

The Impact of Flexible Work Models on Organizational Performance: A Case Study of SWECO in the Netherlands

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Abstract

Flexible work models have become increasingly important in modern organizations due to technological advancements and changing workforce expectations. Organizations increasingly adopt flexible work arrangements such as remote work, hybrid work, and flexible working hours to enhance employee well-being and organizational performance. However, the impact of these work models on key organizational outcomes remains an important research topic.

This study examines the impact of flexible work models on organizational performance at SWECO Netherlands, focusing specifically on the Rail & Stations Department. Organizational performance is evaluated through three dimensions: employee productivity, employee satisfaction, and operational efficiency.

The study adopts a quantitative descriptive-analytical research design. Data were collected using a structured questionnaire distributed to employees within the department. A total of 75 valid responses were obtained and analyzed using the Statistical Package for Social Sciences (SPSS). The analysis included reliability analysis, descriptive statistics, correlation analysis, and regression analysis.

The results indicate that flexible work models have a positive and statistically significant impact on organizational performance. The strongest relationship was found between flexible work models and employee satisfaction, followed by employee productivity and operational efficiency. These findings suggest that flexible work arrangements contribute to improved employee attitudes and performance outcomes within the organization.

The study concludes that flexible work models represent an effective strategy for improving both employee well-being and organizational performance in knowledge-intensive environments. The research provides practical insights for organizations seeking to implement flexible work policies while maintaining productivity and operational efficiency.

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Chapter 1

Introduction

1.1 Introduction

Background

The modern workplace is experiencing significant transformation driven by rapid technological advancements, globalization, and evolving workforce expectations. Traditional work models based on fixed working hours and centralized office locations are increasingly being replaced by flexible work arrangements. These models, including remote work, flexible working hours, hybrid work, and compressed workweeks, represent a strategic shift in how organizations manage employees and operational processes.

Recent research emphasizes the importance of flexible work models in enhancing employee productivity, job satisfaction, and work–life balance. Empirical studies suggest that flexibility can improve organizational outcomes by increasing motivation and engagement. However, previous research also identifies potential challenges, such as communication barriers, employee isolation, and coordination difficulties, which may influence overall organizational performance.

In dynamic and competitive business environments, organizations increasingly adopt flexible work models as a strategic tool to improve performance and maintain competitiveness. Organizational performance is commonly evaluated through key dimensions such as employee productivity, employee satisfaction, and operational efficiency.

Accordingly, this study aims to examine the impact of flexible work models on organizational performance at SWECO Netherlands. By analyzing the relationship between flexible work arrangements and key performance indicators, the study seeks to provide both theoretical and practical insights into the effectiveness of flexible work models within knowledge-intensive organizations.

1.2 Study Problem

The widespread adoption of flexible work models has significantly transformed organizational structures and employee management practices. While flexible work arrangements are commonly associated with improved work–life balance and higher employee satisfaction, their impact on organizational performance remains complex and not fully conclusive. Organizations continue to face challenges in balancing flexibility with maintaining productivity, effective communication, and team cohesion.

Previous research indicates that flexible work models can enhance employee productivity and job satisfaction. However, studies have also reported potential challenges such as communication barriers, employee isolation, and coordination difficulties. Moreover, much of the existing literature has examined flexible work practices across various sectors, with limited focus on their effects within a specific organizational context.

From a scientific perspective, there is a need for more focused research that examines flexible work models in relation to multiple dimensions of organizational performance simultaneously, particularly within knowledge-intensive organizations. Addressing this gap can contribute to a clearer understanding of how flexibility influences performance outcomes.

At SWEKO Netherlands, the increasing implementation of flexible work arrangements requires a systematic evaluation of their impact on employee productivity, satisfaction, and operational efficiency. Therefore, this study aims to examine the relationship between flexible work models and organizational performance, providing both theoretical contributions and practical recommendations to enhance flexible work implementation while maintaining high performance levels.

1.3 Objectives of the Study

- Main Objective

The main objective of this study is to examine the impact of flexible work models on organizational performance at SWECO Netherlands.

- Sub-Objectives

- To identify the flexible work models implemented at SWECO Netherlands.
- To analyze the relationship between flexible work models and employee productivity.
- To evaluate the impact of flexible work models on employee satisfaction.
- To assess the effect of flexible work models on operational efficiency.
- To identify challenges associated with implementing flexible work models within the organization.

1.4 Importance of the Study

The importance of this study stems from its contribution to both academic knowledge and practical organizational applications. The study provides valuable insights into flexible work models and their relationship with organizational performance from both scientific and practical perspectives.

1.4.1 Scientific Importance

- This study contributes to the academic literature related to flexible work models and organizational performance by providing empirical evidence from a real organizational context.
- The study helps fill the research gap related to the limited number of studies examining flexible work models within engineering consultancy organizations, particularly in the European context.
- The study provides a comprehensive analysis by examining multiple organizational performance dimensions simultaneously, including productivity, employee satisfaction, and operational efficiency.

1.4.2 Practical Importance

- The study provides practical insights for management at SWECO Netherlands regarding the effectiveness of flexible work models and their impact on organizational performance.
- The results of the study can help organizations develop more effective flexible work policies that improve employee productivity and satisfaction while maintaining operational efficiency.
- The study helps decision-makers understand potential challenges related to flexible work models and provides recommendations to address these challenges.

1.5 Study Questions

- **Main Research Question**

- What is the impact of flexible work models on organizational performance at SWECO Netherlands?

- **Sub-Research Questions**

- What types of flexible work models are implemented at SWECO Netherlands?
- What is the relationship between flexible work models and employee productivity?
- How do flexible work models influence employee satisfaction?
- What is the impact of flexible work models on operational efficiency?
- What challenges are associated with implementing flexible work models at SWECO Netherlands?

1.6 Research Hypotheses

- Main Hypothesis

H0: There is no statistically significant relationship between flexible work models and organizational performance at SWECO Netherlands.

- Sub-Hypotheses

H01: There is no statistically significant relationship between flexible work models and employee productivity at SWECO Netherlands.

H02: There is no statistically significant relationship between flexible work models and employee satisfaction at SWECO Netherlands.

H03: There is no statistically significant relationship between flexible work models and operational efficiency at SWECO Netherlands.

Chapter 2

Literature Review and Theoretical Framework

2.1 Introduction

This chapter presents the theoretical and empirical foundation of the study. It reviews relevant literature on flexible work models and organizational performance, highlighting key findings from previous studies and identifying major research trends and challenges. The chapter also provides a comparative discussion of prior research and clarifies the research gap addressed by the current study.

In addition, the chapter explains the theoretical premises and main concepts related to flexible work models and organizational performance. It introduces the theoretical framework underpinning the study and presents the conceptual framework that illustrates the relationship between the independent and dependent variables.

Through this review, the chapter establishes the scientific basis for examining the impact of flexible work models on organizational performance at SWECO Netherlands.

2.2 Study Variables

- **Independent Variable: Flexible Work Models**

The independent variable in this study is flexible work models. These refer to work arrangements that provide flexibility in work location, working hours, or work structure, such as remote work, hybrid work, flexible working hours, and compressed workweeks. In this research, flexible work models represent the organizational practice expected to influence performance outcomes.

- **Dependent Variable: Organizational Performance**

The dependent variable is organizational performance, which reflects the organization's ability to achieve its objectives efficiently and effectively. In this study, organizational performance is measured through three dimensions: employee productivity, employee satisfaction, and operational efficiency. These dimensions are used to evaluate the impact of flexible work models on organizational outcomes.

2.3 Previous Studies

1- **Smith & Johnson (2020): The Impact of Remote Work on Employee Productivity**

Smith and Johnson (2020) aimed to examine the impact of remote work on employee productivity. The study was applied to a sample of employees working remotely across several technology-based organizations. The researchers used surveys and interviews to collect data. The study found that remote work can significantly increase productivity due to reduced workplace distractions and increased autonomy. However, the study also highlighted challenges such as employee isolation and difficulty separating work and personal life.

2- **Brown & Lee (2021): Flexibility in the Workplace: Benefits and Challenges**

Brown and Lee (2021) aimed to investigate the effect of workplace flexibility on employee satisfaction and organizational performance. The study was applied to a sample of employees from different industries working under flexible work arrangements such as remote work and flexible schedules. Data were collected using surveys and interviews. The study concluded that workplace flexibility improves employee satisfaction and reduces turnover rates. However, the study also identified communication and coordination challenges within teams working under flexible arrangements.

3- **Taylor (2019): Communication Barriers in Remote Work Models**

Taylor (2019) aimed to examine communication barriers in remote work models. The study was applied to a sample of remote teams across different industries. The researcher used surveys and case study analysis to collect data. The study found that remote teams often face communication challenges due to reliance on text-based communication and time zone differences. The study concluded that advanced communication tools and clear communication strategies are essential to improve collaboration and productivity in remote work environments.

4- Martinez (2022): Employee Isolation in Flexible Work Arrangements

Martinez (2022) aimed to analyze the impact of employee isolation in flexible work environments on employee well-being and organizational commitment. The study was applied to a sample of employees working remotely or under flexible schedules. Data were collected using in-depth interviews and surveys. The results showed that flexible work may lead to social isolation, which can negatively affect motivation and job satisfaction if not properly managed through organizational support systems.

5- Allen, Golden, & Shockley (2015): How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings

Allen, Golden, and Shockley (2015) aimed to evaluate the effectiveness of telecommuting and its impact on work-life balance, productivity, and job satisfaction. The study analyzed results from more than 30 previous scientific studies. The findings indicated that telecommuting improves work-life balance, increases productivity, and enhances job satisfaction. However, the study also noted that telecommuting may reduce team cohesion if not supported by effective communication and management practices.

6- Morgeson & Humphrey (2006): The Work Design Questionnaire (WDQ)

Morgeson and Humphrey (2006) aimed to develop and validate the Work Design Questionnaire (WDQ) to measure job characteristics that affect employee motivation and performance. The study was applied to a large sample of employees across different industries. The study used statistical validation techniques to test the reliability of the questionnaire. The results showed that job characteristics such as autonomy, task identity, and feedback significantly influence employee motivation and performance, especially in flexible work environments.

7- Bailey & Kurland (2002): A Review of Telework Research

Bailey and Kurland (2002) aimed to review previous telework research to identify trends, benefits, and challenges associated with telework. The study analyzed findings from multiple previous studies across different sectors. The results showed that telework improves productivity and employee satisfaction by reducing commuting time and increasing flexibility. However, the study also identified challenges such as technological limitations, social isolation, and coordination difficulties between team members.

8- Gajendran & Harrison (2007): The Good, the Bad, and the Unknown about Telecommuting

Gajendran and Harrison (2007) aimed to examine the psychological and productivity outcomes of telecommuting through a meta-analysis of multiple previous studies. The study found that telecommuting reduces stress and improves work-life balance while increasing productivity. However, the study also identified potential risks such as reduced team interaction and organizational cohesion.

9- Momsen, Breuer, & Kehr (2020): Flexibility and Organizational Commitment

Momsen, Breuer, and Kehr (2020) aimed to examine the relationship between work flexibility and organizational commitment. The study was applied to a sample of employees who had access to flexible work arrangements. Data were collected using surveys and interviews. The study found that flexible work arrangements increase employee commitment and loyalty to the organization by improving work-life balance and increasing autonomy.

10- Friedman & Smith (2016): The Role of Communication and Technology in Remote Work

Friedman and Smith (2016) aimed to examine the role of communication technologies in improving remote work effectiveness. The study was applied to a sample of remote employees using different communication technologies. Data were collected using surveys and case studies. The study found that communication tools such as video conferencing, instant messaging, and project management systems improve collaboration and productivity among remote workers.

11- Williams & Cooper (2018): Organizational Culture and Flexible Work Models

Williams and Cooper (2018) aimed to examine the relationship between organizational culture and the success of flexible work models. The study was applied to organizations that had already implemented flexible work policies. Data were collected using surveys and case studies. The study found that organizations with adaptive and innovative cultures are more successful in implementing flexible work models and achieving higher employee satisfaction and productivity.

2.3.1 Comparison and Discussion of Previous Studies

Most previous studies agree that flexible work models have a positive impact on employee productivity, job satisfaction, and work-life balance. Several studies highlight that increased autonomy is a key factor contributing to improved employee performance and organizational outcomes under flexible work arrangements.

However, the studies differ in their findings regarding communication and organizational cohesion. Some studies emphasize that flexible work may lead to employee isolation and communication challenges, while others indicate that the use of modern communication technologies can reduce these negative effects and support collaboration.

In addition, some studies focus mainly on psychological and social outcomes such as employee well-being and organizational commitment, while others focus on operational and productivity outcomes. This indicates that flexible work models influence organizations across multiple performance dimensions.

2.3.2 Research Gap and Contribution of the Current Study

Despite the importance of previous studies, most research has examined flexible work models across multiple organizations and industries rather than focusing on one organization in depth. In addition, there is limited research focusing specifically on flexible work models within engineering consultancy organizations, particularly in the European context.

Furthermore, many previous studies focused either on employee well-being or productivity separately, while fewer studies examined flexible work models in relation to multiple organizational performance dimensions simultaneously.

Therefore, the current study aims to fill this gap by examining the impact of flexible work models on organizational performance at SWECO Netherlands. The study focuses on productivity, employee satisfaction, and operational efficiency as key dimensions of organizational performance. The findings are expected to provide practical recommendations for organizations implementing flexible work models, particularly within the engineering consultancy sector.

2.4 Theoretical Premises of the Study

This section explains the main concepts and variables related to the study, namely flexible work models and organizational performance, to provide a clear theoretical foundation for the research.

2.4.1 - Flexible Work Models

Flexible work models refer to work arrangements that provide employees with flexibility in work location, working hours, or work structure compared to traditional office-based systems. These models aim to enhance work–life balance, increase autonomy, and improve job satisfaction.

Common forms include remote work, hybrid work, flexible working hours (flextime), and compressed workweeks. Such arrangements have gained importance due to technological advancements and changing workforce expectations. Organizations adopt flexible work models to improve productivity, reduce costs, and attract and retain talent.

2.4.2 - Organizational Performance

Organizational performance refers to an organization’s ability to achieve its goals efficiently and effectively. It reflects how well resources are utilized to produce desired outcomes and sustain competitiveness.

In this study, organizational performance is measured through three dimensions: employee productivity, employee satisfaction, and operational efficiency. Productivity relates to output levels, satisfaction reflects employees’ attitudes toward their work, and operational efficiency concerns the effective management of organizational processes.

Improving organizational performance remains a strategic priority for organizations, and flexible work models are increasingly considered a key approach to enhancing performance outcomes.

2.4.3 - Relationship Between Flexible Work Models and Organizational Performance

Flexible work models are expected to influence organizational performance through several mechanisms. These models can increase employee autonomy, which leads to higher motivation and productivity. Flexible work can also improve employee satisfaction by helping employees achieve better work-life balance. In addition, flexible work models may improve operational efficiency by reducing office costs and optimizing resource utilization.

However, flexible work models may also create challenges related to communication, collaboration, and organizational culture. Therefore, organizations must implement effective management strategies and communication technologies to maximize the benefits of flexible work models.

2.4.4 - Link to the Current Study

Based on the above theoretical discussion, this study focuses on examining the relationship between flexible work models and organizational performance within SWECO Netherlands. The study specifically investigates how flexible work models affect productivity, employee satisfaction, and operational efficiency. By focusing on these dimensions, the study aims to provide a comprehensive understanding of how flexible work arrangements influence organizational outcomes in an engineering consultancy environment.

2.5 Theoretical Framework of the Study

The theoretical framework of this study is based on several organizational and management theories that explain the relationship between flexible work models and organizational performance. These theories provide a scientific foundation for understanding how flexible work arrangements influence employee behavior, productivity, and overall organizational outcomes.

One of the main theories supporting this study is the Job Demands–Resources (JD-R) Theory. This theory explains that when employees are provided with adequate resources, such as flexibility in working hours and location, they experience lower stress levels and higher motivation, which positively influences their job performance and productivity.

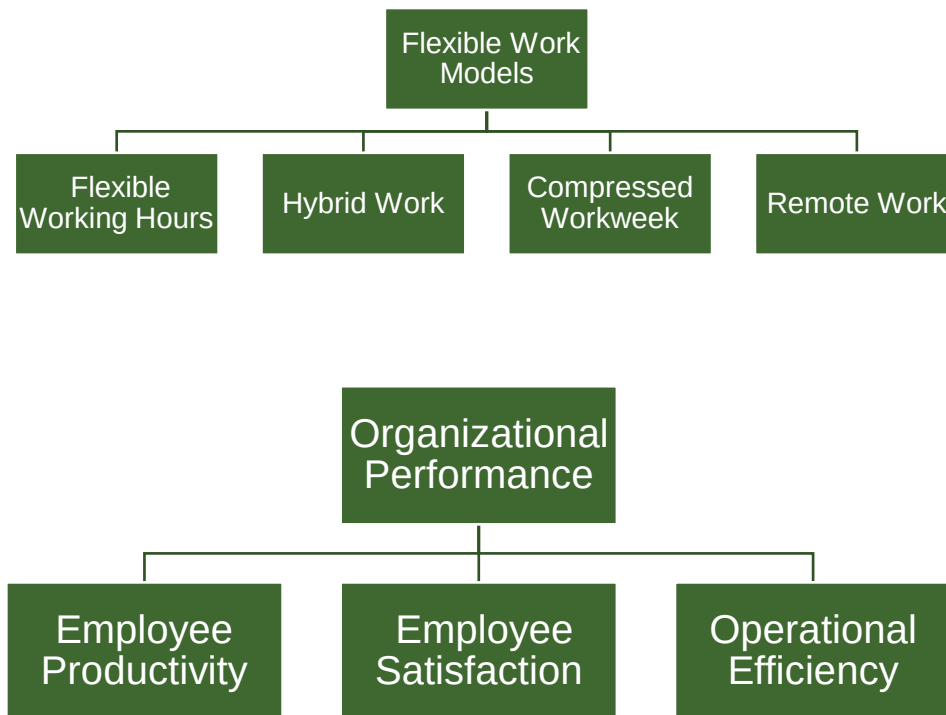
Another relevant theory is the Social Exchange Theory, which suggests that when organizations provide employees with flexible work arrangements and supportive work environments, employees tend to reciprocate through increased commitment, higher job satisfaction, and improved performance.

In addition, the study is supported by the Work-Life Balance Theory, which emphasizes that flexible work arrangements help employees balance professional and personal responsibilities. This balance leads to improved psychological well-being, reduced burnout, and increased employee engagement, which contributes to better organizational performance.

The theoretical framework assumes that flexible work models, including remote work, flexible working hours, and hybrid work arrangements, serve as organizational resources that enhance employee satisfaction, productivity, and operational efficiency. These factors collectively contribute to improved organizational performance.

Based on these theoretical perspectives, this study examines the direct relationship between flexible work models and organizational performance at the organizational level, using employee productivity, satisfaction, and operational efficiency as key performance dimensions.

2.5.1- Conceptual Framework of the Study



2.5.2- Conceptual Framework Description

The conceptual framework of this study illustrates the relationship between flexible work models and organizational performance. Flexible work models represent the independent variable and include remote work, flexible working hours, hybrid work arrangements, and compressed workweeks.

Organizational performance represents the dependent variable and is measured through employee productivity, employee satisfaction, and operational efficiency. The framework assumes that the implementation of flexible work models positively influences organizational performance by improving employee motivation, work-life balance, and operational effectiveness.

Chapter 3

Research Methodology

3.1 Introduction

This chapter explains the methodological procedures adopted to examine the impact of flexible work models on organizational performance at SWECO Netherlands. It describes the research design, study population, sampling procedures, data collection methods, and statistical analysis techniques used to test the research hypotheses. The chapter also outlines the scope and limitations of the study to clarify its boundaries and contextual framework.

3.2 Research Design

This study adopts a quantitative descriptive-analytical research design.

The descriptive approach is used to describe the current implementation of flexible work models at SWECO Netherlands and to assess employees' perceptions regarding productivity, satisfaction, and operational efficiency.

The analytical approach is employed to examine the statistical relationship between the independent variable (flexible work models) and the dependent variable (organizational performance).

A cross-sectional survey design is utilized, where data are collected from employees at a single point in time. This design is appropriate because it allows for statistical testing of relationships between variables using empirical data.

3.3 Research Community

The research community consists of all employees working in the Rail & Stations Department at SWECO Netherlands (approximately 137 employees). This department was selected because the researcher obtained formal organizational permission to distribute the questionnaire within this unit, and because the department operates in a knowledge-intensive project environment where flexible work arrangements are relevant to performance outcomes.

3.4 Sample Characteristics

A census approach is adopted in this study. The questionnaire is distributed to all employees in the Rail & Stations Department to ensure comprehensive representation of the study population. The study will collect demographic characteristics such as age, gender, job role, years of experience, and work arrangement type (remote/hybrid/office-based). These characteristics will support descriptive profiling and enable additional exploratory comparisons where relevant.

Demographic characteristics collected in the questionnaire include:

- Gender
- Age
- Educational level
- Job position
- Years of experience
- Department

These characteristics will help in describing the sample and analyzing whether demographic variables influence perceptions of flexible work models.

3.5 Sample Size Determination

The sample size is determined using statistical sampling formulas to ensure reliability and validity of results.

The calculation is based on:

- 95% confidence level
- 5% margin of error
- Estimated population size of Rail & Stations Department at SWECO Netherlands.

The commonly used formula for finite populations is applied:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = sample size

N = population size

e = margin of error (0.05)

Where N=137 and e=0.05. The calculated minimum sample size is approximately 102 employees, which is sufficient for statistical testing and represents the study population adequately.

3.6 Data Collection Procedures

This study relies on both primary and secondary data sources.

3.6.1 Primary Data

Primary data are collected using a structured questionnaire distributed to employees at SWECO Netherlands.

The questionnaire consists of two main sections:

- 1- Demographic information
- 2- Measurement of study variables

Flexible Work Models are measured through items related to:

- Remote work availability
- Flexible working hours
- Hybrid work arrangements
- Level of autonomy

Organizational Performance is measured through three dimensions:

- Employee productivity
- Employee satisfaction
- Operational efficiency

A five-point Likert scale is used:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

In addition, semi-structured interviews may be conducted with selected managers to support quantitative findings.

3.6.2 Secondary Data

- Secondary data are obtained from:
- Company reports
- Academic journals
- Books
- Previous research studies

These sources support the literature review and theoretical framework.

3.6.3 Validity and Reliability of the Instrument

The questionnaire items are developed based on established literature related to flexible work models and organizational performance to ensure content validity. The instrument is reviewed by the academic supervisor to ensure clarity and relevance of items. Reliability is tested using Cronbach's Alpha coefficient. A value of 0.70 or higher is considered acceptable to confirm internal consistency of the measurement scales.

3.6.4 Ethical Considerations

Participation in this study is voluntary. Respondents are informed that their responses remain anonymous and confidential. No personal identifying information is collected. The data are used solely for academic research purposes.

3.7 Study Scope and Limitations

3.7.1 Study Scope

The study is limited to the Rail & Stations Department at SWECO Netherlands and focuses specifically on examining the impact of flexible work models on organizational performance within this department.

The performance dimensions included are:

- Employee productivity
- Employee satisfaction
- Operational efficiency

The study is conducted during the academic year 2025.

3.7.2 Study Limitations

This study is limited to the Rail & Stations Department at SWECO Netherlands due to organizational access and approval constraints, which may limit generalizability to other departments.

The study may face several limitations, including:

- Limitation to one organization, which may affect generalizability.
- Dependence on self-reported questionnaire responses, which may introduce response bias.
- Time constraints that may limit longitudinal analysis.
- Possible variation in implementation of flexible work models across departments.

Despite these limitations, the study provides valuable empirical insights into flexible work models within a knowledge-intensive organizational setting.

3.8 Statistical Analysis Method

The collected data will be analyzed using the Statistical Package for Social Sciences (SPSS).

The analysis will include:

- 1- Descriptive Statistics
 - Frequencies and percentages (demographic variables)
 - Means and standard deviations (study variables)

- 2- Reliability Analysis
 - Cronbach's Alpha to test internal consistency of measurement scales

- 3- Correlation Analysis
 - Pearson correlation to examine relationships between flexible work models and organizational performance dimensions

- 4- Regression Analysis
 - Simple linear regression analysis to measure the impact of flexible work models on:
 - Productivity
 - Employee satisfaction
 - Operational efficiency

The level of statistical significance will be set at ($\alpha \leq 0.05$).

Chapter 4

Data Analysis and Results

4.1 Introduction

This chapter presents the results of the statistical analysis conducted to examine the impact of flexible work models on organizational performance within the Rail & Stations Department at SWECO Netherlands. The analysis is based on responses collected through a structured questionnaire distributed to employees within the department.

A total of 75 valid responses were obtained and used for the analysis. Although the calculated minimum sample size was 102 respondents, the study obtained 75 valid responses due to participation constraints within the department. Nevertheless, the response rate represents more than 55% of the study population and is considered acceptable for statistical analysis in organizational research. The data were analyzed using the Statistical Package for Social Sciences (SPSS). Several statistical techniques were applied to analyze the data, including reliability analysis, descriptive statistics, correlation analysis, and regression analysis.

The chapter is organized into several sections. First, the reliability of the measurement scales is evaluated using Cronbach's Alpha. Second, descriptive statistics are presented to describe respondents' perceptions of flexible work models and organizational performance dimensions. Third, correlation analysis is conducted to examine the relationships between variables. Finally, regression analysis is used to test the study hypotheses and determine the impact of flexible work models on productivity, employee satisfaction, and operational efficiency.

4.2 Reliability Analysis

Reliability analysis was conducted to evaluate the internal consistency of the measurement scales used in the questionnaire. Cronbach's Alpha was employed to assess the reliability of the constructs measuring flexible work models and organizational performance dimensions.

A Cronbach's Alpha value of 0.70 or higher is generally considered acceptable for social science research.

TABLE 4.1 RELIABILITY ANALYSIS RESULTS

Variable	Number of Items	Cronbach's Alpha	Interpretation
Flexible Work Models	6	0.764	Good reliability
Employee Productivity	5	0.808	Good reliability
Employee Satisfaction	5	0.947	Excellent reliability
Operational Efficiency	5	0.902	Excellent reliability

The results indicate that all measurement scales demonstrated acceptable to excellent reliability. The Flexible Work Models scale achieved a Cronbach's Alpha value of 0.764, indicating good internal consistency among the six items measuring work flexibility. The Employee Productivity scale recorded an alpha value of 0.808, also reflecting good reliability.

Furthermore, the Employee Satisfaction scale demonstrated an alpha value of 0.947, indicating excellent reliability. Similarly, the Operational Efficiency scale achieved a Cronbach's Alpha value of 0.902, which also represents excellent internal consistency.

Since all values exceeded the recommended threshold of 0.70, the measurement scales were considered reliable and suitable for further statistical analysis.

4.3 Descriptive Statistics

Descriptive statistics were calculated to summarize the respondents' perceptions regarding flexible work models and the three dimensions of organizational performance.

The descriptive statistics include the mean, standard deviation, minimum value, and maximum value for each variable.

TABLE 4.2 DESCRIPTIVE STATISTICS

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Flexible Work Models	75	1.67	5.00	4.37	0.55
Employee Productivity	75	1.80	5.00	3.99	0.69
Employee Satisfaction	75	1.60	5.00	4.36	0.84
Operational Efficiency	75	1.20	5.00	3.50	0.82

The results indicate that employees reported a high perception of flexible work models, with a mean score of 4.37. This suggests that respondents generally agree that flexible work arrangements are implemented within their department.

Employee satisfaction also recorded a high mean value of 4.36, indicating that employees are highly satisfied with flexible work arrangements. Similarly, employee productivity showed a relatively high mean score of 3.99, suggesting that employees perceive flexible work models as having a positive influence on their productivity.

Operational efficiency recorded a slightly lower mean score of 3.50, indicating a moderate perception of the impact of flexible work arrangements on operational processes within the department.

Overall, the descriptive statistics suggest that employees generally hold positive perceptions toward flexible work models and their influence on organizational performance.

4.4 Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships between flexible work models and the three dimensions of organizational performance: employee productivity, employee satisfaction, and operational efficiency.

TABLE 4.3 CORRELATION MATRIX

Variables	Flexible Work	Productivity	Satisfaction	Operational Efficiency
Flexible Work Models	1			
Employee Productivity	0.548**	1		
Employee Satisfaction	0.689**	0.729**	1	
Operational Efficiency	0.496**	0.748**	0.691**	1

Correlation is significant at the 0.01 level ($p < 0.01$)

The results reveal a moderate positive correlation between flexible work models and employee productivity ($r = 0.548$, $p < 0.001$). This indicates that higher levels of flexible work arrangements are associated with increased employee productivity.

A strong positive relationship was found between flexible work models and employee satisfaction ($r = 0.689$, $p < 0.001$). This suggests that flexible work arrangements significantly contribute to improving employees' job satisfaction.

Additionally, flexible work models were positively correlated with operational efficiency ($r = 0.496$, $p < 0.001$), indicating that flexible work practices are associated with improvements in operational processes within the department.

Overall, the correlation analysis demonstrates that flexible work models are positively related to all three organizational performance dimensions.

4.5 Regression Analysis and Hypothesis Testing

Regression analysis was conducted to examine the impact of flexible work models on organizational performance. Three regression models were estimated to test the research hypotheses.

4.5.1 Impact of Flexible Work Models on Employee Productivity

TABLE 4.4 REGRESSION RESULTS – PRODUCTIVITY

Statistic	Value
R	0.548
R ²	0.301
Adjusted R ²	0.291
F-value	31.394
Significance	p < 0.001

The regression results indicate that the model is statistically significant ($F = 31.394$, $p < 0.001$). The coefficient of determination ($R^2 = 0.301$) indicates that flexible work models explain 30.1% of the variance in employee productivity.

The regression coefficient for flexible work models is positive and statistically significant ($B = 0.689$, $p < 0.001$), indicating that flexible work arrangements have a positive effect on employee productivity.

Therefore, the null hypothesis stating that there is no significant relationship between flexible work models and employee productivity is rejected.

4.5.2 Impact of Flexible Work Models on Employee Satisfaction

TABLE 4.5 REGRESSION RESULTS – SATISFACTION

Statistic	Value
R	0.689
R ²	0.475
Adjusted R ²	0.468
F-value	66.102
Significance	p < 0.001

The regression model is statistically significant ($F = 66.102$, $p < 0.001$). The coefficient of determination ($R^2 = 0.475$) indicates that flexible work models explain 47.5% of the variance in employee satisfaction.

The regression coefficient for flexible work models is positive and statistically significant ($B = 1.059$, $p < 0.001$), indicating a strong positive relationship between flexible work arrangements and employee satisfaction.

Thus, the null hypothesis stating that there is no significant relationship between flexible work models and employee satisfaction is rejected.

4.5.3 Impact of Flexible Work Models on Operational Efficiency

TABLE 4.6 REGRESSION RESULTS – OPERATIONAL EFFICIENCY

Statistic	Value
R	0.496
R ²	0.246
Adjusted R ²	0.236
F-value	23.844
Significance	p < 0.001

The regression results indicate that the model is statistically significant (F = 23.844, p < 0.001). The coefficient of determination (R² = 0.246) suggests that flexible work models explain approximately 24.6% of the variance in operational efficiency.

The regression coefficient for flexible work models is positive and statistically significant (B = 0.736, p < 0.001), indicating that higher levels of flexible work arrangements are associated with improved operational efficiency.

Therefore, the null hypothesis stating that flexible work models do not significantly influence operational efficiency is rejected.

4.6 Summary of Hypothesis Testing

TABLE 4.7 HYPOTHESIS TESTING RESULTS

Hypothesis	Result
Flexible Work Models → Employee Productivity	Supported
Flexible Work Models → Employee Satisfaction	Supported
Flexible Work Models → Operational Efficiency	Supported

The results indicate that flexible work models have a positive and statistically significant impact on all three organizational performance dimensions examined in this study.

Among the three variables, the strongest effect was observed for employee satisfaction, followed by employee productivity, and finally operational efficiency.

These findings suggest that flexible work models play a critical role in improving employees' attitudes and performance outcomes within the organization.

4.7 Chapter Summary

This chapter presented the results of the statistical analysis conducted to examine the relationship between flexible work models and organizational performance.

The reliability analysis confirmed that all measurement scales demonstrated acceptable internal consistency. Descriptive statistics indicated that respondents generally reported positive perceptions toward flexible work arrangements and their influence on productivity, satisfaction, and operational efficiency.

Correlation analysis revealed significant positive relationships between flexible work models and the three performance dimensions. Furthermore, regression analysis demonstrated that flexible work models significantly predict employee productivity, employee satisfaction, and operational efficiency.

Overall, the findings provide empirical evidence that flexible work models contribute positively to organizational performance within the Rail & Stations Department at SWEKO Netherlands.

Chapter 5

Discussion, Conclusions, and Recommendations

5.1 Introduction

This chapter discusses the findings of the study in relation to the research objectives and existing literature. The purpose of this research was to examine the impact of flexible work models on organizational performance within the Rail & Stations Department at SWECO Netherlands. Organizational performance in this study was examined through three main dimensions: employee productivity, employee satisfaction, and operational efficiency.

The results presented in Chapter 4 showed that flexible work models have a statistically significant positive relationship with all three performance dimensions. This chapter interprets these findings and explains their implications for both theory and practice.

5.2 Discussion of Findings

The results of this study demonstrate that flexible work models positively influence organizational performance within the studied department. The discussion below examines each relationship in detail.

5.2.1 Flexible Work Models and Employee Productivity

The findings indicate that flexible work models have a positive and statistically significant impact on employee productivity. The regression analysis revealed that flexible work models explain approximately 30.1% of the variance in employee productivity, indicating that flexible working arrangements contribute meaningfully to employees' ability to complete tasks efficiently.

These results suggest that when employees are provided with greater flexibility in terms of working hours and work location, they are better able to manage their work responsibilities and maintain productivity levels. Flexible working arrangements may reduce commuting time, minimize workplace distractions, and allow employees to structure their work schedules in a way that enhances focus and efficiency.

This finding is consistent with previous research indicating that flexible work arrangements can improve employee performance and productivity. Flexible work models allow employees to work under conditions that best suit their individual work styles, which can lead to improved concentration and better task management.

5.2.2 Flexible Work Models and Employee Satisfaction

The strongest relationship observed in this study was between flexible work models and employee satisfaction. The regression analysis revealed that flexible work models explain 47.5% of the variance in employee satisfaction, indicating a strong influence on employees' attitudes toward their work environment.

This result suggests that employees value flexibility in their work arrangements and perceive it as an important factor contributing to their overall job satisfaction. Flexible work arrangements can help employees achieve a better balance between work and personal life, reduce stress associated with rigid schedules, and increase autonomy over their work routines.

The findings support the idea that flexibility in the workplace contributes to higher levels of employee engagement and motivation. When employees feel trusted and empowered to manage their work schedules, they are more likely to develop positive attitudes toward their organization.

These results align with previous studies that have found flexible work arrangements to be strongly associated with increased job satisfaction and employee well-being.

5.2.3 Flexible Work Models and Operational Efficiency

The results of the study also revealed a positive and statistically significant relationship between flexible work models and operational efficiency. The regression analysis showed that flexible work models explain approximately 24.6% of the variance in operational efficiency.

Although this relationship was slightly weaker than the relationships observed for productivity and satisfaction, the findings still suggest that flexible work arrangements can contribute positively to operational processes within the organization.

Flexible work models may enhance operational efficiency by allowing teams to collaborate across different working arrangements, utilize digital communication tools more effectively, and maintain workflow continuity in hybrid work environments.

However, the moderate strength of this relationship suggests that organizational efficiency may also depend on other factors such as communication systems, team coordination, and management practices.

5.3 Conclusion

The purpose of this study was to examine the impact of flexible work models on organizational performance within the Rail & Stations Department at SWECO Netherlands. The findings of this research provide empirical evidence that flexible work arrangements positively influence key organizational performance outcomes.

The results show that flexible work models significantly affect employee productivity, employee satisfaction, and operational efficiency. Among these variables, the strongest impact was observed for employee satisfaction, followed by productivity and operational efficiency.

These findings suggest that flexible work models not only improve employees' work experiences but also contribute to improved performance outcomes within organizations. Flexible working arrangements allow employees to adapt their work schedules and environments in ways that enhance motivation, engagement, and efficiency.

Overall, the study highlights the importance of flexible work practices as a strategic tool for improving both employee well-being and organizational performance.

5.4 Practical Implications

The findings of this study have several practical implications for organizations seeking to improve performance through flexible work models.

First, organizations should consider implementing structured flexible work policies that allow employees greater control over their work schedules and work locations. Providing employees with flexibility can enhance job satisfaction and productivity while supporting work-life balance.

Second, organizations should invest in digital collaboration tools and communication platforms to ensure that flexible work arrangements do not negatively affect team coordination or operational efficiency. Effective technological infrastructure is essential for supporting hybrid and remote work environments.

Third, managers should develop clear guidelines and performance expectations for employees working under flexible arrangements. Proper management practices can ensure that flexibility enhances productivity while maintaining accountability and operational effectiveness.

Finally, organizations should continuously evaluate the effectiveness of flexible work policies and adjust them based on employee feedback and organizational needs.

5.5 Study Limitations

Despite the valuable insights provided by this research, several limitations should be acknowledged.

First, the study was conducted within a single department at SWECO Netherlands, which may limit the generalizability of the findings to other departments or organizations.

Second, the study relied on self-reported questionnaire responses, which may introduce response bias. Employees may have provided subjective perceptions rather than objective assessments of performance outcomes.

Third, the cross-sectional research design limits the ability to establish causal relationships over time. Longitudinal studies could provide deeper insights into how flexible work models influence performance over extended periods.

Finally, other factors that may influence organizational performance, such as leadership style, organizational culture, and technological infrastructure, were not examined in this study.

5.6 Recommendations for Future Research

Future research could expand on this study in several ways.

First, researchers could examine flexible work models across multiple departments or organizations to improve the generalizability of the findings.

Second, future studies could include additional variables such as employee engagement, organizational commitment, and leadership support to provide a more comprehensive understanding of the effects of flexible work arrangements.

Third, longitudinal research designs could be used to examine how flexible work models influence organizational performance over time.

Finally, future research could compare different types of flexible work arrangements, such as fully remote work, hybrid work, and flexible scheduling, to determine which models produce the most positive organizational outcomes.

5.7 Chapter Summary

This chapter discussed the findings of the study and explained their implications for theory and practice. The results demonstrate that flexible work models have a significant positive impact on employee productivity, employee satisfaction, and operational efficiency.

The findings highlight the importance of flexible work arrangements as a key organizational strategy for improving employee well-being and performance outcomes. While the study has certain limitations, it provides valuable insights into how flexible work models contribute to organizational performance within a knowledge-intensive work environment.

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Appendix

Appendix A - Survey Questionnaire



The Impact of Flexible Work Models on Organizational Performance

Dear Participant,

This questionnaire is part of an academic research study examining the impact of flexible work models on organizational performance.

Your participation is voluntary and anonymous. The data collected will be used solely for academic purposes.

The questionnaire will take approximately 5–7 minutes to complete.

Thank you for your valuable contribution.

[Next](#) [Clear form](#)

Section 1: Demographic Information

1- Gender *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2- Age Group *

- ☐ Under 25
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 or above

3- Highest Educational Level *

- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ PhD
- ☐ Other: _____

4- Years of Experience *

- ☐ Less than 3 years
- ☐ 3-7 years
- ☐ 8-12 years
- ☐ More than 12 years

5- Current Work Arrangement *

- ☐ Mostly remote
- ☐ Hybrid (remote + office)
- ☐ Mostly office-based

Section 2: Flexible Work Models

1- I have flexibility in choosing my working hours. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

2- I have flexibility in choosing my work location (remote or office) . *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

3- The hybrid work model is effectively implemented in my department. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

4- I have sufficient autonomy in organizing my daily tasks. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

5- Flexible work arrangements help me maintain a healthy work-life balance. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

6- Communication tools (e.g., Teams, email, project systems) effectively support remote collaboration. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Section 3: Employee Productivity

1- I am able to complete my tasks efficiently under flexible work arrangements. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

2- Flexible work arrangements enhance my productivity. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

3- I experience fewer work-related distractions when working flexibly. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

4- My overall performance has improved since flexible work arrangements were introduced. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

5- I am able to meet deadlines effectively under flexible work conditions. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Section 4: Employee Satisfaction

1- I am satisfied with the current flexible work arrangements. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

2- Flexible work arrangements increase my job satisfaction. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

3- I feel motivated when working under flexible conditions. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

4- I would prefer to continue working under flexible arrangements in the future. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

5- Flexible work arrangements positively influence my overall work experience. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Section 5: Operational Efficiency

1- Flexible work arrangements contribute to improved team efficiency. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

2- Projects are managed effectively under flexible work conditions. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

3- Communication remains effective despite flexible work arrangements. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

4- Flexible work contributes to better use of departmental resources. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

5- Overall, flexible work arrangements positively impact departmental performance. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree



The Impact of Flexible Work Models on Organizational Performance

Thank you very much for taking the time to complete this questionnaire.

Your participation and honest feedback are highly appreciated and contribute significantly to the success of this academic research.

The results of this study will be used solely for academic purposes.

Sincerely,

Mohammed Khurd

Appendix B - SPSS Output

Output 1 : Flexible work scale reliability

Scale: Flexible Work Models Reliability

Case Processing Summary

		N	%
Cases	Valid	75	100,0
	Excluded ^a	0	,0
	Total	75	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,764	6

Item Statistics

	Mean	Std. Deviation	N
1- I have flexibility in choosing my working hours.	4,27	,875	75
2- I have flexibility in choosing my work location (remote or office) .	4,33	,859	75
3- The hybrid work model is effectively implemented in my department.	4,31	,900	75
4- I have sufficient autonomy in organizing my daily tasks.	4,55	,599	75
5- Flexible work arrangements help me maintain a healthy work-life balance.	4,39	,820	75
6- Communication tools (e. g., Teams, email, project systems) effectively support remote collaboration.	4,36	,782	75

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1- I have flexibility in choosing my working hours.	21,93	7,658	,510	,729
2- I have flexibility in choosing my work location (remote or office) .	21,87	7,604	,538	,721
3- The hybrid work model is effectively implemented in my department.	21,89	7,313	,569	,712
4- I have sufficient autonomy in organizing my daily tasks.	21,65	8,851	,471	,742
5- Flexible work arrangements help me maintain a healthy work-life balance.	21,81	8,100	,454	,743
6- Communication tools (e. g., Teams, email, project systems) effectively support remote collaboration.	21,84	8,001	,515	,727

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26,20	10,892	3,300	6

Output 2 : Productivity scale reliability

Scale: Productivity scale reliability

Case Processing Summary			
		N	%
Cases	Valid	75	100,0
	Excluded ^a	0	,0
	Total	75	100,0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics

Cronbach's Alpha	N of Items
,808	5

Item Statistics

	Mean	Std. Deviation	N
1- I am able to complete my tasks efficiently under flexible work arrangements.	4,36	,650	75
2- Flexible work arrangements enhance my productivity.	4,09	,932	75
3- I experience fewer work-related distractions when working flexibly.	3,73	1,057	75
4- My overall performance has improved since flexible work arrangements were introduced.	3,64	1,035	75
5- I am able to meet deadlines effectively under flexible work conditions.	4,13	,859	75

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1- I am able to complete my tasks efficiently under flexible work arrangements.	15,60	9,757	,431	,814
2- Flexible work arrangements enhance my productivity.	15,87	7,225	,765	,715
3- I experience fewer work-related distractions when working flexibly.	16,23	7,394	,595	,774
4- My overall performance has improved since flexible work arrangements were introduced.	16,32	7,302	,636	,758
5- I am able to meet deadlines effectively under flexible work conditions.	15,83	8,334	,576	,776

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19,96	11,931	3,454	5

Output 3 : Employee Satisfaction scale reliability

Scale: Employee Satisfaction scale reliability

Case Processing Summary

		N	%
Cases	Valid	75	100,0
	Excluded ^a	0	,0
	Total	75	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,947	5

Item Statistics

	Mean	Std. Deviation	N
1- I am satisfied with the current flexible work arrangements.	4,44	,809	75
2- Flexible work arrangements increase my job satisfaction.	4,29	1,024	75
3- I feel motivated when working under flexible conditions.	4,21	,890	75
4- I would prefer to continue working under flexible arrangements in the future.	4,51	,906	75
5- Flexible work arrangements positively influence my overall work experience.	4,33	1,004	75

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1- I am satisfied with the current flexible work arrangements.	17,35	12,905	,737	,954
2- Flexible work arrangements increase my job satisfaction.	17,49	10,605	,929	,921
3- I feel motivated when working under flexible conditions.	17,57	11,897	,840	,937
4- I would prefer to continue working under flexible arrangements in the future.	17,28	11,556	,888	,929
5- Flexible work arrangements positively influence my overall work experience.	17,45	10,900	,895	,928

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21,79	17,846	4,224	5

Output 4 : Operational Efficiency scale reliability

Scale: Operational Efficiency scale reliability

Case Processing Summary

		N	%
Cases	Valid	75	100,0
	Excluded ^a	0	,0
	Total	75	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,902	5

Item Statistics

	Mean	Std. Deviation	N
1- Flexible work arrangements contribute to improved team efficiency.	3,35	,966	75
2- Projects are managed effectively under flexible work conditions.	3,47	1,044	75
3- Communication remains effective despite flexible work arrangements.	3,55	,977	75
4- Flexible work contributes to better use of departmental resources.	3,55	,905	75
5- Overall, flexible work arrangements positively impact departmental performance.	3,61	,914	75

Output 5 : Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Flexible_Work_Mean	75	1,67	5,00	4,3667	,55005
Productivity_Mean	75	1,80	5,00	3,9920	,69082
Satisfaction_Mean	75	1,60	5,00	4,3573	,84488
Operational_Efficiency_Mean	75	1,20	5,00	3,5040	,81563
Valid N (listwise)	75				

Output 6 : correlation matrix

		Correlations			
		Flexible_Work_Mean	Productivity_Mean	Satisfaction_Mean	Operational_Efficiency_Mean
Flexible_Work_Mean	Pearson Correlation	1	,548**	,689**	,496**
	Sig. (2-tailed)		<,001	<,001	<,001
	N	75	75	75	75
Productivity_Mean	Pearson Correlation	,548**	1	,729**	,748**
	Sig. (2-tailed)	<,001		<,001	<,001
	N	75	75	75	75
Satisfaction_Mean	Pearson Correlation	,689**	,729**	1	,691**
	Sig. (2-tailed)	<,001	<,001		<,001
	N	75	75	75	75
Operational_Efficiency_Mean	Pearson Correlation	,496**	,748**	,691**	1
	Sig. (2-tailed)	<,001	<,001	<,001	
	N	75	75	75	75

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

Output 7 : Regression Analysis - Flexible Work → Productivity

→ Regression

Variables Entered/Removed^a

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

a. Dependent Variable: Productivity_Mean

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,548 ^a	,301	,291	,58162

a. Predictors: (Constant), Flexible_Work_Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,620	1	10,620	31,394	<,001 ^b
	Residual	24,695	73	,338		
	Total	35,315	74			

a. Dependent Variable: Productivity_Mean

b. Predictors: (Constant), Flexible_Work_Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	,985	,541		1,820	,073	-,094	2,063
	Flexible_Work_Mean	,689	,123	,548	5,603	<,001	,444	,934

a. Dependent Variable: Productivity_Mean

Output 8 : Regression Analysis - Flexible Work → Satisfaction

→ Regression

Variables Entered/Removed^a

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

a. Dependent Variable: Satisfaction_Mean

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,689 ^a	,475	,468	,61624

a. Predictors: (Constant), Flexible_Work_Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25,102	1	25,102	66,102	<,001 ^b
	Residual	27,721	73	,380		
	Total	52,823	74			

a. Dependent Variable: Satisfaction_Mean

b. Predictors: (Constant), Flexible_Work_Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-,266	,573		-,465	,644	-1,409	,876
	Flexible_Work_Mean	1,059	,130	,689	8,130	<,001	,799	1,318

a. Dependent Variable: Satisfaction_Mean

Output 9: Regression Analysis - Flexible Work → Operational Efficiency

Regression

Variables Entered/Removed^a

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

a. Dependent Variable: Operational_Efficiency_Mean

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,496 ^a	,246	,236	,71297

a. Predictors: (Constant), Flexible_Work_Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,121	1	12,121	23,844	<,001 ^b
	Residual	37,108	73	,508		
	Total	49,229	74			

a. Dependent Variable: Operational_Efficiency_Mean

b. Predictors: (Constant), Flexible_Work_Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	,291	,663		,439	,662	-1,030	1,613
	Flexible_Work_Mean	,736	,151	,496	4,883	<,001	,435	1,036

a. Dependent Variable: Operational_Efficiency_Mean