years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	191	90.1	90.1	90.1
	6-10	9	4.2	4.2	94.3
	10-15	6	2.8	2.8	97.2
	Above 15	6	2.8	2.8	100.0
	Total	212	100.0	100.0	

The dataset of study comprises of 212 participants, with complete data across all variables and no missing values. Most of the participants are young adults aged between 20-35 years, predominantly male, and well-educated, with most holding either bachelor's or master's degrees. In terms of work experience, the vast majority have 0-5 years of experience, indicating a sample in the initial stages of their professional careers.

4.2 Reliability Test

Cronbach's alpha method is used for evaluating the scale reliability, which compares the amount of shared variation of items present in the instrument to the degree of the whole variance.

4.2.1 Flextime

Case Processing Summary

		N	%
Cases	Valid	212	100.0
	Excluded ^a	0	.0
	Total	212	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.807	12

4.2.2 Recreation Rooms

Case Processing Summary

		N	%
Cases	Valid	212	100.0
	Excluded ^a	0	.0
	Total	212	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.938	9

4.2.3 Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	212	100.0
	Excluded ^a	0	.0
	Total	212	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.770	17

4.2.4 Employee Retention

Case Processing Summary

		N	%
Cases	Valid	212	100.0
	Excluded ^a	0	.0
	Total	212	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.745	11

4.2.5 All variables

Case Processing Summary

		N	%
Cases	Valid	212	100.0
	Excluded ^a	0	.0
	Total	212	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.916	49

Taber (2018) validates that if the value of Cronbach's alpha is above 0.7 then variables are considered to be internally consistent. Overall number of items were 49 for all variables and Cronbach alpha for those items proved to be 0.916. It proves that most of the item scales used in each variable are internally consistent.

4.3 Correlation

Pearson Correlation was used to investigate the relationship between dependent and independent variables.

4.3.1 Flextime and Employee Retention

Correlations

		FLEXTIME	EMPLOYEE RETENTION
Flextime	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	212	212

Employee	Pearson Correlation	.465**	1
Retention	Sig. (2-tailed)	.000	
	N	212	212

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

In summary, the table indicates a moderately strong ($r=0.465$), statistically significant positive correlation ($p=0.000$) between flextime and employee retention.

4.3.2 Recreation rooms and Employee Retention

Correlations

		RECREATION ROOMS	EMPLOYEE RETENTION
RECREATION ROOMS	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.000
	N	212	212
EMPLOYEE RETENTION	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.000	
	N	212	212

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

The table shows a statistically significant, moderate positive correlation of .401 between recreation rooms and employee retention. This correlation is significant at the 0.01 level with a sample size of 212 for each variable.

4.4 Regression Analysis

4.4.1 Flextime and Employee Retention

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	FLEXTIME ^b	.	Enter

a. Dependent Variable: EMPLOYEE RETENTION

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465 ^a	.217	.213	5.64112

a. Predictors: (Constant), FLEXTIME

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1847.002	1	1847.002	58.041	.000 ^b
	Residual	6682.677	210	31.822		
	Total	8529.679	211			

a. Dependent Variable: EMPLOYEE RETENTION

b. Predictors: (Constant), FLEXTIME

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	19.547	2.169		9.014	.000
	FLEXTIME	.404	.053	.465	7.618	.000

a. Dependent Variable: EMPLOYEE RETENTION

The analysis indicates that Flextime is a significant predictor of Employee retention, explaining a moderate proportion of the variance in employee retention. The R-Square represents the “Goodness of Fit” for the overall model. This variable has a 21.7% value which is significant as per the different researchers in context with social sciences. Ozili (2022) mentions in research

that if the value of R-Square ranges from 0.10 to 0.50, the model is acceptable. The model summary shows an R-square value of 0.217 which means that a change in Flextime will cause a change of 21.7% in Employee Retention. Secondly, the Anova table shows that the relation is significant. Lastly, the coefficient table depicts that one unit change in the Flextime will cause 0.465 units change in Employee Retention. Hence, the results prove that hypothesis 1 stated as “Flextime positively affects employee retention”, is true.

4.4.2 Recreation Rooms and Employee Retention

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	RECREATION ROOMS ^b	.	Enter

a. Dependent Variable: EMPLOYEE RETENTION

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.161	.157	5.83712

a. Predictors: (Constant), RECREATION ROOMS

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1374.555	1	1374.555	40.343	.000 ^b
	Residual	7155.124	210	34.072		
	Total	8529.679	211			

a. Dependent Variable: EMPLOYEE RETENTION

b. Predictors: (Constant), RECREATION ROOMS

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	23.215	2.022		11.482	.000
	RECREATI ON ROOMS	.364	.057	.401	6.352	.000

a. Dependent Variable: EMPLOYEE RETENTION

The analysis indicates that RECREATION ROOMS are a significant predictor of EMPLOYEE RETENTION, with a moderate level of explained variance. The R-Square represents the “Goodness of Fit” for the overall model. This variable has 16.1% value which is significant as per the different researchers in context with social sciences. Ozili (2022) mentions in research that if the value of R-Square ranges from 0.10 to 0.50, the model is acceptable. The relationship between RECREATION ROOMS and EMPLOYEE RETENTION is positive and statistically significant. The model summary represents an R-square value of 0.161 which means that a change in Recreation Rooms will cause a change of 16.1% in the Employee Retention. Secondly, the Anova table shows that the relation is significant. Lastly, the coefficient table depicts that one unit change in the Recreation Rooms will cause 0.401 units change in Employee Retention. Hence, the results prove that hypothesis 2 stated as “Recreation rooms positively affect employee retention”, is true.

4.5 Mediation Analysis

4.5.1 Flextime, Job Satisfaction and Employee Retention

PROCESS Procedure for SPSS Version 4.2

Model: 4

Y: EMPLOYEE RETENTION

X: FLEXTIME

M: JOB SATISFACTION

Sample

Size: 212

OUTCOME VARIABLE:

JOB SATISFACTION

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5924	.3509	46.0693	113.5187	1.0000	210.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	29.0345	2.6092	11.1278	.0000	23.8910	34.1781
FLEXTIME	.6791	.0637	10.6545	.0000	.5534	.8047

OUTCOME VARIABLE:

EMPLOYEE RETENTION

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5489	.3013	28.5164	45.0576	2.0000	209.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	11.6110	2.5882	4.4861	.0000	6.5087	16.7133
FLEXTIME	.2180	.0622	3.5019	.0006	.0953	.3407
JOB SATISFACTION	.2733	.0543	5.0344	.0000	.1663	.3804

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
EMPLOYEE RETENTION

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4653	.2165	31.8223	58.0412	1.0000	210.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	19.5469	2.1685	9.0139	.0000	15.2720	23.8217
FLEXTIME	.4036	.0530	7.6185	.0000	.2991	.5080

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4036	.0530	7.6185	.0000	.2991	.5080

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2180	.0622	3.5019	.0006	.0953	.3407

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
JOB SATISFACTION	.1856	.0499	.0935	.2874

The analysis suggests that flextime has a significant total, direct, and indirect effect (via job satisfaction) on employee retention. The model explains a substantial portion of the variance in both the mediator (Job Satisfaction) and the outcome variable (Employee retention). The indirect effect confirms that job satisfaction is a significant mediator in the relationship between

flexitime and employee retention. Hence proving that hypothesis 3 (Job satisfaction mediates the relationship between flexitime and employee retention) is true.

4.5.2 Recreation Rooms, Job Satisfaction and Employee Retention

Model: 4

Y: EMPLOYEE RETENTION

X: RECREATION ROOMS

M: JOB SATISFACTION

Sample

Size: 212

OUTCOME VARIABLE:

JOB SATISFACTION

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4154	.1726	58.7263	43.7922	1.0000	210.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	39.1695	2.6545	14.7561	.0000	33.9367	44.4023
RECREATION ROOMS	.4985	.0753	6.6176	.0000	.3500	.6470

OUTCOME VARIABLE:

EMPLOYEE RETENTION

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5511	.3037	28.4182	45.5744	2.0000	209.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	10.9164	2.6354	4.1423	.0000	5.7212	16.1117
RECREATION ROOMS	.2079	.0576	3.6094	.0004	.0944	.3215
JOB SATISFACTION	.3140	.0480	6.5406	.0000	.2193	.4086

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

EMPLOYEE RETENTION

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4014	.1611	34.0720	40.3426	1.0000	210.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	23.2146	2.0219	11.4816	.0000	19.2288	27.2004
RECREATION ROOMS	.3645	.0574	6.3516	.0000	.2513	.4776

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3645	.0574	6.3516	.0000	.2513	.4776

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
--------	----	---	---	------	------

.2079 .0576 3.6094 .0004 .0944 .3215

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
JOB SATISFACTION	.1565	.0467	.0705	.2529

The analysis indicates that recreation rooms have a significant total, direct, and indirect effect (via Job Satisfaction) on employee retention. The model explains a significant portion of variance in both the mediator (Job Satisfaction) and the outcome variable (Employee Retention). The results confirm job satisfaction as a significant mediator in the relationship between recreation rooms and employee retention. Hence it proves that hypothesis 4 (Job satisfaction mediates the relationship between the availability of recreation rooms and employee retention) is true.

4.6 Discussion

The statistical analysis conducted for this study used a comprehensive and multidimensional approach, leveraging the strengths of statistical methods to examine the complex relationships between the study variables. The data set was robust, with 212 respondents, ensuring a solid foundation for the analyses. This completeness, marked with no exceptions due to lack of standards, is essential to maintaining the integrity and reliability of the findings.

The demographic analysis for this study consists of four variables: Age, Gender, Education, and Work Experience. In terms of age distribution, most participants (91.5%) are between 20 and 35 years old, with a small proportion below 20 (5.7%) and above 50 years (2.8%). Regarding gender, there is a higher representation of males (63.7%) compared to females (36.3%). Educational background shows a diverse range, with the majority having a Bachelor (40.1%) or master’s degree (44.3%), a smaller group holding an Intermediate degree (14.2%), and a minimal number (1.4%) with a Ph.D. For work experience, a significant majority of participants (90.1%) have between 0-5 years of experience, followed by small fractions with 6-10 years (4.2%), 10-15 years (2.8%), and above 15 years (2.8%). This demographic profile suggests a young, predominantly male sample with a good level of education, mostly at the early stages of their professional careers.

The reliability analysis which comprised a substantial 49 items, yielded a Cronbach's Alpha of .916. This value far exceeds the commonly accepted threshold of .70 as per the study by Taber (2018), indicating an excellent level of internal consistency. Such a high reliability score indicates the items' strong intercorrelations and collective efficacy in accurately measuring the intended construct. This high degree of reliability enhances the trustworthiness of the scale, and, by extension, the validity of the conclusions drawn from it.

Correlation analysis was important in analyzing the relationships between variables. Significant and moderate relationships were demonstrated, particularly between flextime and employee retention variables. This first step provided a foundational understanding of inter-variable dynamics and set the stage for more robust analysis and also depicting the positive correlation of independent variables on dependent variables.

Regression analysis took it further on these analyses. Here, variables such as flextime and recreational rooms were shown to have significant predictive power in employee retention. Regression models confirmed the importance of these relationships and showed the range of their effects, with these dependent variables explaining a large proportion of the variation in employee retention. Findings are crucial because they reveal the direct effect of a particular variable on the outcome of interest. Based on the above findings, our Hypotheses 1 and 2 prove to be true.

The PROCESS study, with its mediation models, provided a deeper understanding, shedding light on the more nuanced aspects of these relationships. It went beyond examining direct effects and revealed significant indirect effects mediated by job satisfaction. This part of the study was particularly illuminating, where the complex interactions and how the independent variables exerted their influence on the dependent variable were classified into influential factors. Overall, the direct and indirect components provided a more granular understanding of the impact. The test on both independent variables through a mediation of job satisfaction on employee retention helped to prove hypotheses 3 and 4.

In summary, the integration of analytical methods such as reliability test, Pearson correlation, regression analysis, and PROCESS analysis resulted in a more comprehensive and refined understanding of the data. Each method brought a different perspective, and combined, a diagram was developed extensive and complex of relationships among study variables and increased in height and breadth.

Chapter 5: Conclusion

5.1 Conclusion

The idea behind this study was to know the impact of flextime and recreation rooms on employee retention in software houses through a mediating role of job satisfaction. Most of the research is done to know the impact of remuneration and compensation packages. These comprise financial reward systems. More research is needed to explore the impact of non-financial rewards such as flextime and recreation rooms on employee retention. The objectives of this study were to examine and investigate the direct relationship between independent variables (flextime and recreation rooms) and employee retention and the mediating relationship of Job satisfaction on independent and dependent variables. A hypothesis was formulated based on these objectives. Hypotheses were tested through regression analysis, correlation, and processing by Andrew F. Hayes, which confirmed that our hypotheses are true. The management in software houses across Pakistan should consider implementing non-financial benefits that increase the job satisfaction level of employees. They both yield reasonable employee retention rates in software houses. The results show that most respondents desired flexibility in their work hours and the introduction of recreational rooms in their office premises to enjoy their break time and make them fresh and energetic.

5.2 Theoretical Implications

This study on the impact of flextime and recreation rooms on employee retention in software houses through a mediating role of job satisfaction offers significant theoretical contributions. It underscores the validity of the Job Characteristics Model, demonstrating how specific job design features like flextime and recreation rooms can elevate job satisfaction, positively influencing employee retention. This aligns with Social Exchange Theory, suggesting employees reciprocate beneficial workplace practices through increased commitment and lower turnover. Moreover, the study enriches our understanding of workplace dynamics, highlighting the intricate relationship between the work environment, employee emotional well-being, and retention. These insights not only reaffirm established theories but also provide new perspectives on employee engagement and retention within the unique setting of the software industry.

5.3 Limitations

This study had some constraints. For example, the organization's perspective should have been considered while asking for the responses as it needs to introduce new human resource policies such as flextime and recreation rooms into their organization. Another major limitation includes performance, employee engagement, and motivation. Future research must be conducted to look at more variables. Furthermore, future studies should explore other industries of Pakistan, such as financial institutions, multinational companies, the auto industry, and the food industry. One of the independent variables could be further classified as flextime. It contains multiple sub-classes, including flexible work options, flexible work hours, remote work, part-time, job sharing, and shift swapping. Mediating and dependent variables could also be classified further into subcategories so that exact phenomena could be understood. However, the impact of moderating variables is not included in this study which may be explored further in future research.

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Appendix-I
Questionnaires
Demographics Survey

1. Age
 - a. Below 20
 - b. 20-35
 - c. 36-50
 - d. Above 50
2. Gender
 - a. Male
 - b. Female
 - c. Other: _____
3. Education
 - a. Intermediate
 - b. Bachelors
 - c. Masters
 - d. Ph.D.
4. Work experience: _____

FLEXTIME (FWH)

Statements	Item Code	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Flexible working arrangements help me balance life commitments.	FWH1					
2. Working shorter hours would negatively impact on my career progress within the organization.	FWH2					
3. Working more flexible hours is essential for me in order to attend to family responsibilities.	FWH3					
4. Flexible working arrangements are essential for me to participate in family and social events.	FWH4					
5. Flexible working arrangements enable me to focus more on the job when I am at the workplace.	FWH5					
6. People using flexible working arrangements usually have less commitment to their work role.	FWH6					
7. People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc.	FWH7					
8. I would not be able to do paid work at all, if I could not use flexible work arrangements.	FWH8					
9. I cannot afford the loss of pay with most flexible work options.	FWH9					

10. Flexible work options do not suit me because they tend to make me feel disconnected from the workplace.	FWH10					
11. People at my workplace react negatively to people using flexible working arrangements.	FWH11					
12. Other people at my workplace react negatively to people using flexible working arrangements.	FWH12					

Job Satisfaction Survey (JSS)

Statement	Item Code	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1. I feel I am being paid a fair amount for the work I do.	JSS1					
2. My supervisor is quite competent in doing his/her job.	JSS2					
3. I am not satisfied with the benefits I receive.	JSS3					
4. When I do a good job, I receive the recognition for it that I should receive.	JSS4					
5. I like the people I work with.	JSS5					
6. I sometimes feel my job is meaningless.	JSS6					
7. Communications seem good within this organization.	JSS7					
8. Those who do well on the job stand a fair chance of being promoted.	JSS8					
9. I do not feel that the work I do is appreciated.	JSS9					
10. The goals of this organization are not clear to me.	JSS10					
11. I have too much to do at work.	JSS11					
12. I feel a sense of pride in doing my job.	JSS12					
13. My job is enjoyable.	JSS13					
14. I enjoy my coworkers.	JSS14					
15. I feel satisfied with my chances for salary increases.	JSS15					

16. The benefit package we have is equitable.	JSS16					
17. Those who do well on the job stand a fair chance of being promoted.	JSS17					

Recreation Rooms (LSS)

Statement	Item Code	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1. My leisure activities are very interesting to me	LSS1					
2. My leisure activities give me self-confidence	LSS2					
3. My leisure activities give me a sense of accomplishment	LSS3					
4. I use many different skills and abilities in my leisure activities	LSS4					
5. My leisure activities increase my knowledge about things around me	LSS5					
6. My leisure activities help me to relax	LSS6					
7. My leisure activities help relieve stress	LSS7					
8. My leisure activities contribute to my emotional well being	LSS8					
9. I engage in leisure activities simply because I like doing them	LSS9					

Employee Retention (ERQ)

Statement	Item Code	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1. If I could start over again, I would choose to work for another company.	ERQ1					
2. I have checked out a job in another company previously.	ERQ2					
3. I'm planning on working for another company within a period of three years.	ERQ3					
4. If it were up to me, I will definitely be working for this company for the next five years.	ERQ4					
5. If I wanted to do another job or function, I would look first at the possibilities within this company.	ERQ5					
6. I see a future for myself within this company.	ERQ6					
7. I love working for this company.	ERQ7					
8. If I received an attractive job offer from another company, I would take the job.	ERQ8					
9. Within this company my work gives me satisfaction.	ERQ9					

<p>10. It doesn't matter if I'm working for this company or another, as long as I have work. 6. If it were up to me, I will definitely be working for this company for the next five years.</p>	<p>ERQ10</p>					
<p>11. The work I'm doing is very important to me.</p>	<p>ERQ11</p>					

Appendix-II

Instruments of variables

FLEXTIME (FWH)

Statements	Item Code	Source
Flexible working arrangements help me balance life commitments.	FWH1	(Albion, 2004)
Working shorter hours would negatively impact on my career progress within the organization.	FWH2	
Working more flexible hours is essential for me in order to attend to family responsibilities.	FWH3	
Flexible working arrangements are essential for me to participate in family and social events.	FWH4	
Flexible working arrangements enable me to focus more on the job when I am at the workplace.	FWH5	
People using flexible working arrangements usually have less commitment to their work role.	FWH6	
People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc.	FWH7	
I would not be able to do paid work at all, if I could not use flexible work arrangements.	FWH8	
I cannot afford the loss of pay with most flexible work options.	FWH9	
Flexible work options do not suit me because they tend to make me feel disconnected from the workplace.	FWH10	
People at my workplace react negatively to people using flexible working arrangements.	FWH11	
Other people at my workplace react negatively to people using flexible working arrangements.	FWH12	

Job Satisfaction Survey (JSS)

Statement	Item Code	Source
I feel I am being paid a fair amount for the work I do.	JSS1	(Spector P. E., 1985)
My supervisor is quite competent in doing his/her job.	JSS2	
I am not satisfied with the benefits I receive.	JSS3	
When I do a good job, I receive the recognition for it that I should receive.	JSS4	
I like the people I work with.	JSS5	
I sometimes feel my job is meaningless.	JSS6	
Communications seem good within this organization.	JSS7	
Those who do well on the job stand a fair chance of being promoted.	JSS8	
I do not feel that the work I do is appreciated.	JSS9	
The goals of this organization are not clear to me.	JSS10	
I have too much to do at work.	JSS11	
I feel a sense of pride in doing my job.	JSS12	
My job is enjoyable.	JSS13	
I enjoy my coworkers.	JSS14	
I feel satisfied with my chances for salary increases.	JSS15	
The benefit package we have is equitable.	JSS16	
Those who do well on the job stand a fair chance of being promoted.	JSS17	

Recreation Rooms (LSS)

Statement	Item Code	Source
My leisure activities are very interesting to me	LSS1	(Beard & Ragheb, 1980)
My leisure activities give me self-confidence	LSS2	
My leisure activities give me a sense of accomplishment	LSS3	
I use many different skills and abilities in my leisure activities	LSS4	
My leisure activities increase my knowledge about things around me	LSS5	
My leisure activities help me to relax	LSS6	
My leisure activities help relieve stress	LSS7	
My leisure activities contribute to my emotional well being	LSS8	
I engage in leisure activities simply because I like doing them	LSS9	

Employee Retention (ERQ)

Statement	Item Code	Source
If I could start over again, I would choose to work for another company.	ERQ1	(Toby Marshall Egan, 2004)
I have checked out a job in another company previously.	ERQ2	
I'm planning on working for another company within a period of three years.	ERQ3	
If it were up to me, I will definitely be working for this company for the next five years.	ERQ4	
If I wanted to do another job or function, I would look first at the possibilities within this company.	ERQ5	
I see a future for myself within this company.	ERQ6	
I love working for this company.	ERQ7	
If I received an attractive job offer from another company, I would take the job.	ERQ8	
Within this company my work gives me satisfaction.	ERQ9	
It doesn't matter if I'm working for this company or another, as long as I have work. 6. If it were up to me, I will definitely be working for this company for the next five years.	ERQ10	
The work I'm doing is very important to me.	ERQ11	

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