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Exploring the Impact of Flexible Working Hours on Job Satisfaction: The Mediating Role of Work-Life Balance

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Article History:	ABSTRACT
Received: 2 nd March, 2025	Purpose: This study's purpose was to find out the relationship between flexible working hours and job satisfaction, about how work-life balance acts as a mediator in the education sector. Thus, the study attempted to see how flexible working hours affect employees' job satisfaction and whether work-life balance mediates such a relationship.
Revised: 15 th May, 2025	Design and Methodology: According to online surveys, Google Forms was used to sample 112 education sector personnel to get quantitative research designs. Sampling methods were used to generate data analyzed using Structural Equation Modeling (SEM) under Smart PLS. The study developed the link between flexible working hours, work-life balance, and job satisfaction.
Accepted: 27 th June, 2025	Findings: Flexible working hours greatly increase worker job satisfaction, according to the study. Flexible schedules also improve work-life balance, which has a beneficial impact on job satisfaction. The results indicate that the favorable effect of flexible scheduling on total job satisfaction is amplified by work-life balance, which partially mediates the association between flexible hours and job satisfaction.
	Implications: According to the report, introducing flexible working hours in the educational sector will greatly improve employee happiness. Another partial mediator that raises satisfaction levels is a greater focus on work-life balance. Thus, there is a strong argument for managers in the education sector to implement flexible work practices to boost employee performance and retention rates, in addition to job satisfaction.
	Keywords: Flexible Working Hours, Job Satisfaction, Work-Life Balance, Education Sector

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1. Introduction

Employee happiness at work and in their surroundings is influenced by job satisfaction, making it a crucial subject in organizational research. The level of pleasure individuals get from their work is known as job satisfaction, and several factors, such as the type of work, the environment, and company culture, may significantly impact it. In addition to other negative effects, low job satisfaction can raise employee turnover, impair performance, and weaken organizational commitment (Judge et al., 2023). For this reason, organizations must address the issues around work satisfaction to increase performance and employee well-being. Less job satisfaction often yields hampered work output, high turnover figures, as well as poor mental health. (Santos, 2023). This problem involves not just the emotional state of workers' jobs but also their level of engagement and loyalty to the organization. As they strive to enhance their people management practices, companies now more than ever need to pinpoint and address the root causes of discontent within their workforce.

Several variables, such as perceived organizational support, self-efficacy, and occupational autonomy, have already been examined in terms of job satisfaction. By granting workers authority over their actions and decision-making, job autonomy, according to studies, promotes job satisfaction and develops a sense of ownership and involvement among employees. (Gagné & Bhawe, 2021). Likewise, the perception of organizational support, a measure of how much employees feel cared for by their employer and how well their employer promotes their welfare, is a strong predictor of job satisfaction. (Kim & Jo, 2024). This is because employees who feel they're worth something and also feel important are likely to feel more supported by their employers. Furthermore, high self-efficacy and confidence in being able to finish tasks have also proved indicative of higher job satisfaction, as such individuals usually do accomplish more to feel better personally. (Schydlo et al., 2024) Nevertheless, this will be beneficial to future studies regarding other variables since it creates interdependence among work-life balance, flexible working hours, and job satisfaction. Flexible working hours and work-life balance have become an important facet of job satisfaction within modern organizations; given that workers can not only work from remote locations but, even if only to a limited extent, during flexible hours, an exponentially increasing number of people are looking toward working better increase their incomes in that area to achieve work-life balance.

Flexible working patterns created under flexible working conditions have become one of the most relevant criteria for research into job satisfaction. For this reason, having realized that the type of working hour arrangement, such as remote working with flexible hours, can best help an

individual balance between work and home activities, many people have been motivated to accept it. Employees, through the conditions of their work arrangement, feel that such will contribute to their job satisfaction. Additionally, flexibility has been demonstrated by Gagné and Bhave (2021) To expand work-life balance and reduce workplace stress, both of which boost job satisfaction. Furthermore, as demonstrated by (Mondy, 2023), Work-life balance can keep up the employee morale, which adds to the road to job satisfaction. This shortfall alludes to flexi-hours and work-life environment contributing to an individual's job satisfaction, thus weighing significantly in terms of job satisfaction. Hence, this needs a wider research effort to bridge the existing gaps in this area, in which case, some discrepancies would be dealt with.

RQ: To what extent do flexible working hours enhance job satisfaction, and to what extent does work-life balance mediate that relationship in the education sector?

Flexible arrangements are said to help employees manage work-life balance, thus reducing stress and increasing job satisfaction, the reasoning here being on these very grounds that flexibility fosters increased job satisfaction. The very thought is lightweight-induced pleasure and satisfaction. Whenever any flexible arrangement comes into play with work, such an arrangement is said to have a direct impact on job satisfaction because it allows the employee to handle their professional versus personal life; thereby, total stress goes down and job satisfaction is greatly enhanced (Andrzejczyn, 2023). In this context, work-life balance is an important mediating factor of this relationship. Teachers with flexible schedules report feeling less stressed at work and more content with their careers because they can better manage their personal and professional duties. (Joshi & Jaffer, 2024) This mediation effect emphasizes how important supportive work arrangements are for creating a happy workplace and raising teachers' levels of job satisfaction. (Leonard, 2022).

According to research done in Gujrat, Pakistan (Arif & Farooqi, 2014) Work-life balance has an impact on workers' loyalty to the company and level of satisfaction. Teachers who have a healthy work-life balance are happier, which leads to increased productivity, dedication, and loyalty to the company. However, because just one university and employment level are targeted, the study's target group was once more constrained. Additionally, the data gathering locations were limited to a certain geographic area. Therefore, it is challenging to generalize the outcome. In another research by (Mas-Machuca, 2016) It was carried out in a pharmaceutical firm in Spain. They suggested that an employee's work-life balance is positively correlated with both job autonomy and supervisor support, which in turn leads to an increase in job satisfaction and organizational pride. Its breadth was limited by considering just one pharmaceutical manufacturer. A further constraint pertains to antecedents, such as job autonomy and supervisor support, which emphasize workers' freedom in defining their daily work (e.g., flexible hours/place) and decision-making about work organization. Additionally, the degree of autonomy should be considered when

determining whether and how much flexibility should be granted to employees to maintain benefits for both the business and the employees.

Although there is a strong correlation between work-life balance and job satisfaction, it is unclear how flexible working hours impact work-life balance and whether they will increase employee job satisfaction, particularly in the public education sector. Therefore, our study aims to explore the kinds of flexibilities that public university employees need and how these impacts their job satisfaction and work-life balance. Also, the subject of this study is contractual employment, work shifts, flexible hours, and telecommuting in general. Additionally, in addition to considering over nine universities, the study concentrated on all university staff levels, including upper and lower management and non-management personnel. Consequently, the results of the employee's answers are more accurate.

Therefore, several studies have been carried out to observe the results of flexible arrangements. Nevertheless, it seems that despite the widespread recognition of the advantages of flexible work arrangements for both businesses and employees, they have not yet been effectively incorporated into Karachi's public universities. To improve staff performance, which in turn helps students' education, it is crucial to work on various flexible arrangements, particularly in the educational sector, to re-establish a work-life balance. It would be acquired by assessing how flexible working hours and workers' job satisfaction relate to work-family enrichment.

1.1 Objectives of the Research

1. How flexible working hours affect teachers' job satisfaction.
2. How work-life balance and flexible working hours relate to skill instruction.
3. To investigate how flexible working hours impact the feeling of happiness through work-life balance

1.2 Problem Statement

Interest in flexible work schedules as a means of raising employee happiness has steadily grown. Teachers can effectively release time-related stressors and pressures from their lives by altering their professional schedules. There is still a lack of empirical knowledge regarding the nature of the relationship between flexible work schedules and job satisfaction, particularly in the educational system. Little attention has been paid as well to the mediating effect of work-life balance between these two variables. Therefore, the present study investigates teachers' perceptions

concerning the effect flexible work arrangements have on job satisfaction, particularly the extent of mediation exercised by work-life balance.

1.3 Significance of the Study

Although flexible working arrangements have been extensively studied, the study must be repeated in other sectors and industries because of the concept's significance for multinational corporations. Businesses that operate in the educational sectors, Pakistan will find the information very important. These incumbents are university graduates, and they will probably be hired to work in the managerial layer of such businesses. Future managers will take a proactive approach to addressing issues like anguish, anxiety, inefficiency, and burnout if they are aware of the factors that influence their output and work satisfaction.

This study will identify the factors that need to be modified to effectively implement work-life balance. The educational sector will also benefit from it to enhance its policies about its pay packages, control methods, and general management of important human resources. The study is important because it emphasizes how non-monetary work elements, such as telecommuting, flexible scheduling, contractual arrangements, and work shifts, may greatly increase employee engagement, productivity, and satisfaction. Lower-level employees don't understand the importance of work-life balance and job satisfaction, which is unquestionably their fundamental right. They are content as long as they have a job; they don't think the rest of it matters. This study may be used as a roadmap to help both private and public institutions pay attention to these factors since it has long-term advantages for both instructors and universities.

2. Literature Review

2.1 Job Satisfaction

A person's emotional reaction to their work, including their cognitive, affective, and evaluative responses, is referred to as their job satisfaction (Joo, 2020; Spector, 1997). It indicates how happy and contented he is at his workplace. In matters like flexibility in the work schedule, what an individual feel about the balance in professional and personal lives depends on how much the two lives are meshed with each other. According to Susita, Sudiarditha, Purwana, Wolor, and Merdyantie (2020)An employee's universal arrogance toward their work controls their level of job satisfaction, which is important for organizational outcomes, including performance and staff retention (Clifton, 2020). Research has repeatedly demonstrated the important impact that work

happiness has on raising employee performance. For example, a study by Farina (2022) shows that improved employee performance is correlated with increased job satisfaction. Shodipe and Ohanu (2023) Research confirms that improved job satisfaction positively influences performance, especially in the building industry. Therefore, the ability to balance work life nourishes the satisfaction of workers. This motivates low commotion and high oscillation for the collection of workers who enjoy working flexibly.

2.2 Work-life balance

Work-life balance has expanded into a wider area of personal responsibilities outside family obligations-only activities; thus, it has transformed from an earlier concept of work-family balance (Vasumathi, 2018). Traditionally, the phrase "work-family balance" describes juggling job obligations with those of the family, including spouses and kids (Zaman, 2021). The definition of "family" has expanded, though, because people nowadays may find themselves in many situations, such as being single, living with a partner without being married, or taking care of elderly parents or other family members. Therefore, "work-life balance" was coined to incorporate the concept of balancing work with other commitments or activities in daily life. (Amin, 2016).

A good work-life balance is essential for every individual as it incorporates time and energy input into personal and professional life in an integrated manner. Generally, it is a broader dimension of well-being compared with family-friendly regulations in the workplace. According to empirical research by (Gragnano et al., 2020) Additionally, Erving et al. (2024) Shows that work-life balance greatly enhances the job performance of university staff workers. According to (Budhiraja, Varkkey, & McKenna, 2022), Work-life balance guidelines help people achieve a balance between their personal and professional obligations, which in turn increases overall job satisfaction.

2.3 Flexible Working Hours

Flexible working hours, or "flexi-time," which allows work to be finished external of outdated time and space limits, is a crucial part of flexible work arrangements. (Shagvaliyeva & Yazdanifard, 2014). Since it was first introduced in the 1970s, flexible time has provided employees with an alternative to fixed working hours and commuting times (Sulistyan & Budiyanto, 2019). The benefits of this arrangement for work-life balance and employee performance are starting to become more widely recognized. Flex time, in the opinion of Hooks and Higgs (2020), allows employees greater flexibility in completing their required work hours. Studies conducted by (Elvira-Zorzo et al., 2024) show that flexible scheduling boosts employee performance and promotes family-life balance (Giovanis, 2015; Mert, 2023). Flexible working has been found to predict better rating outcomes for employees regarding their performance over those who do not. Flexibility in

working arrangements improves work performance and has also contributed to progress on an individual's work-life balance. It has been shown that flexibility at work increased satisfaction regarding the contributions of climate and productivity; it enables the workers to manage their workloads as well as home responsibilities better.

Flexible working hours offer the potential for a better work-life balance. They have increased job satisfaction because employees carry out balanced management between work and home commitments. Flexible working hours have also been shown to predict employee rating outcomes in better performance than those who do not use them. Flexibility in working time has made working better than expected. Flexible working time has also been an important part of the contribution toward personal work-life balance. Studies have established that flexibility in work increases satisfaction with climatic factors and productivity; it allows workers to better manage their workloads and home responsibilities. Flexible working hours open the possibility for a better work-life balance for such opportunities. Better job satisfaction enables employees to achieve a better-balanced management of work commitments and home commitments.

Flexible work has been shown to better predict rating outcomes regarding employee performance than for those who do not engage in such flexibility. Flexibility in work arrangements increases productivity for employees. A flexible working timetable also contributes to one's work-life balance. Scientists have proven that it increases work satisfaction by enabling employees to better manage their workloads and home responsibilities. According to (Purba & Darmasetiawan, 2023) Research has found that employees with more flexible scheduling have a more satisfactory balance of work and life. Flexible work scheduling augments productivity and well-being as individuals empower themselves to best balance their personal and professional lives (Brummelhuis, 2021). It has also been shown that having flexibility improves work happiness. Studies by (Abas et al., 2021; Biassari, 2024) Show that flextime significantly improves work satisfaction. This implies that flexible scheduling is necessary to have contented and diverse employees.

2.4 Underpinning Theory and Hypothesis

2.4.1 Job Demands-Resources (JD-R) Model

In keeping with the Job Demands-Resources (JD-R) model, which was first introduced by Demerouti et al, (2001). Each occupation is subject to discrete factors of risk for work-related stress, which can be classified, in a general way, into two comprehensive groups, namely job demand and job resources. By demand, one means environmental variables that are physical, psychological, social, and organizational, and usually protract a worker's exposure to either physical or mental exertion, which may otherwise engender physiological or psychological responses to burnout.

Conversely, job resources are those characteristics within an organization, psychological, social, or physical, that foster personal growth, reduce stress on the job, and assist the worker in achieving goals. These resources safeguard the worker's productivity and well-being against the adverse effects of workloads.

The JD-R model is prevalent in describing variables that affect worker well-being and job satisfaction described by (Abas et al., 2021). In classifying work characteristics, one can differentiate between job needs and job resources. The job resources help in attaining goals, lessen occupational stress, and contribute to personal development, whereas job demands are job characteristics that require much effort and create physiological and psychological stress. Flexible working hours within a working environment refer to specific employment resource that adds towards improved job satisfaction, especially when resulting in enhancing work-life balance. Moreover, management employees are allowed to adjust work hours based on their demands, prompting a reduction in tension arising from work and family attachments. (Raemdonck, 2022)

Through such better work-life balances, employees get less stressed and a more mature feeling of control and autonomy, which cumulatively enhances their job satisfaction. If the workers succeed well in balancing their personal lives with their professional ones, then work would be a favourable aspect for them concerning their attitude toward their jobs, and more so to the company. (Bakker & Demerouti, 2017). In this way, work-life balance is considered an important mediator in the relationship between job resources and job satisfaction. The consideration of work-life balance is important in alleviating the adverse effects of high job demands since it allows one to fulfil personal life and work commitments without undue stress or burnout. (Raemdonck, 2022). According to (Abildgaard et al., 2020) Bearing a good work-life balance is likely to more directly engage an employee with work and also cause better overall health. Employees who have particularly flexible working hours have more control over their schedules, which enhances job satisfaction and helps them manage stress related to their jobs. (Cruz, 2023; Rönnberg, 2023).

2.4.2 Hypothesis Development

When working hours are flexible, employees may adjust their schedules to better meet their personal lives, which can improve job satisfaction. According to recent research, investigations show that workers who have flexible work schedules are more satisfied with their jobs because they feel less stressed and have more control over how their home and work lives interact. (Thompson et al., 2023). Job resources include anything from flexible working hours to physical, psychological, social, or organizational factors associated with work that decrease the demands related to the job and/or increase job satisfaction. This is in keeping with the Job Demands-Resources (JD-R) model. (Bakker et al., 2023). Therefore, where an employee can manage their personal life within the

framework of working-life satisfaction, it could be said that such job conditions are more beneficial to job satisfaction.

H1: There will be a positive relationship between job satisfaction and flexible working hours.

Increases in the quality of work-life balance directly relate to flexible working hours in the workplace. A study carried out recently indicated that employees who had flexible schedule arrangements gained a healthy perspective in terms of handling their work versus their personal and domestic life. The entity kept lower levels of work-family conflict (Asmar, 2022). Flexible work schedules enable employees to better manage their time and reduce stress from conflicting demands, which improves their overall work-life balance (Hsu et al., 2024). Therefore, having flexible work schedules facilitates balancing professional and personal responsibilities.

H2: Flexible working hours have a positive connection with work-life balance.

In this sense, work-life balance is going to mediate job satisfaction with a flexible work schedule. Influenced by earlier research, flexibility in working hours allows a much better balance between work and other aspects of life, hence better job satisfaction for employees. (Gagnano et al., 2020). According to (Bakker et al., 2023) The JD-R model analyses flexibility as a work resource for achieving a work-life balance that is less stressful and increases job satisfaction, mitigating negative views of the workplace. Where stress existed work-life-wise, employees expressed increased job satisfaction in flexibility.

H3: Flexible working hours and job satisfaction are mediated by work-life balance.

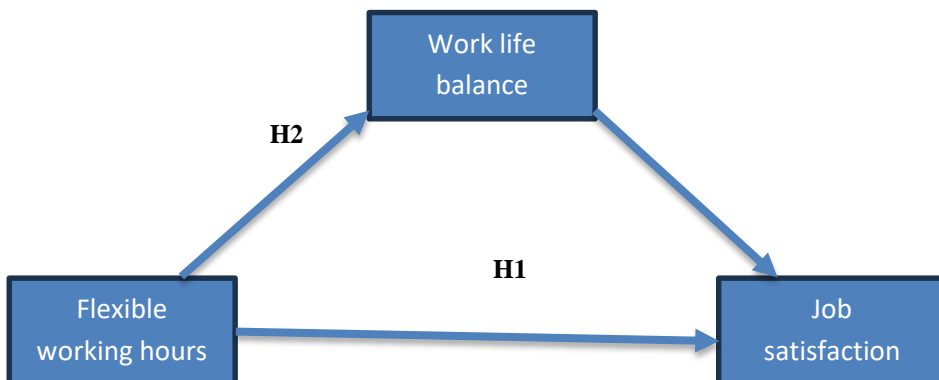


Figure 1. Conceptual Framework

3. Research Methodology

3.1 Sampling and collection of data

A random sample of 112 educational staff members who consented to participate and had received approval from the education ethical clearance committee was chosen from the general population to carry out this study in the education sector. Convenience sampling is used to choose the respondents. Because sampling includes every member of the population in the study sample, it is employed. The methods for gathering data involve the use of validated questionnaires that have been adapted from earlier studies; these are appropriate for use in this investigation, particularly those that contain questions in the educational field. The surveys were translated into English, added to a Google form, and sent to each responder via email or WhatsApp. Data analysis with the Smart PLS program utilizing structural equation modelling methods. This approach is employed because it aligns the limited amount of data that has been gathered with intricate models and reflects indicators in measuring constructs.

3.2 Measures

3.2.1 Job Satisfaction

The job satisfaction scale adopted in this study consists of 11 statements based on a 7-point Likert scale and supported by an assessment and analysis of recent literature. The job satisfaction measures that were utilized in the studies by (Janicijevic & Paunović, 2019; Milana, 2018) Were used to choose the job variables for job satisfaction.

3.2.2 Work-Life Balance

The work-life balance (WLB) measurements used in this study were taken from previously published literature, which has 7 statements from (Syrek et al., 2013) On the work-life balance scale, we examined the work-life balance of our supporters.

3.2.3 Flexible Working Hours

The nine questions from the study by (McNamara, 2012) were used to measure flexible working hours (FWH) in this study.

4. Data Analysis and Results

The research on how to begin to examine the concept of popularity with various domains to consider developed a Partial Least Squares-Structural Equation Model (PLS-SEM) design. (Ali, 2023). Based on earlier studies, PLS-SEM has become the next step from the traditional covariance-based structural equation model (CB-SEM). This is because PLS-SEM is used here on a large sample and where there were some gaps in terms of data regularity, its statistical power enables even the most complex models, such as the moderation analysis, hypothesis testing, and prediction orientation.(Ali et al., 2018; Fonget al., 2017). Many of these considerations are discussed in this study, which justifies the use of the PLS-SEM methodology with Smart PLS 4, including model complexity (eight constructs), theory testing, and the ability to predict approximate statistical models.

4.1 Descriptive Statistics

Table 1 describes the demographic characteristics of the participants, with further details in the descriptive statistics. In a sample of 112 participants, categorized by demographics of the respondents, females made up 61% (68). In other ways, the major groups were between 22 and 31 years of age (59%; 66) and were most likely to have attained a Master's degree as their highest educational qualification (55%; 62), and their work experience arose mostly from the period ranging from two to five years (47%; 53).

Table 1: Demographic Respondent (n = 112)

	Categories	Frequency	Percentage
Gender	Male	44	39 %
	Female	68	61 %

Age	22-31	66	59 %
	32-41	34	30 %
	Above 42	12	11 %
Education	Bachelor degree	3	3 %
	Master degree	62	55 %
	MPhil	43	38 %
	PhD	4	4 %
Job Experience	2-5	53	47 %
	6-10	34	30 %
	Above 10	25	23 %

4.2 Measurement model

Measurement models are the basis of scientific research. Studies concerned with the measuring properties provide evidence as to how a particular measurement is performed and will therefore advise the researcher which one is appropriate for use. The core measuring properties of any instrument are reliability and validity. In contrast, reliability refers to the extent to which any test can be accurately performed again over time and in a different location, while validity refers to how well an instrument measures what it is intended to measure.

4.2.1 Internal Consistency and Convergent Validity

According to (Sarstedt et al, 2021), to prove internal consistency and convergent validity, particular threshold values must be met by PLS measurement models. These include item loadings of at least 0.708 and Cronbach's alpha and composite reliability (CR) of not less than 0.70, while the average variance extracted (AVE) must be at least 0.5. The limits of the above parameters for

Cronbach's alpha, CR, and AVE, as given in Table 2, confirm the convergence validity of all reflective constructs in the study and their internal consistency (reliability).

Table 2: Measurement Model Analysis

Variables	Indicators	Loadings	Cronbach Alpha	CR	AVE
Job Satisfaction	JS1	0.660	0.913	0.933	0.585
	JS2	-0.005			
JS3	0.730				
JS4	0.819				
JS5	0.795				
JS6	0.869				
JS7	0.873				
JS8	0.876				
JS9	0.838				
JS10	0.811				
JS11	0.721				
Work-life Balance	WLB1	0.720	0.912	0.930	0.675
	WLB2	0.803			
	WLB3	0.849			
	WLB4	0.797			
	WLB5	0.802			
	WLB6	0.830			
	WLB7	0.866			

Flexible	FWH1	0.776	0.936	0.947	0.664
Working	FWH2	0.739			
Hours	FWH3	0.862			
	FWH4	0.839			
	FWH5	0.775			
	FWH6	0.863			
	FWH7	0.803			
	FWH8	0.861			
	FWH9	0.805			

Note: It is seen that if at any time AVE is not to be found, it means that the composite reliability must always be greater than 0.8

4.2.2 Discriminant Validity Analysis

The evaluation of discriminant validity is very important in research, which involves the evaluation of the latent variable and its items for the representation of the construct. Additionally, discriminant validity is employed to guarantee that the latent constructs employed in the causal investigation are distinct from one another. In other words, it is ensured that items used in measuring the latent construct are distinct and do not measure the same constructs. Hence, if the researcher continues to test the hypothesized model without resolving this problem, the entire model's interpretation can be misleading. The Fornell & Larcker (1981) approach was used in this research to assess discriminant validity, where the square root of AVE was larger than any pair of correlations between latent components in Table 3.

Table 3 Fornell-Larcker Criteria

	FWH	JS	WLB
FWH	0.814	-	-
JS	0.724	0.765	-
WLB	0.743	0.762	0.810

Note: Bold values represent the square root of AVE

Table 4 Discriminant Validity Analysis (HTMT Ratio)

	FWH	JS	WLB
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FWH	-	-	-
JS	0.774	-	-
WLB	0.797	0.831	-

Note: This step involves testing the discriminant validity by using the Heterotrait-Monotrait ratio values. Based on the result of the discriminant validity test, it indicates that every single factor already has the HTMT value below 0.85 and higher HTMT values over other factors, as seen from table 3.

4.3 Structural Model

That is, the structural model (that is, the inner model) focuses on the relationship of the particular constructs rather than on the relationship of latent constructs with measurable variables. The structural model, typically represented with a path diagram, describes a series of structural equations, based on which constructs are said to be related to one another.

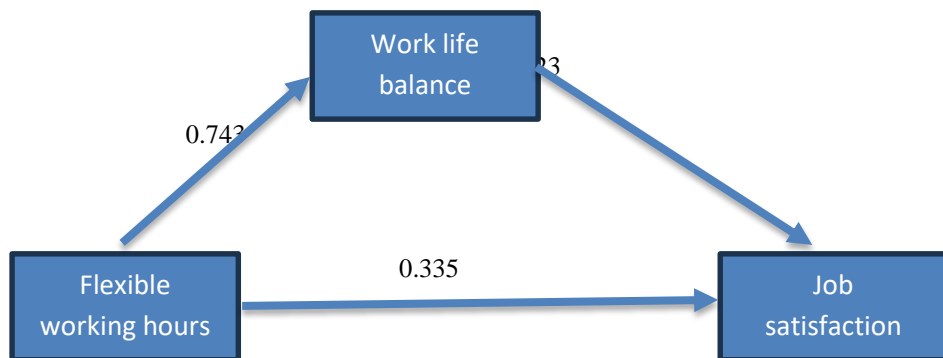


Figure 2: Structural model

Table 5 R-squared of endogenous constructs

Endogenous constructs	R-Square	Adjusted R-Square
JS	0.647	0.640

WLB	0.552	0.548
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In an internal test model, the assessed weights of latent variables for the first R-squared. Table 5 gives the R-squared values of job satisfaction and work-life balance as 0.647 and 0.552, respectively. Flexitime explains 29.8% of the variance in job satisfaction and 66.4% in work-life balance. Furthermore, flexitime, job satisfaction, and work-life balance combined could account for an overall 27.1% of the variance in employee performance, and the rest should be attributed to other characteristics that fall outside the purview of this study.

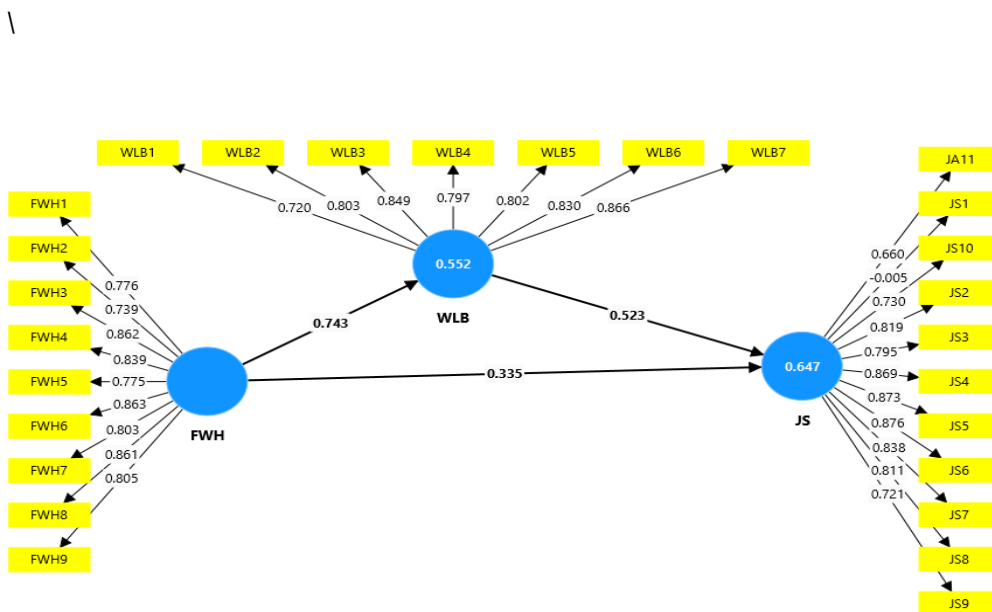


Figure 3: Measurement model

Table 6: Hypothesis Test

Hypothesis	Beta value	S. D	T-values	P-values	2.5%	97.5%	Results	R ²
FWH-JS	0.321	0.136	2.421	0.000	0.035	0.563	Accepted	0.543

FWH-	0.748	0.048	15.580	0.000	0.649	0.834	Accepted	0.619
WLB								
FWH-	0.405	0.091	4.350	0.000	0.232	0.581	Accepted	0.563
WLB-JS								

Note: At the 0.05 significance level, the results represent the product of 5000 subsamples using 2-Tailed Bias-Corrected and Accelerated Complete Bootstrapping.

Hypothesis H1 (FWH → JS):

This hypothesis stated that flexibility in working hours would have a direct correlation to job satisfaction. Hence, this hypothesis was supported with a t-value of .268, which was more than 1.96, and a p-value of <0.05. Therefore, it can be said that flexible working hours are effective for all educational workers and, in turn, increase their level of satisfaction. On a general note, it affords them time management, thus rendering them happier at work.

Hypothesis H2 (FWH → WLB):

This hypothesis assesses how much work-life balance can be achieved with flexible work hours (FWH) in an organization. Acceptance could be confirmed by a p-value less than 0.05 and a significant t-statistic of 15.618 (greater than 1.96). This study illustrates how respondents, for instance, improved their WLB through flexible working hours because of having to fit their personal lives better with their work lives.

Hypothesis H3 (FWH → WLB → JS):

A value of the t-statistic greater than 1.96 (>1.96) and a p-value lower than 0.05 lend strong support for Hypothesis 3, which posits that Work-Life Balance (WLB) mediates the effect of Flexible Working Hours (FWH) on Job Satisfaction (JS). This means that, to some extent, the accessories do aid towards improved work-life balance, but flexible working hours directly and positively affect job satisfaction. Flexibility in scheduling improves work-life balance, which, in turn, is directly related to increased job satisfaction. Therefore, while access to lunchtime will have

an almost immediate positive effect on people's job happiness, the effects will be still more felt and pronounced once made easier for employees to access.

5. Discussion

The findings show that flexible working hours affect the work-life balance and job satisfaction of employees at different universities. In today's business environment, HR, senior executives, and practitioners have made flexible arrangements a top priority. Flexible work schedules have become a major component in determining employment satisfaction across several industries, but especially in the educational field. It has been demonstrated that giving workers the flexibility to change their work schedules improves their overall job satisfaction by enabling them to better manage their obligations. (Kelliher & Anderson, 2010). Flexible work schedules may be a key tactic for boosting workplace morale and retention as businesses come to understand the value of employee well-being. (Damrosch et al., 2022). Flexibility tries to foster work-family integration by assisting employees in managing the various demands of family domain components. This can result in more time spent at work and more job satisfaction. According to ten Brummelhuis, Haar, and van der Lippe (2010), employment flexibility can help workers better manage their personal and professional lives. Improving worker productivity and well-being is essential. The statistical study's conclusions show a clear correlation between improved flextime management and increased employee job satisfaction and work-life balance. The results of previous investigations are supported by this one. (Adnan B. 2019; Davidescu et al., 2020; Gunawan & Franksiska, 2020; Kaya, İleri, & Kara, 2022; Mahendra & Kurniawati, 2024; Sunaryo et al., 2022). Showing flextime can promote worker productivity, job satisfaction, and work-life balance directly.

Several authors have stressed the importance of managers in reducing work-life conflicts by allowing for greater flexibility in work schedules. Employees might work fewer hours if their efforts are focused. If managers promote work-life efforts, employees will find it simpler to pursue a high degree of work-life balance. (Mas-Machuca, 2016) Working flexibility not only gives workers the freedom to choose their own hours, but it also installs a sense of pride in the company, which increases employee engagement and commitment. As a result, they are more satisfied and productive since they can balance their personal and professional lives. Our results add to earlier work-life balance studies that examined employees' job satisfaction and offer proof of a beneficial association between work-life balance and job satisfaction. Furthermore, at Pakistan's different universities, flexible working hours have a big influence on employees' job satisfaction and work-life balance. This is the first time that we have connected various forms of flexibilities with work-life and job satisfaction together, and we have discovered the mediating role of work-life balance with job satisfaction, particularly in the public and private sector, in the work-life balance, even

though flexible arrangements have been linked to other constructs like productivity, organizational engagement, and job quitting behaviour.(SANUSI, 2024).

Research indicates that the relationship between flexible working hours and job satisfaction is significantly mediated by work-life balance. (Damrosch et al., 2022; Kelliher & Anderson, 2010) Employees' job happiness is positively impacted by their ability to adjust work hours to accommodate their personal lives, since this typically results in reduced stress and burnout. (Mukhtar & Kassie, 2022). A more harmonious work-life balance integration results from this balance, which enables individuals to fulfil personal commitments like child care or education without abandoning their professional responsibilities. (Kay et al., 2023). The idea of work-life balance, which was originally rigidly defined, is now commonly known as family-friendly policies. Therefore, maintaining a good work-life balance entails more than just ensuring that job-related duties are finished effectively and on time. The study's findings unambiguously demonstrate that, in line with scientific research, work-life balance positively enhances employee performance in the educational sector. Managers will benefit from this study's helpful recommendations about the importance of work-family balance for employees' mental and physical well-being. The results of this study are in line with earlier research.(Ernanda & Fazlurrahman, 2023; Gunawan & Franksiska, 2020; Kamau et al., 2013; Mahendra & Kurniawati, 2024; Maurya et al., 2015; Novelia et al., 2013), who concluded that improving work-life balance may boost employees' performance.

A worker's level of job satisfaction is determined by how happy and fulfilled they are in their present position. These results are consistent with research showing that employee performance rises with contentment. The degree of enjoyment gained from the working environment might significantly boost the performance rate at work. Given that the environment in which each employee works determines all knowledge, healthcare management must take great measures to address the physical and mental health of its staff. Increasing work satisfaction also supports the conclusions of several studies.(Kessler et al., 2020; Latifah et al., 2024; Mahendra & Kurniawati, 2024; Memon et al., 2023; Sunaryo et al., 2022), who also created that job satisfaction always positively affects employee performance.

In general, work-life balance is a key mediating factor in the relationship between flexible work schedules and job satisfaction. Particularly in education, a mix of autonomy, perceived organizational support, and work-life balance creates an environment that encourages employee satisfaction. To further understand how various organizational cultures and policies might be used to support the potential that flexible work hours provide, more studies must examine these links. Organizations looking to increase worker happiness and productivity in a more flexible work environment would greatly benefit from such outcomes. The numerous features that businesses offer to accommodate schedule flexibility usually combine to offer a broad influence on how working

time flexibility affects job satisfaction. Work-life balance is one of the variables that mediates the relationship between flexible work schedules and job satisfaction. It operates independently and with apparent organizational backing, particularly in the educational sector, to create an atmosphere that promotes employee pleasure. Future studies must go even further into the influence that different cultures and policies in organizations may have on enhancing the performance of flexibility in work arrangements. Results of this nature can be very helpful to organizations striving to optimize their employees' satisfaction and productivity in a more flexible work environment.

Many organizations offer various casual schedules for flexible working hours, most of which can affect overall outcomes. Flexibility in work hours will boost employees' job satisfaction to a certain level, but requires better inclusion for work-life balance. For example, most employers in the education sector would offer flexible hours in various daily schedules at school or even at home, depending on the type and nature of work assigned. On the other hand, autonomy and perceived organizational support, coupled with work-life balance, would be an important source of employee satisfaction. Further decisive steps should explore these relationships, targeting the different cultures and policies within organizations that would boost employee satisfaction derived from flexible work arrangements. These kinds of results could be very useful for organizations striving to increase employees' satisfaction and productivity within a more flexible work setting.

Our findings tend to suggest that workers who have a good work-life balance and feel at ease and flexible at work are happier with their positions and employers. Prior studies have only identified one or two flexibilities. (Abid & Barech, 2017), in fields other than public education (Giovanis, 2018), or in a single public college, which makes it impossible to provide a more comprehensive perspective on the findings and reactions of those employed by public institutions (Hashim et al., 2017). Therefore, work-life balance acts as a complete mediator between job satisfaction and flexible working hours.

5.1 Implications of Research

There are several significant implications for flexibility in employment, which carries with it several consequences for organizations and decision-makers the world over. Firstly, flexible working hours can contribute much toward job satisfaction because the employees experience a level of elevation in their personal and professional responsibilities. This reinforces findings from previous studies showing increased output and better staff morale through flexible work arrangements. (Floyd, 2024; Robert, 2019).

Furthermore, the work-life balance's mediating function emphasizes how important it is to provide workers the freedom to modify their work schedules. A comprehensive strategy may lessen

burnout and stress, two important elements influencing job satisfaction, according to (Raza et al., 2021) Workers who perceive strong organizational support for flexible work schedules often report higher levels of life satisfaction and lower levels of concern, according to (Huang et al.,2023) more committed and engaged workforce is the outcome of this phenomenon.

Additionally, companies should prioritize flexible working options in addition to work-life balance regulations. Such actions would increase overall corporate profitability in addition to enhancing employee satisfaction. Examples include managers giving staff member autonomy, being open and honest about flexible work arrangements, and routinely reviewing work-life balance initiatives. The results demonstrate how crucial it is for companies to understand the advantages of work-life balance and flexible scheduling in promoting better employee health and job satisfaction, which will eventually lead to a more committed workforce with increased productivity.

5.2 Practical Implications

The results of the research may help executives and policymakers in the education sector create workplaces that support flexible work schedules, which will increase workers' job satisfaction. Organizations may improve work-life balance and, consequently, employee job satisfaction by providing flexible working hours. This emphasizes how crucial it is to develop rules that prioritize employee well-being through balanced work schedules above employee output. (Parray et al., 2023).

Furthermore, companies may decide to invest in tools and support systems that enable better management of personal and professional responsibilities, as work-life balance has been demonstrated to mediate the link between flexible work schedules and job satisfaction. For instance, having access to daycare and well-being assistance might help workers better balance their numerous responsibilities. (Headrick, 2023). These practical answers are especially vital for female employees in the education sector, where juggling the demands of work and family life is essential. (Allen, 2020)

Applying these methods may improve satisfaction with work and retention since loyal and productive employees are those who believe that their employer meets their personal needs. As a result, the performance of the company as a whole is enhanced. (Rost, 2022). Thus, in addition to

improving the staff, establishing flexible work hours and fostering a positive culture also boost the institution's profitability and long-term survival.

5.3 Limitations and Future Studies

This investigation, because it solely examines the education system, cannot extend its results to other businesses. Factors such as work-life balance and flexible hours would likely play an even larger role in ensuring satisfaction with work in the education arena than in other industries because of the distinct working environment, expectations of its employees, and challenges faced. Furthermore, self-reported accounts of work-life may indicate bias, whereby participants report experiences that comply more with social norms than their true context. Also, being cross-sectional, this study controls for time, thus failing to establish any actual causality or the long-term effects between flexible working hours, work-life balance, and job satisfaction. To expand the scope of the study in future and obtain more valid and dependable results, it is advised that future research be conducted on a larger sample in different cities with a few additional variables and arrangements, such as compressed weeks, work sharing, annualized hours, etc., or by employing different data collection methods and a greater number of samples to produce more accurate findings.

6. Conclusion

The study indicates that flexible work schedules improve employee performance in both direct and indirect ways. It is found that a person benefits from more work-life balance and also higher job satisfaction when flexibility is offered at work. The improvement in performance due to the working conditions is moderated by achieving a balance between work and life, and job satisfaction. The conclusions drawn from the research point to a partial mediation effect on the relationships between flexible scheduling constraints and employee performance in educational settings, with work-life balance and job satisfaction identified as moderating variables. However, the conclusions do not apply to the public education sector since there are variances between sectors and gross between the two education sectors in terms of flex-time management policies and practices. It is possible that eventually, researchers may have the opportunity to find out how the results can be compared to the private facility. The study finds that about 92.3% of changes could be explained by the particular characteristics of employee performance: gaps remain for further research in finding additional elements at work in raising performance levels among employees within the educational sector.

As such, the present study addresses in mediation of partial mediation factors, including work-life balance and job satisfaction. Next, the research may extend to researching additional mediation factors that are possibly associated with other independent variables and eventually lead

to perfect mediation. Finally, organizations, lawmakers, and society at large face the issue of successfully implementing work flexibilities. The fact that employees respect flexibility and believe it is essential to job happiness should also be acknowledged by managers. The results indicated that providing flexibility in different universities might improve their emotional state at work and their relationship with the company as employees grow more devoted and loyal. Therefore, it is easy to keep and will save money on hiring new staff. As a result, companies and HR departments are advised to value their employees' efforts.

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