

CHAPTER 5

CONCLUSION

5.1 INTRODUCTION

This final chapter reviews the research that had been undertaken. The overview and the major findings of the study were firstly presented, followed by the contributions of the study was elaborated in both theoretically and practically manner. Finally, the limitations and suggestions for the future research were also being highlighted at the end of this chapter.

Table 5.1 Summary of Hypothesis Testing

Hypothesis No	Hypothesis	Statistical Method	Results
H1	Used of benefits (UsedFWA) will have a direct positive relationship with the employee's Organizational Commitment (OC)	Pearson Correlation	Supported
H2	Perceived Value of Benefits (PVOB) will positively relate to Perceived Organizational Support (POS)	Pearson Correlation	Supported
H3	Perceived Organizational Support (POS) will positively relate to the employee's Organizational Commitment (OC)	Pearson Correlation	Supported
H4	Organizational Commitment (OC) will have a significant inverse relationship with employee's Turnover Intention (TI)	Pearson Correlation	Supported
H5	Perceived Organizational Support (POS) will fully mediates the relationship between employee's Perceived Value of Benefits (PVOB) and Organizational Commitment (OC)	Multiple regression	Supported

5.2 OVERVIEW OF THE STUDY AND MAJOR FINDINGS

This study offers a couple of contributions to our understanding of the relationship between Flexible Working Arrangement as a one of work life benefits provided by the employer which is predicted to be related to the employees' attitude and behavior at the workplace.

Firstly, the study has drawn a distinction between benefit use and perceived value of benefit. Consistent with Lambert (2000), Haar & Spell (2004), and Muse et al. (2008), benefit use and perceived value were found to have a differential paths to employee's organizational commitments. The results supported a direct relationship between benefit used with the employees' overall organizational commitments. In contrast, the relationship between the perceived value of benefits and employees' overall organizational commitments was entirely mediated through Perceived Organizational Support (POS). The result posits that the used of benefits was influence with a direct utility of the benefits by the employee and therefore allowed a possible direct relationship of organizational commitment towards the employer. On the other hand, the perceived value of benefits influence the employee's perception towards the organizational are being caring and hence enable a norm of reciprocity to be taken place (which believe to also able to connect and foster the employees' organizational commitment).

At the same time, the findings also supported the basic premise of social

exchange theory and the norm of reciprocity that positive actions on the part from organization are a signal that employees are being valued and is related to POS. The study has evidenced that the perceived value of benefits was positively relate to the POS, consistent with the findings that Work-life benefits is anticipated to propel employee to reciprocate in a beneficial ways i.e. through employee's organizational commitment. The value of "benefits" (Gouldner, 1960; Lambert, 2000) can therefore lead to feelings of felt obligation and embrace a sense of recompensing by the employee to the organization which may able to reflect through their positive organizational behavior (i.e. organizational commitment, turnover intention and or others related positive job behavior and attitude).

Lastly, the study also reflected that normative commitment had evidenced a unique relationship with the employees' turnover intention in an Asia workforce. Among the three theme of three-component model of organizational commitment, normative commitment has shown the strongest correlation ($r=.436$) with the employee turnover intention. This is consistent to the previous researches (eg : Wasti (2003); Yao & Wang (2006) that normative commitment was far been neglected compared with the Affective commitment in predicting the employee's turnover intention and behavior especially conducive with a cross cultural research and Eastern culture context.

5.3 CONTRIBUTIONS OF THE STUDY

5.3.1 Theoretical Contributions

The findings of the study extend the previous researchers on the employee's perceived value of benefits that associated strongly with the employee's overall organizational commitment mediated through POS. It evidenced that the benefits do not need to be used to be valued which consistent with others researchers like Grover and Crooker (1995) and Muse et al (2008). The findings also affirmed that the employee benefits are a significant signal that the employees are valued and organization are being support to their well-being. Hence, with the initiate of this reciprocation process is predicted to engender a positive relationship between the employer-employee which ultimately may beneficial to the organization as whole.

In contradicts with some of the arguments that employee benefits do not signal to employees they are valued and are therefore not related to POS (Shore & Shore, 1995; Wayne et al., 1997), POS has recorded a moderate correlation with the Perceived value of benefits ($r = .283$) and in turn recorded a strong correlation with employee's organizational commitment ($r = .593$) respectively for the Affective commitment ($r = .574$) and Normative commitment ($r = .528$). These evidenced that benefits may not be used but to be valued by the employees. These kind of "good feeling" may be the most important underlying that initiates the reciprocation process and hence organization shall take into consideration of the perception of employees during development of the benefits packages to

their employees. One way of doing this is through the “involvement” of employees along the development of the benefits plan.

5.3.2 Contribution to Practice

We hope the findings of the research will provide the HR practitioner an insight towards the benefits scheme being provided to their employee at the workplace. The differential path within the benefits used and perceived value of benefits did evidenced that the benefits need not be used in order to be valued by employees. The assessment of employee’s perception towards the value of benefits has in fact carried an unexpected weight and played a critical part to initiate the positive reciprocity relationship among the employer-employee.

Therefore, along the process on developing and facilitating the fringe benefits of organization, HR practitioner may consider to adopt a more flexi-plan of benefits scheme (non monetary and monetary) which involved the decision making from both employer-employee towards the benefits packages provided at their workplace. With this kind of flexi-plan, employees are allowed to select the benefits within the range of the benefits packages that most being valued by them and benefit them in a utilitarian manner (instead of having the traditional packages which standardize across the organization). With the customization of benefits plan to suite the individual needs, we believe it may bring several positive reciprocate result especially in predicting to stimulate a stronger sense of norm of reciprocity :

- (i) Employee are involved in the decision making to choose and decide their own package of benefits which allowed an increase of motivational effect
- (ii) Employee are being signal that organizational not only care about their well being but also respect with individual difference needs
- (iii) Enable a stronger reciprocity relationship that bond between employer-employee as the perceived value of particular benefits is being valued and weighted by the employee themselves
- (iv) Employer (organization) will minimize the chances of wasted unnecessary resources due to “unwanted” benefits offered or may not be valued by employee as what the employer was expected
- (v) Employer (organization) will reap all the benefits may possible raised from the positive employer-employee relationships through employees positive attitudinal and behavior outcomes irregardless at individual and organizational level (eg : higher commitment and loyalty, increase of job performance, better retention and attract the talent, better branding the organizational etc)

5.4 LIMITATIONS OF THE STUDY

There are few limitations to the present study that need to be noted and considered by the future researcher:

1. The cross-sectional nature of the data collected is one limitation of this study which prevents the examination of causal relationships.

2. Generalizability of the results is another limitation due to restriction to access into a research site or population that adequately provide a multiple range of work life benefits such as a wider set of FWA practice options are available in their workplace
3. Another important limitation is that the norm of reciprocity is universal but conditional in nature (Gouldner, 1960). Hence, the perceived value of work-life benefits may be difference with a diversify groups of workforce (due to different social and culture background) and across time factor. Therefore this may result a differing obligations and degree of reciprocation to form from the targeted population.

5.5 SUGGESTIONS FOR FUTURE RESEARCH

In order to have an in depth understanding on the accidents and causal relationship of the FWA or other type of work-life benefits towards the individual and organizational level outcomes at workplace, studies based on longitudinal analysis is needed. I.e., to collect data both before and after particular benefits such as FWA are being implemented at the workplace may help to further examine the direction of these benefits' relationships with employee attitudes and behavior.

Meantime, future research may consider to include others potential non-assessed variables and exploring the additional antecedents and consequences of others type of FWA eg : job sharing with others job behavior and attitudinal

outcomes. These will encompass a more in depth understanding of making Flexible Working Arrangement a useful and practical work-life benefits that beneficial to all parties involved.

5.6 CONCLUSION

The research has evidenced that the work life benefits packages such as Flexible Working Arrangement that offered at workplace is connected to employee's positive perception towards the organization. The positive exchange of relationship between the employer-employee is further predicted to relate and influence the employee positive behavior and attitude either at individual and or organizational level.

Although the public may think of workplace flexibility as being designed as “perk” to help employees manage their lives at work and at home. It was only after putting flexible working arrangement and policies into place that employers and employees began to see their advantages. Hence, it is viable for Malaysia employer to re-look the needs to initiate and facilitate such work-life benefits and flexible work options at their workplace. We believed, a more flexible workplace, when developed with attention to both employer and employee needs, can improve business performance and bottom-line outcomes, while also improving the quality of life for employees and their families with potential win-win situation to all parties involved.