

## TABLE OF CONTENTS

<b>ACKNOWLEDGEMENT .....</b>	<b>ii</b>
<b>ABSTRACT .....</b>	<b>iii</b>
<b>LIST OF TABLES .....</b>	<b>vii</b>
<b>LIST OF FIGURES.....</b>	<b>viii</b>
<b>CHAPTER 1: INTRODUCTION.....</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Background of the Study.....	1
1.2.1 Flexible Working Arrangement and Work-life Balance .	4
1.3 Research Problems and Significance of the Study .....	8
1.4 Research Questions .....	10
1.5 Research Objectives .....	11
1.6 Scope of the study .....	12
1.7 Organization of the Report .....	13
1.8 Conclusion of the Chapter .....	14
<b>CHAPTER 2: LITERATURE REVIEW.....</b>	<b>16</b>
2.1 Introduction .....	16
2.2 Definition of Flexible Working Arrangement .....	16
2.3 Variables.....	21
2.3.1 Independent Variables (Predictor) : Benefits Used and Perceived Value of Benefits of FWA as a Work-life Benefits .....	21
2.3.2 Mediator Variable – Perceived Organizational Support (POS) .....	26
2.3.3 Dependent Variable – Organizational Commitment .....	28

2.3.4 Dependent Variable – Turnover Intention .....	32
2.4 Rationale Relationship Between Variables .....	33
2.4.1 Benefits of FWA, Perceived Organizational Support, Organizational Commitments and Turnover Intention.....	33
2.5 Research Framework .....	39
<b>CHAPTER 3: RESEARCH METHODOLOGY.....</b>	<b>40</b>
3.1 Introduction .....	40
3.2 Research Hypothesis.....	40
3.3 Measurement of Construct.....	41
3.3.1. Used of FWA as a Work-life benefits .....	42
3.3.2. Perceived value of Benefits (FWA).....	44
3.3.3. Perceived Organizational Support (POS) .....	45
3.3.4. Organizational Commitment (OC).....	46
3.3.5. Turnover Intention (TI).....	48
3.4 Questionnaire Design.....	49
3.4.1 Designing the Questionnaire .....	49
3.4.2 Pilot Test .....	51
3.5 Sampling Design and Procedure.....	52
3.5.1 Target Population.....	53
3.5.2 Sample Size .....	53
3.6 Data Collection Techniques .....	53
3.7 Data Analysis Techniques .....	54
3.8 Conclusion .....	54

<b>CHAPTER 4: RESEARCH RESULTS.....</b>	<b>55</b>
4.1 Introduction.....	55
4.2 Respond Rate.....	55
4.3 Demographic Characteristics of the Respondents.....	56
4.4 Reliability Assessment .....	59
4.5 Normality Assessment.....	62
4.6 Correlation Analysis between Variables.....	63
4.7 Multiple Regression Assessment.....	69
<b>CHAPTER 5: CONCLUSION AND RECOMMENDATIONS.....</b>	<b>76</b>
5.1 Introduction.....	76
5.2 Overview of the Study and Major Findings .....	77
5.3 Contributions of the Study.....	79
5.3.1 Theoretical Contribution .....	79
5.3.2 Contribution to Practise .....	80
5.4 Limitations of the Study.....	81
5.5 Suggestion for the future Research.....	82
5.6 Conclusion.....	83
<b>APPENDICES .....</b>	<b>84</b>
Appendix :	
Questionnaire .....	85
<b>BIBLIOGRAPHIES .....</b>	<b>98</b>

## LIST OF TABLES

<b>Table 3.1</b> : Items to Measure the Benefits used of FWA.....	44
<b>Table 3.2</b> : Items to Measure the Perceived value of Benefits FWA.....	45
<b>Table 3.3</b> : Items to Measure the Perceived Organization Support (POS).....	46
<b>Table 3.4</b> : Items to Measure the Organizational Commitment .....	47 - 48
<b>Table 3.5</b> : Items to Measure the perceived Turnover Intention.....	48
<b>Table 4.1</b> : Demographic Characteristics of the Respondents (N=198).....	56 - 57
<b>Table 4.2</b> : Cronbach's Alpha Scores of the Variables.....	60
<b>Table 4.3</b> : Normality Assessment of the Variables.....	62 - 63
<b>Table 4.4</b> : Correlation between Variables.....	64
<b>Table 4.5</b> : Multiple Regression Analysis: = Perceived Value of Benefits (FWA) to Organizational Commitment .....	70-71
<b>Table 4.6</b> : Multiple Regression Analysis: = Perceived Value of Benefits (FWA) to Perceived Organizational Support (POS).....	72
<b>Table 4.7</b> : Multiple Regression Analysis: = Perceived Value of Benefits (FWA), Perceived Organizational Support to Organizational Commitment.....	73-74
<b>Table 5.1</b> : Summary of Hypothesis Testing.....	76

## LIST OF FIGURES

**Figure 2.1** : Proposed model for examining differential relationships of employee benefits use and perceived value of benefits with organizational commitments mediated by Perceived Organizational Support and its subsequent prediction to employee's perceived turnover intention. ....39