AN EMPIRICAL STUDY OF THE RELATIONSHIPS BETWEEN THE FLEXIBLE WORK SYSTEMS (FWS), ORGANIZATIONAL COMMITMENT (OC), WORK LIFE BALANCE (WLB) AND JOB SATISFACTION (JS) FOR THE TEACHING STAFF IN THE UNITED ARAB EMIRATES (UAE)

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ABSTRACT

The research study examines the relationships between the flexible work systems (FWS), organizational commitment (OC), work life balance (WLB) and job satisfaction (JS) for the teaching staff in the United Arab Emirates (UAE). The respondents are chosen from the accredited colleges in the United Arab Emirates (UAE) by convenience sampling method from the cities of Sharjah, Dubai, Abudhabhi and Ajman. They differed in terms of gender, qualifications, tenure of work, department and also the nature of work. A suitable conceptual framework was developed and the proposed model illustrates that flexible work system (FWS) is thought to have an influence on both organizational commitment (OC) and work life balance (WLB). It has been proposed that WLB significantly mediates the relationship between flexible work system and job satisfaction. It is also anticipated that WLB significantly mediates the relationship between organizational commitment (OC) and job satisfaction (JS). A sample size of 224 was chosen and a structured questionnaire was used for collecting the data from the respondents in UAE. The questionnaire consists of 34 statements and they are rated on a likert scale of 1 to 5. For this study, statistical tools like confirmatory factor analysis (CFA) and structural modeling equation (SME) methods have been used through SPSS (version-25) and AMOS (version-25) for assessing the nature of relationships that existed between the studied variables (34 statements in the questionnaire). Prior to testing through structural equation modeling (SEM), the most fundamental criteria tests such as normality and confirmatory factor analysis (CFA) were conducted. As normality was established, the factor loadings were extracted by the procedure of CFA. The results from the data analysis indicated that all the hypotheses are supported and it facilitated for the acceptance of the proposed model. Thus, flexible work system (FWS) had direct effect on organizational commitment (OC) and it also had direct effect on work life balance (WLB). Similarly, organizational commitment (OC) is positively related to work-life balance (WLB). Consequently, the work life balance (WLB) displayed positive relationship towards job satisfaction (JS). The results of mediation analysis revealed the indirect effect of flexible work system

(FWS) and organizational commitment (OC) towards job satisfaction (JS) through work-life balance (WLB). The study demonstrates that all the proposed hypotheses are accepted and this is evident from standardized path coefficients.

Keywords: Flexible Work System ((FWS), Organizational Commitment (OC), Work Life Balance (WLB) and Job Satisfaction (JS)

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1. INTRODUCTION

The dynamically evolving modern technological advancements, changes in the global economy, and diverse workforce composition call for higher flexibility in work arrangements. There is an increasing body of research evidence which has highlighted about the role played by flexible work systems (FWS) in improving both the behavioral and psychological outcomes like retention and organizational performance (Stavrou et al, 2015). The implications of these FWS are not uniform across the nations and tend to impact upon the organizational commitment of employees as well. Research studies have demonstrated that organizational commitment plays an important role in assessing whether an employee will continue his services in a given organization for the future period of time and work for achieving the goals of that organization. Globally several research studies have been conducted about the relationship between the organizational commitment and other HR variables. Several constructs were created to study the work-family balance phenomena, which has been historically beleaguered by unclear definitions in the academic literature (Wayne et al, 2017; Greenhaus and Allen, 2011). Human Resources Management experts consider the employee work life balance (WLB) as an important factor in fostering employee commitment and job satisfaction. The research study conducted by Laurel et al. (2010), made an attempt to assess the possible relationships that could exist between flexible work arrangement, job satisfaction and turnover intentions. In addition to this, the relationship between flexible work systems, organizational commitment and job satisfaction has emerged as one of the main focuses of studies in the contemporary Human Resource Management (HRM) research. Research study conducted Wayne et al. (2006), examined the relationship between work–family enrichment, job satisfaction and turnover intentions and it highlighted that work-to-family enrichment has a strong impact on the work-on job satisfaction and turnover intentions.

1.1. Flexible Work Systems (FWS)

Research studies reveal that a growing number of private companies and public organizations are endeavoring to adopt flexible work arrangements with the intention of supporting their employees to balance their work–family demands. Employers all over the world have adopted flexible work arrangements for attracting and retaining talented employees.

Several research studies have addressed the impact of flexible work practices on the organizational commitment. Employees are likely to utilize flexible work arrangements positively and respond favorably in some select national cultures than all others in general (Masuda et al., 2012; Stavrou et al., 2015).

The role of supervisory support and supervisors’ active roles in implementing organizational policies is highlighted in the research study conducted by Koivisto & Rice, (2016) in the Finland telecommunications industry context. In another similar study, Onken et al., (2018), applied the conservation of resources theory and concluded that flexible work

schedules and sabbaticals (but not telecommuting) have the potential to increase organizational commitment and decrease turnover intention. This research study addressed how the three flexible work practices (FWPs), flexible work schedules, telecommuting and sabbaticals, impact upon the organizational attractiveness for job seekers and employees. The research findings demonstrated that these effects are partially mediated by perceived autonomy and have implications for practice and future research. The findings suggested that FWPs also increase organizational attachment through increased perceived autonomy.

Relationship between telework practices and organizational commitment has been identified and the potential of telework practices in reducing the turnover intentions has been established (Choi, 2018). This study revealed that non-teleworkers are significantly different and reported the highest level of turnover intention than that of teleworkers. Flexible work arrangements are proved to be attractive from both employee and employer perspectives and provided a range of benefits to both these parties in terms of economic, environmental, social, psychological, and health dimensions (Ciarniene, & Vienazindiene, 2018). This research study was conducted in the context of Lithuania and the respondents included employees from both public and private sector representing different age and sex groups.

Research studies have revealed that these interventions have the potential to create benefit for both organization and employees and thereby increasing the competitiveness (Stavrou and Anderson, 2015). Several gaps were identified with regard to the role of societal values for global firms and one of these identified gaps deals with the limited range of national cultural values in relation to FWAs. Thompson and Taylor (2015) reported three different combinations of temporal and place flexibility are important and they include a) flex-time without flex place, b) flex place without flex-time and c) flex place with flex-time. This study revealed that flex-time arrangement without place flexibility allows the employees to alter temporal, but not physical boundaries around work. It was observed that when employees have discretion in choosing where they work but not when they work, and in addition, they have the option to change the physical, but not temporal boundaries of the work systems.

Work time schedules are an important component of work life balance (WLB) and in this context enabling the part time work have been identified by Kossek et al, (2014), as a significant method of facilitating flexible work schedule/arrangement worldwide. Another study conducted by Veen et al, (2016) revealed that that part-time work arrangement is more suitable and acceptable to both career women and wage-earning mothers as they create lower levels of work family interference than the full-time employed persons did. This finding proved that part time working schedule provides a more sufficient WLB for employees and offers advantage of balancing their work life conflict. According to Subramaniam et al., (2010) married working mothers tend to prefer part time work more favorably in anticipation of balancing their personal and work life. The degree of the effectiveness of WLB by is positively influenced by the flexibility of work schedule and it has a tremendous role in circumventing role load for both men and women (Tipping, 2012).

The implementation of flexible working hour concept has emerged as an important method of increasing the sense of responsibility and creating work life balance amongst the employees in modern organizations (Hofacker and Konigs, 2013). There is no universal acceptance on the preferred work schedule during a week, and variations exist globally on the traditional workday schedule which is popularly used as 8 am -5 pm from Monday through Friday. In this context, two of the most widely studied FWAs in the United States and Europe is flextime and flex place (Shockley and Allen, 2007).

1.2. Organizational Commitment

Employees' perceptions of work-commitment-oriented practices are increasingly important in developing positive attitudes and behaviors about the environment of which they are a part (Chordiya, 2017). In the currently challenging workplace environment, various researchers, scholars and practitioners have highlighted about the importance of effective HRM practices that foster employee performance and suggested that organizational success is possible with the promotion of commitment oriented HRM policies (Haque et al., (2019); Suprihanto, (2018); Jiang et al., 2017). In line with these studies, Kaur & Randhawa, (2017) have identified the major dimensions of organizational climate and concluded that the organizational climate exerts a significant amount of influence on both individual and organizational level outcomes. The important dimensions that are identified in this study include supervisory support, pressure to produce, performance feedback, and innovation and flexibility.

In an increasingly challenging and complex workplace, scholars and practitioners have recognized the importance of effective human resource management for individual performance and organizational success. Globally, several studies have been conducted on assessing the employees' perceptions of work-commitment-oriented practices. The moderating effect of organizational commitment on the possible relationships that could exist between work alienation and formalization from a variety of companies of service sector in Istanbul, Turkey is a case in point (Erkmen and Bozkurt, (2016). This research study found that organization's level of formalization affected the employee commitment significantly but the commitment also affected work alienation. However, organizational commitment was not found to be a moderating variable with regard to the relationship between formalization and work alienation. Another research study conducted by Khera, (2017) studied the relationship between organizational commitment and burnout in the Indian retail sector context. The results showed that there is a significant inverse relation among the variables with respect to the demographic variables (gender and marital status), and significant difference existed across level of management and educational qualifications in relation to organizational commitment and burnout. Shahidah et al, (2018) investigated the impact of employee empowerment, teamwork and training on organizational commitment among hotel employees in Malaysia. The study revealed that positive relationship exists between employee empowerment, teamwork and training.

Research study conducted by Cesário and Chambel (2017), studied the employee performance by linking to the organizational commitment and work engagement. The study revealed that the greater an employee's engagement, the more likely he or she is likely to deliver excellent on-the-job performance. The study revealed that organizational affective commitment is important in lowering turnover intentions and it improves the employee's desire to remain in an organization. Research study conducted by Acharya and Dasbiswas, (2017) addressed the issues related to the relationship between leadership style and organizational commitment in paramedical personnel in the Indian context. This study established that there is a significant relationship between leadership style and organizational commitment.

Research studies have revealed that the higher levels of organizational commitment are associated with superior business performance, higher profitability, increased productivity and employee retention. Organizational commitment (OC) is explained by the popular three component model (TCM) which highlighted the relevance of affective commitment, continuance commitment and normative commitment. Ogochukwu et al., (2018) conducted a research study to explore the relationship between examined the performance related pay (PRP) and organizational commitment (OC) in the Nigerian insurance industry. The study revealed that performance related pay (PRP) is positively correlated with the organizational commitment (OC) in the Nigerian insurance industry.

1.3. Work Life Balance (WLB)

Work life balance (WLB) refers to the way employees balance their institutional requirements, policies, procedures and actions without impacting upon their family, friends and community participation. Research studies have indicated that on account of technology changes, modern employees are finding it difficult to strike a balance between office challenges and personal life requirements. In this context, it was noted that flexible hours have the potential to impact upon the mental health of organizational members and likely to contribute to the reduction in stress (Lewis and Humbert 2010). Research study conducted by Kreitner and Kinicki (2012), highlighted that mental health of employees is a significant factor to be reckoned with and it has the potential to create a positive effect on job satisfaction of the employees.

Several research studies have been conducted on assessing the work–life balance methods of employees from various organizations and these studies have identified several work related variables and relationships (Greenhaus & Kossek, (2014); Zacher & Frese, (2018); Kiburz et al, 2017). Another factor related to this phenomenon, is the entry of women into the workforce. This has changed the dynamics of both the workplace and home environment. The dual working couples have also created complexities about the understanding of how families with working women meet their work and family responsibilities and this posed new challenges to the modern organizations (Wheatley, 2012).

Fanny (2018) found that long working hours and irregular working hours (in the context of the event management scenario in Hong Kong) have resulted in low work-life quality and high turnover rate. Similar study conducted by Nizam and Kam (2018)(in the context of the event industry of Malaysia) has revealed that the determinants of work-life balance (WLB) are explained by the variables such as working hours, workload, leave policies, work arrangements and reward schemes and they have a significant impact on the WLB of event industry professionals.

Several organizations across the world are supporting their employees to enhance their work-life balance efforts through flexible work systems (Morganson et al. 2014; Munn, (2013). Wilkinson et al., 2018) conducted an exploratory study of the WLB experiences of solo-living, childless young to middle aged managers and professionals through organizational justice theory and emphasized the importance of assessing the fairness of work–life balance policies and flexible working arrangements. His study addressed work-life balance issues for one person living all alone or someone who does not stay with a partner or any of the family members. Similarly, enrichment across the roles may not take place due to the specific intrinsic nature of those roles but yet some amount of balance must be existing thereof. Present studies indicate that conflict and enrichment are important issues in work-family constructs but are distinct from the notion of the balance construct (Syrek et al., 2013).

1.4. Job Satisfaction (JS)

Job satisfaction refers to the positive, affective psychological work related state of mind that leads active involvement of employees in their duties. A satisfied employee is described as someone who is persistently and voluntarily involved in work (Gamage and Jayatilake, 2019). Although several research studies were conducted on assessing the relationship between job satisfaction and employee turnover, less research evidence is available on how it affects the employee commitment, creativity at work, and other employee intentions (Lee and Mei,(2014);Jha and Jha,(2019); Xiao and Yi,2019). Research studies have revealed that work intrusions into the personal life of employees have significantly influenced their attitudes towards work and work related behaviors (Chou et al., 2012).

Contemporary research studies described the concept of job satisfaction as an evaluative state that varies over a period time (Ritzenhöfer et al., (2019); Wolter et al., (2019)). Research

study made by Dalkrani and Dimitriadis, (2018), examined the effect of job satisfaction on employee commitment and explained how intrinsic need satisfaction of the employees at work influences their attitudes towards job. Noviantoro, (2018) conducted a landmark research study in the context of Indonesia about the job satisfaction as well as the extent of the effect of work passion on teacher's achievement. This study empirically investigated about the impact of incentives on the teachers' job satisfaction and also the extent of direct effect of job satisfaction on teachers' work achievement. The study concluded that there is a direct but yet a non-significant effect association between the variables of work passion on teacher job satisfaction. Kovacs et al., (2018), explored the different forms of job dissatisfaction by linking to the motivation and performance. The authors investigated about the stability of the dissatisfaction forms over a period of time by contenting it to a five-month period with emphasis on assessing their relationship with well-being, motivation and (self-reported) performance. Pomirleanu and Mariadoss (2015), investigated about the influence of organizational and functional support on the job satisfaction of salespersons. Their findings are in line with social exchange theories that lay emphasis on the principles of reciprocation, highlighting the intention of the employees who feel supported by the organization.

Qu and Zao (2012) demonstrated that work interference with family life has a negative impact on the employee behavior and it reduces job satisfaction. Research studies stated that those who work for long and extended work hours, tend to have poor work life balance (WLB) and develop job insecurity (Balven et al., (2018); Wilkinson et al., 2018). The research study conducted by Laurel et al., (2010), revealed that work-to-family enrichment has mediated the relation between flexible work systems (FWS) and both job satisfaction and turnover intentions, despite controlling demographical variables like gender, age, marital status, education and number of children. The differences between the various generational cohorts with regard to job satisfaction were studied by Young et al., (2013) and this study found the attitudinal differences between the baby boomers in comparison to Generation X and Generation Y. The study revealed that the baby boomers were more satisfied with their job involvements in comparison to Generation X and Generation Y (Beutell, 2013; Guberman et al., 2012).

2. RESEARCH HYPOTHESES AND FRAMEWORK

The conceptual framework presented in figure-1 below highlights the summary of the variables and hypotheses used in this research study. The proposed model illustrates that flexible work system (FWS) is thought to have an influence on both organizational commitment and work life balance (WLB). It can be seen in the proposed model that work life balance (WLB) influences the employee job satisfaction. The above proposed model consists of four hypotheses that are mentioned below.

Figure 1 Conceptual Model Framework

Hypothesis 1: Flexible work systems (FWS) have a positive impact on organizational commitment.

Hypothesis 2: Flexible work systems (FWS) have a positive impact on work life balance (WLB).

Hypothesis 3: Organizational commitment has a positive impact on work life balance (WLB).

Hypothesis 4: work life balance (WLB) has a positive impact on Job satisfaction.

Hypothesis 5a: WLB significantly mediates the relationship between flexible work system and job satisfaction.

Hypothesis 5b: WLB significantly mediates the relationship between organizational commitment and job satisfaction.

3. RESEARCH METHODOLOGY

For this research study, a structured questionnaire was used for collecting the data from the respondents in UAE. The respondents are chosen on the basis of availability and hailed from teaching profession from Sharjah, Dubai, Abudhabhi and Ajman in the United Arab Emirates (UAE). In this questionnaire, questions related to the gender, educational qualifications, teaching tenure, department background and nature of work are included.

This questionnaire has nine statements on FWS, seven statements on OC, seven statements on WLB and eleven statements on JS. The statements are rooted on a 5 point likert scale and based on the review and analysis of the contemporary literature review. For measuring flexible work systems (FWS), the four items of the study made by McNamara et al., (2012) were used. Leader in-group behavior was measured by using the scale suggested by Platow and van Knippenberg (2001). Respect was measured with three items from the respect scale used by Tyler and Blader (2002).

For assessing the organizational climate three dimensions of Meyer and Allen (1991) scale have been used. The three dimensions are affective commitment, continuance commitment and normative commitment.

For work life balance (WLB), the measures used in the present research were drawn from previously published literature. We measured followers' work-life balance by using the five items from the work-life balance scale of Syrek et al., 2013.

For Job Satisfaction, the job dimensions were selected from the job satisfaction scales used in the study by Janicijevic et al., (2015) and Millana, et al., (2013).

For this study, statistical tools like confirmatory factor analysis (CFA) and structural modeling equation (SME) methods have been used through SPSS (version-25) and AMOS (version-25) for assessing the nature of relationships that existed between the studied variables (34 statements in the questionnaire). These tools were used to assess the relationships between the flexible work systems (FWS), organizational commitment (OC), work life balance (WLB) and job satisfaction (JS) for the teaching staff in the United Arab Emirates (UAE) among the model constructs.

4. DATA ANALYSIS AND RESULTS

Data analysis for the current research study was conducted by SPSS and AMOS (22.0 version). Prior to the testing of the path relationships, the preliminary tests were carried to confirm the reliability and validity of the scales that were used for this study. The demographic profile of the respondents is presented in the Table 1.

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Convenience sampling method was chosen for the data collection. The limited number of respondents justified using this method. The survey was conducted during July 2018 to August 2019. These questionnaires were administered to a total of 250 respondents and from this only 224 questionnaires were in the correct format. Therefore, the effective sample size is 224. The respondents are teaching staff members and chosen from the accredited colleges in the United Arab Emirates (UAE) by convenience sampling method. They differed in terms of gender, qualifications, tenure of work, department and also the nature of work. The female respondents constituted 50.4% and respondents with PhD qualification are 61.2%. For the tenure of work respondents with above the 3-5 years constituted 42.4% and the Business Department teachers are around 32.6%. The full time faculty staffs constitute 57.6% and the rest is part-time staff.

Table 1 Demographical analysis of the respondents

Demographics	Category	Frequency	Percentage
Gender	Male	111	49.6
	Female	113	50.4
Qualification	Ph.D	137	61.2
	PG	87	38.8
Tenure	1 year	43	19.2
	2 year	71	31.7
	3-5 year	95	42.4
	Above 6 year	15	6.7
Department	Business & Accounting	73	32.6
	Information Systems/Computing/IT	43	19.2
	English	25	11.2
	Arabic	54	24.2
	General Education	29	12.9
Nature of work	Full Time	129	57.6
	Part Time	95	42.4

The following Table 2 shows the findings of descriptive statistics; square root of AVE and inter-correlation among the study variable. As expected and in with the literature review cited in this research paper, the results showed a positive correlation among all the study variables viz., flexible work system ($r=0.48$, $p<0.000$); organizational commitment ($r=0.27$, $p<0.000$); work-life balance ($r=0.57$, $p<0.05$) towards job satisfaction. In this research study, all the research study variables have inter-construct correlation. This further indicates the preliminary acceptance to proceed for the testing of hypothesized relationships that are proposed for this study.

Table 2 Descriptive, Inter correlation and Square root of AVE

Number	Constructs	Mean	SD	1	2	3	4
1	Flexible work system	2.93	0.64	0.78			
2	Organizational commitment	2.36	0.68	0.52**	0.80		
3	Work-life balance	4.00	0.63	0.35**	0.30**	0.90	
4	Job satisfaction	3.71	0.59	0.48**	0.27**	0.57**	0.84

Notes: Diagonal line placed in italic style show the square root of the AVE of each construct.

**Significant at 0.01 level (two-tailed)

Further it is required to examine the reliability and validity of the instrument to proceed with structural equation modeling (SEM). Thus prior to test structural equation modeling (SEM), the most fundamental criteria such as normality and confirmatory factor analysis (CFA) was conducted. As normality was established, the factor loadings were extracted by the procedure of CFA.

The result of KMO value (0.946, $p < 0.000$) demonstrates the adequacy of sample chosen. All the item loadings are found to be higher than 0.60, which meets the threshold values as given by Hair et al., (2012). Thus the validity of the instrument is established. Subsequently, the reliability is assessed by estimating the value of Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). These values also meet the above mentioned requirements appropriately ($\alpha > 0.8$, $CR > 0.7$ and $AVE > 0.8$). The results of established validity and reliability were exhibit in Table 2.

Table 2 Factor loadings, Reliability and Validity

Items	Cronbach's Alpha	Factor Loadings	CCR	AVE
Flexible Work Systems				
FW1: My supervisor seeks my opinions while planning my classroom schedules.	0.876	.636	0.874	0.691
FW2: My supervisor discusses about the course allocations in advance.		.715		
FW3: I am allowed to reschedule my teaching tasks, meetings and other academic involvements.		.564		
FW4: My peer group supports me in case of emergencies.		.595		
FW5: Work requirements are not rigid and flexibility is displayed to accommodate instructor requests.		.712		
FW6: My institution encourages the academic staff to use technology for office communications.		.783		
FW7: Our institution encourages the staff members to identify a peer support resource to share job responsibilities in case of emergencies.		.568		
FW8: Requests for flexible work arrangements are handled equitably without any bias.		.586		
F9: My supervisor expresses willingness on discussions about the work flexibility issues.		.549		
Organizational commitment				
OC1: This institution provides an opportunity for offering suggestions on framing the departmental objectives.	0.868	.689	0.871	0.656
OC2: I am emotionally attached to this institution and have no intentions to switchover to another organization at the moment.		.671		
OC3: I am committed to this institution on account of the competitive pay package.		.710		
OC4: I recommend this institution to my friends and all other prospective aspirants.		.703		
OC5: My continuance with this organization is based on my current necessities only.		.747		
OC6: This institution provides equal opportunities for career development.		.713		

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OC7: My peer group is committed to this institution and encourages me on organizational commitment.		.685		
Work Life Balance (WLB)				
WLB1: Working in this institution has an impact on my family life.	0.949	.792	0.945	0.812
WLB2: Work pressure and other role requirements sometimes emerge as source of stress.		.805		
WLB3: I sometimes think about the work requirements while I am at home.		.789		
WLB4: I am able to balance both work and family requirements in a successful manner.		.809		
WLB5: I get opportunities to spend quality time with my friends and family on weekends.		.778		
WLB6: I sometimes feel that my family related issues distract me from focusing on the office work.		.706		
WLB7: My family members understand my work pressure and offer support while I work on my office work from home.		.591		
Job Satisfaction				
JS 1: This institution encourages staff to offer innovative ideas for improving the quality of work life.	0.913	.599	0.906	0.717
JS 2: Working in this institution has sharpened my academic skills.		.746		
JS 3: My supervisor tends to be positive and appreciates my positive contributions.		.684		
JS 4: This institution offers appreciation letters to the staff on significant contributions.		.733		
JS 5: I am satisfied with the variety of experiences that emerge out of my work involvements.		.746		
JS6: My supervisor provides an unbiased feedback about my performance on a regular basis.		.707		
JS7: My work group is collaborative and encourages lively discussions on the academic issues.		.738		
JS 8: This institution allows discussions on work overload		.575		
JS 9: Extra workload allocations are backed by both supervisor and peer group support.		.646		
JS 10: My institution offers good financial and non-financial incentives in comparison to others in the market.		.580		
JS 11: I feel that my performance is improved considerably, after joining this Institution.		.749		

4.1. Measurement model

Prior to test the hypothesized relationship of the proposed model, the model's goodness of fit is examined. For establishing the model fit, the proposed measurement model is validated by confirmatory analysis using AMOS. The findings emphasized the goodness of fit for the proposed model. As suggested by Hair et al. (2019), the model established the acceptance of fit by following indices estimates: χ^2 (CMIN/df) = 0.988, p-value= 0.002, GFI=0.924, AGFI = 0.869, CFI=0.941, NFI=0.893, IFI=0.943, TLI=0.898, RMSEA=0.070.

4.2. Structural Model

To test the proposed hypotheses, the standardized path co-efficient values are estimated in the structural equation modeling (Figure 2-Revised estimates of the model). The relationships of the variables, Flexible Work Systems (FWS), Organizational Commitment (OC), Work Life Balance (WLB) and Job Satisfaction (JS) were examined. The results from the Table 4 indicated that all the hypotheses results are fully supported and it facilitated the acceptance of the proposed model.

Flexible Work Systems (FWS), showed significant positive relationship with organizational commitment ($\beta = 0.268$, $p < 0.000$) and also positively related to work-family balance ($\beta = 0.398$, $p < 0.000$). Thus, flexible work system had direct effect on organizational commitment (as a result, H1 is accepted) and also had direct effect on work life balance (as a result, H2 is accepted) as well. Similarly, organizational commitment positively related to work-life balance ($\beta = 0.193$, $p < 0.000$) and thus confirms the direct effect (H3 is also accepted). Consequently, the work life balance showed positive relationship towards job satisfaction ($\beta = 0.624$, $p < 0.000$). Thus, WLB had direct effect on JS (H4 accepted).

Figure 2 Revised estimates of the model

Table 4 Hypothesis Testing Results

Hypothesis	Relationship	Standard Estimates	CR (t-value)	p-value	Decision
H1	FWS→OC	0.078	3.444	0.000	Accepted
H2	FWS→WLB	0.106	3.755	0.000	Accepted
H3	OC→WLB	0.096	2.019	0.000	Accepted
H4	WLB→JS	0.082	7.614	0.000	Accepted

Notes: FWS, flexible work system; WLB, work-life balance; OC, organizational commitment; JS, job satisfaction; ** $p < 0.01$

For testing H5, the mediation effect of work-life balance, the indirect effects were estimated by bootstrapping approach of Hayes and Preacher (2010). The Table-5 indicates the results of mediation analysis. The indirect effect of flexible work system and organizational commitment towards job satisfaction through work-life balance was significant which supports the acceptance of hypothesis H5a and H5b. Finally, it can be seen that all the proposed hypotheses are accepted and it is evident from standardized path coefficients.

Table 5 Mediation Analysis

Relationship (Bootstrapping)	Indirect	SE	Lower CI (95%)	Upper CI (95%)	p-value	Decision
FWS→WLB→JS	0.150	0.031	0.096	0.217	0.000	Accepted
OC→WLB→JS	0.141	0.032	0.082	0.029	0.000	Accepted

*Notes: FWS, flexible work system; WLB, work-life balance; OC, organizational commitment; JS, job satisfaction; ** $p < 0.01$*

5. CONCLUSIONS

The research findings established that flexible work systems (FWS) and organizational commitment (OC) are significant factors in fostering and facilitating a viable work life balance (WLB) for the teaching staff members in UAE. The results of the data analysis established that work life balance (WLB) is mediating the impact on job satisfaction (JS). The indirect effect of flexible work systems (FWS) and organizational commitment (OC) on job satisfaction (JS) through work life balance (WLB) is evident. These findings are in line with the research study conducted by Gudep et al., (2012) and other research studies alike. For work life balance (WLB), the results are consistent with the findings of the research studies of Augoustaki and Frankfort, (2019) and Wilkinson et al., (2018). Therefore, based on the analysis of the data of this research study, it can be inferred that flexible work systems (FWS) and organizational commitment (OC) have the potential to create Job Satisfaction (JS) amongst the teaching staff members in UAE through the mediation of work life balance (WLB).

SCOPE FOR FUTURE STUDY

The current research study is limited to a few select emirates in UAE and its scope can be further increased by incorporating a large sample size from all the other emirates as well. More variables can be identified by analyzing the recent research studies in this area. Work overload can also be considered as an influencing factor while reckoning with work life balance (WLB). Comparative research studies can also be planned within the Middle East countries by not limiting to UAE alone. Since this research study has established that flexible work systems (FWS) and organizational commitment (OC) are significant factors in fostering and facilitating work life balance (WLB), the antecedents of job satisfaction (JS) may also be researched in detail by not restricting to these construct variables.

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