

# *Flexible Work Time and Turnover Intention*

## *A Moderated Mediation Model of Supervisor Support and Job Involvement*

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**Abstract-**The aim of existing study is to make a joint investigation of the mediating role of (a) Job involvement in linking flexible work time with turnover intentions and (b) the moderating role of supervisor support in influencing the mediation. Moderated mediation method of Baron and Kenny (1986) as well as Preacher and Hayes' (2007) is being used. 257 complete useable responses from four different sectors (51% effective response rate) were available for analysis after removing incomplete questionnaires. Results showed that Job involvement mediated the relationships for flexible work time with turnover intentions. Moderated mediation analyses further revealed that Job involvement mediated the relationship for flexible work time and turnover intentions more effectively who are getting supervisor support. Results underscore the importance of accounting for presence of relational context when examining the relationships between situational context like flexible work time, job involvement and turnover intentions. The findings show that flexible work time would enhance the employee's job involvement, who is receiving high level of supervisor support. Such robust build up relation reduce the employees turnover intentions. The results provide useful insights for managers and consultants, especially HR professionals involved in for providing more facilitation to the employees in challenging work environment through flexible work time. Organizations can encourage high level of involvement of employees through flexible work timings through encouraging high levels of social support which helps to reduce turnover intentions.

**Keywords:** Demand Resource Theoretical Framework, Flexible Work Time, Supervisor Support, Job Involvement, Turnover intentions.

## **1. Introduction**

Flexible work time applies in organizations as valued tool to facilitate employees of the organization and on that basis higher degree of involvement is expected from them. Timms, Brough, O'Driscoll, Kalliath, Sit and Lo (2014) found that the organisations have to bear high cost in the form of employees loss by ignoring the employees autonomy regarding their work timings. Flexible hours make organisations more attractive to potential employees. Such kind of flexible work schedule initiatives may be taken by supervisor to provide psychological identification to employees (Chen, Siu, Cooper and Phillips, 2009).

Arnoux-Nicolas, Sovet, Lhotellier, Di Fabio and Bernaud (2016) argued there is link between poor working conditions and intentions to leave. In poor working conditions non-flexibility in work time can be incorporated as hazardous situation for employees indeed. In such situation employees withdrawal intention increased. Thus, the importance of flexible work schedule cannot be underestimated to enhance employees' attachment with work and that facet is reciprocated by the availability of supervisor support. Thus, social environment importance cannot be unnoticed in working behavior and reaction to work (Nahrgang, and Morgeson, 2007). Morgeson and Campion (2003) further highlighted the fact that social support can moderate the job-related demands. Lodahl and Kejner (1965) proposed that the explicit encouragement and support from leaders enhance expected job involvement of employees.

Same likely aligned with JD-R theory supervisor support is resource to facilitate job context that could reduce deleterious turnover intentions consequences of employees. Building on JD-R theory, it is being examined the extent to which the supervisor support experienced by employees moderate the relationships between flexible work time and employees involvement in job. With the help of moderated mediation mechanism given by (Baron and Kenny, 1986, Preacher, Rucker and Hayes, 2007), existing model is being tested.

Following areas are investigated particularly. Does workplace flexibility contribute to an employee's involvement with the job and intentions to stay? Does supervisor support have an additive effect when an organization has implemented flexible work time policies? Additionally, this study seeks to understand whether the combine effect of relationships of flexible work time and supportive supervisor enhance the expected job involvement of employees and curtail the turnover intentions.

## **2. Theoretical Background and Hypotheses**

### **A. Flexible Work Time**

According to Lambert et al., (2008) flexible work arrangements refers as flexible time plans and compressed workweek plans.

According to meta- analysis given by Baltes, Briggs, Huff, Wright, and Neuman (1999) found flexible and compressed workweek time plans of organization are related to productivity and performance, employees' loyalty, absenteeism, and satisfaction with work schedules.

Workplace time flexibility may augment the intentions of employees to work with their current employers. Currently, organizations have come to recognize that workplace time flexibility certainly stimulates appreciated organization outcomes such as holding key talent and increasing employees' involvement (Meyer, Stanley, Herscovitch, and Topolnysky, 2002).

According to Kattenbach, Demerouti and Nachreiner, 2010) in job demand resource theoretical framework, job demands are linked with time boundaries and that boundaries may adversely affect upon the employees work involvement and other attitudinal and behavioral outcomes. On contrary time flexibility is considered as job resource and it aligns the employees' efforts in coping with everyday work challenges.

According to Willis, Brown, Sahlin, Svensson, Arnetz and Arnetz, (2005), multitasking job needs more time for the completion of assigned tasks. According to Halpern (2005), there is indication from aforementioned researches regarding positive impact of time flexibility on the employee's behavioral and attitudinal outcomes, she further concluded that time-flexible work policies boost employee's loyalty with job and their competent employees' turnover rate is also reduced. On the basis of above stated arguments hypotheses are developed that:

**Hypothesis 1(a):** Flexible Work Time will be negatively related to Turnover intentions.

**Hypothesis 1(b):** Flexible Work Time will be positively related to Job Involvement.

## ***B. Mediating Role of Job Involvement***

The mediating role of Job involvement (JI) is explaining the robust link between the flexible work time and turnover intention of employees. According to Brown and Leigh (1996) JI checks the level of psychological attachment of employees with work. Lawler (1986) described that JI is an attitudinal outcome of the job which in due course improves the

worker outcomes. Individual perception about the worth of work enhances his willingness to involve in productive work behavior.

Organizations are highly attentive in valuable and talented employees; because those employees bring worth into the organization (Singh and Loncar, 2010). Researchers in different disciplines identified that job resources for example flexible work arrangements when not properly managed then employees don't feel comfortable in their working environment and their attractiveness toward retention in a particular organization is getting reduced (Zopiatis, Constanti, and Theocharous, 2013).

According to JD-R theoretical framework job resources influences JI of individuals and eventually highly involved individuals performance improve (Lodahl and Kejner, 1965). Researches exposed the link of flexible work arrangements with a range of significant organizational attitudes and outcomes. So the inverse relationship is proposed between flexible work time and turnover intentions and is connected with the advanced levels of job involvement that maintained due to flexible work arrangements. Hence, the organizations that are more flexible regarding working time policies for their employees are likely to be more involved in their jobs and their chances of retention within organization shall be high. Taking these expectations together, it can be proposed that:

**Hypothesis 2:** Job involvement mediates the relationships between Flexible work time with turnover intentions.

## ***C. The Moderating Role of Supervisor Support***

Although it has been argued that the relationships between flexible work time and turnover intentions are mediated by job involvement, it is expected that the strength of these relationships differ across different organizational work timing policies according to different job contexts. According to Dalton and Mesch (1990), flexible scheduling programme implemented by organizational policy makers may yield significant reductions in absenteeism. Gibbons (2006) described that employers are focusing on workplace flexibility that will have crucial affirmative influence upon the business outcomes such as retaining to key talented employees. This section examines how supervisor support as resource moderate the influence of flexible work time on turnover intentions via job involvement on the basis of JD-R theory (Bakker and Demerouti,

2007). On the basis of above mentioned arguments it is proposed that:

**Hypothesis 3:** Supervisor support will strengthen the mediated relationships between flexible work time with turnover intentions via job involvement, the mediated relationship will be stronger under high supervisor support than under low supervisor support.

### 3. Method

#### A. Data Collection and Sample

The data collected through onsite administration of a survey to 500 employees who were working in four different sectors in Pakistan. These employees were randomly selected who were holding different level of management positions. With the help of the management, copies of the questionnaire were given to potential respondents. With three follow-ups, 257 completed questionnaires were returned, yielding a response rate of 51% which is fairly high.

#### B. Measures

Self-report questionnaires were used for all the measures and all of the questions were written in English language. There was no issue raised as regards the structure, wording and translation of the questionnaires.

**Supervisor support.** Nine-items scale of Greenhaus, Parasuraman and Wormley (1990) was used to measure supervisor support

**FWT.** Five items scale of Nachreiner, Lenzig and Janßen, (2002) used to measure flexible working time.

**JI.** Kanungo (1982) 10-items scale was used to measure job involvement.

**TOI.** Bluedorn (1982) 4-items scale was used to measure TOI.

#### C. Control Variables

The one-way analysis of variance show, significant differences between gender and age. The effects of those variables were controlled.

#### D. Results

Responses about age show that 12 % were under 25 years, 42% were of age 25-45, 36% were of age 35-45 and 10 % were of age above 45. The

participants were 42 % female and 58% were male. Similarly, according to the position of job, 24 % were from low level of management, 60% were from middle level and 16% were from upper level management position.

Table 1 shows the correlation of all of the variables. Correlation analyzed the relationship among all existing variables. The statistics show that FWT, SS, TOI and JI significantly correlated. No unexpected variation seems in means and in all over correlations. The range of alpha values (.82, .92) in table 1 confirms the reliability of scale.

Tables 2 and 3 show moderated mediation regression results regarding TOI. Model 1 explained 29 per cent of the total variance in TOI,  $F = 3.0, p < .05$ . Model 3 explained 5 percent additional variance in TOI,  $F = 16, p < .001$ . Finally, in Model 2, the control variables, FWT, SS, and their two-way interaction accounted for 36 per cent of the total variance explained in JI,  $F = .30, p < .1$ . Hypothesis 1(a) found support, a negative direct effect of FWT on TOI,  $\beta = -.19, p < .001$  (Model 1). Significant relationship found between JS and JI,  $\beta = .39, p < .001$  (Model 2). Negative relationship emerged between JI and TOI  $\beta = -.26, p < .001$  (Model 3). The first three conditions for mediation, according to Baron and Kenny (1986) has met. In addition, mediation effect exist if the effect of the independent variable (i.e. FWT) on the dependent variable (i.e. TOI) disappeared or less significant when that controlled for the mediator (i.e. JI) (Model 3) rather than excluding it from the equation (Model 1). Full support was found for this condition, because  $\beta = -.08, p < .1$ , in Model 3, whereas  $\beta = -.19, p < .001$ , in Model 1.

According to Preacher et al. (2007) method was used for checking moderated mediation effect. The bootstrap 95 per cent CI of the conditional effect that was one standard deviation above the mean (4.5) did not contain 0 [-.36, -.12]; the conditional, indirect effect of FWT on TOI was significant. The replication of this procedure for the value below the mean (3.5) produced a CI that included opposite signs [-.32, -.10], so the conditional indirect effects of FWT were also significant at this lower level of SS as well. Overall, the results suggested that the indirect effect of FWT on TOI, through JI, was strong when SS was higher.

### 4. Discussion & Conclusion

For the success of any contemporary organization, flexible work time policies are strong

key to success. No such kind of research exist which have evaluated the relationship among flexible work time, supervisor support, job involvement with turnover intentions by using an integrated framework. In this study, such an integrated model was tested in which flexible work time direct relationship was tested with turnover intentions, job involvement served as mediator and supervisor support served as a moderator between independent constructs mediating construct and the combined effect of moderated mediated paradigm is checked on dependent variable (turnover intentions). Such relationships were checked in a new cultural setting using a sample from a variety of organizations and found fairly good support for hypotheses.

A main aspect of this study was to test the moderated mediated model. Results indicate that job involvement fully mediates the relationship of flexible work time with turnover intentions and such relationship is further strengthened in manifestation of supervisor support. Employees of the organizations are more likely to stay with those organizations with high productivity potential which are more likely giving care to them by providing flexible working time option. The data was collected from the vicinity of Pakistani organizations who have social values and behaviors different from western people in others cultures (Hofstede, 1991). The strong empirical support for the inter-variable relationship enhances the probability of higher generalizability.

For the human resource practices this is burning issue to alternate the fixed timing hours to flexible timing policies. If employees perceive that HRM practices are meant to reduce strict work policies, then intentions of employees to leave organization will be reduced. Hence, to reduce traditional timing hours organizations should make the flexible work time polices that HRM practices are intended to promote employee effectiveness.

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**Table 1. Means, SD, correlations, and reliabilities**

	Mean	SD	1	2	3	4	5	6
<b>1.Flexible Work Time</b>	5.3	.59	(.82)					
<b>2. Job Involvement</b>	3.7	.55	.27**	(.85)				
<b>3.Supervisor Support</b>	4.0	.51	.39**	.24**	(.87)			
<b>4.Turnover Intention</b>	2.8	1.2	-.54**	-.37**	-.45*	(.92)		
<b>5.Gender</b>	1.8	.39	.23**	.48**	.28*	-.11**	.47**	-
<b>6.Age</b>	2.1	1.2	.30**	.55**	.53**	-.44**	.45**	.48**

*Note:* N = 257; control variables are different gender and age. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

**Table 2: Results of moderated mediation analysis of Flexible Work Time for TOI**

	Model 1 Criterion: TOI		Model 2 Criterion: JI		Model3 Criterion: TOI	
	B	t-value	B	t-value	B	t-value
<b>A_1</b>	.12**	2.1**	-.11*	-2.0*	.09	1.6
<b>A_2</b>	.02	.37	-.02	-.42	.02	.27
<b>A_3</b>	-.11*	-1.9*	-.02	-.41	-.12	-2.1
<b>Gender</b>	.04	.67	.02	.35	.04	.78
<b>FWT</b>	-.19***	-2.9***	.39***	6.4***	-.08	-1.2
<b>SS</b>	-.38***	-5.7***	.25***	4.0***	-.31***	-4.7***
<b>FWTXSS</b>	-.09	-1.6	-.04	-.75	-.09*	-1.8*
<b>JI</b>					-.26***	-4.0***
<b>R<sup>2</sup></b>	.29*		.36		.34***	
<b>ΔR<sup>2</sup></b>					.04***	

*Notes:* FWT =Flexible Work Time; SS=Supervisor Support; JI=Job Involvement; TOI=Turnover intention. \*\*\* $p < .001$ ; \*\* $p < .01$ ; \* $p < .05$

**Table 3 Comparison of conditional indirect effects of Flexible Work Time on TOI at high and low levels of moderator conditional indirect effects at Supervisor Support= M+- 1 SD**

	Effects	SE	LLCI	ULCI	
<b>SS -1 SD (3,5)</b>	-.18	.05	-.32	-.10	<i>Note.</i> $n = 257$ .SE= Stan
<b>SS M (4.0)</b>	-.17	.04	-.29	-.09	
<b>SS+1 SD (4,5)</b>	-.15	.05	-.36	-.12	

dard error; LLCI =lower limit confidence interval; ULCI =upper limit confidence interval. Control variables were age and gender.