



Master in Business Administration

Postgraduate Course

Postgraduate Dissertation

The Impact of Workplace Flexibility on Employee Satisfaction and
Performance

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Patras, Greece, May, 2026”

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“The Impact of Workplace Flexibility on Employee Satisfaction and Performance”

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Abstract

Workplace flexibility has become one of the most important issues for modern organizations and employees, particularly following the changes brought about by the COVID-19 pandemic. The increased adoption of practices such as remote work, hybrid employment models, and flexible working hours has transformed the way organization’s structure work and manage their human resources. These new forms of work create opportunities for a better balance between professional and personal life while simultaneously influencing employees’ overall work experience.

This dissertation examines the relationship between workplace flexibility, employee satisfaction, and individual performance. Its main objective is to investigate the extent to which the availability and utilization of flexible work arrangements contribute to higher levels of job satisfaction and improved employee performance. To achieve this objective, a review of the relevant theoretical and empirical literature was conducted, along with a quantitative study using a structured questionnaire administered to employees of Greek businesses.

The findings of the study highlight the significant role that workplace flexibility can play in creating a more satisfying and productive work environment. At the same time, the research identifies the challenges associated with the implementation of flexible work practices and emphasizes the need for organizations to adopt appropriate policies in order to maximize the benefits for both employees and businesses. The results suggest that, when properly designed and implemented, workplace flexibility can contribute positively to employee well-being, organizational effectiveness, and long-term business success.

Keywords

Workplace Flexibility, Employee Satisfaction, Employee Performance, Remote Work, Hybrid Work, Human Resource Management.

Περίληψη

Η ευελιξία στον χώρο εργασίας αποτελεί ένα από τα σημαντικότερα ζητήματα που απασχολούν σύγχρονους οργανισμούς και εργαζομένους, ιδιαίτερα μετά τις αλλαγές που επέφερε η πανδημία του COVID-19. Η αυξημένη χρήση πρακτικών όπως η τηλεργασία, τα υβριδικά μοντέλα απασχόλησης και τα ευέλικτα ωράρια έχει μετασχηματίσει τον τρόπο με τον οποίο οι επιχειρήσεις οργανώνουν την εργασία τους και διαχειρίζονται το ανθρώπινο δυναμικό τους. Οι νέες αυτές μορφές εργασίας δημιουργούν ευκαιρίες για καλύτερη ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής, ενώ παράλληλα επηρεάζουν την εργασιακή εμπειρία των εργαζομένων.

Η παρούσα διπλωματική εργασία εξετάζει τη σχέση μεταξύ της εργασιακής ευελιξίας, της ικανοποίησης των εργαζομένων και της ατομικής τους απόδοσης. Στόχος της είναι να διερευνήσει κατά πόσο η διαθεσιμότητα και η αξιοποίηση ευέλικτων μορφών εργασίας συμβάλλουν στη βελτίωση της εργασιακής ικανοποίησης και στην ενίσχυση της απόδοσης των εργαζομένων. Για την επίτευξη του σκοπού αυτού πραγματοποιήθηκε βιβλιογραφική ανασκόπηση της σχετικής θεωρίας και εμπειρικής έρευνας, καθώς και ποσοτική έρευνα με τη χρήση δομημένου ερωτηματολογίου σε εργαζομένους ελληνικών επιχειρήσεων.

Τα αποτελέσματα της μελέτης αναδεικνύουν τον σημαντικό ρόλο που μπορεί να διαδραματίσει η εργασιακή ευελιξία στη διαμόρφωση ενός πιο ικανοποιητικού και αποδοτικού εργασιακού περιβάλλοντος. Παράλληλα, επισημαίνονται οι προκλήσεις που συνοδεύουν την εφαρμογή των ευέλικτων πρακτικών και η ανάγκη υιοθέτησης κατάλληλων πολιτικών από τις επιχειρήσεις, ώστε να μεγιστοποιούνται τα οφέλη τόσο για τους εργαζομένους όσο και για τους οργανισμούς.

Λέξεις – Κλειδιά

Ευελιξία στον Χώρο Εργασίας, Ικανοποίηση Εργαζομένων, Απόδοση Εργαζομένων, Τηλεργασία, Υβριδική Εργασία, Διοίκηση Ανθρώπινου Δυναμικού.

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1. Introduction

The labor market in the modern era is characterized by continuous and major changes, which experienced a significant increase during the COVID-19 pandemic period. Workplace flexibility, in forms such as remote work, hybrid models, customized contracts, and flexible working hours, became a permanent part of the lives of both employees and a key factor in Human Resource Management. According to studies, the adoption of such practices has emerged as a necessity for organizations to adapt to the constantly changing and competitive work environment, as well as to attract and retain capable employees (Bloom et al., 2024).

In Greece, the pandemic created the need for many companies to adopt various forms of the hybrid models mentioned above, while the post-COVID era continues to generate new challenges: high levels of burnout and pressure to maintain productivity in industrial facilities that rely on the physical presence of their employees. Although Greek legislation (Law 4808/2021) attempted to strengthen and protect such forms of workplace flexibility, their implementation still presents various challenges today, particularly in industrial sectors, mainly due to the nature of the work itself. This issue is of great importance, especially because of the high employee turnover rates in an economy that is still in a recovery phase.

The international literature has extensively examined the relationship between flexibility and employee satisfaction and performance. According to studies, flexibility, especially regarding working hours and workplace location, has been positively associated with higher levels of job satisfaction, reduced stress, and a significant contribution to work–family balance. Furthermore, flexibility can improve both employee and organizational performance through greater autonomy, innovation, and reduced absenteeism (Choudhury et al., 2021).

Nevertheless, the findings do not present complete consistency. Some studies emphasize the negative effects of these forms of work, some of which include technostress, isolation, and the blurring of boundaries between work and personal life, especially in positions that require close supervision or collaboration among employees (Atkin et al., 2023).

Both in Europe and internationally, numerous quantitative and qualitative studies have been conducted in the technology and services sectors. However, the industrial sector has not yet received the attention it deserves, particularly in countries such as Greece, where economic

and organizational factors, such as the lack of digital maturity, shape different outcomes. Furthermore, although there are many studies examining the relationship between flexibility and employee satisfaction and between flexibility and performance, the number of studies that examine all three variables simultaneously within a single model is considerably smaller, especially with emphasis on the availability versus the actual use of flexible work practices (Allen et al., 2013).

The research gap addressed by the present master's thesis is twofold. First, it examines the relationship between flexibility, employee satisfaction, and performance in Greek industrial companies, a sector in which the nature of the work itself creates unique challenges. Second, it distinguishes between the availability and the actual use of flexible work arrangements as separate dimensions. This gap is of particular interest because Greece demonstrates significantly lower levels of employee satisfaction compared to Northern European countries, while the industrial sector remains one of the pillars of the Greek economy.

The aim of the present master's thesis is to investigate the extent to which the use and availability of various forms of flexible work are positively associated with employees' individual performance and job satisfaction in industrial companies in Greece. The specific objectives are to describe the levels of flexibility, job satisfaction, and performance within the sample, examine the demographic factors that may influence these variables, investigate the relationships among them, and finally propose practical recommendations for organizations operating in the industrial sector.

Through the literature review, the presentation of the methodology, and the analysis and discussion of the findings, this thesis aims to provide useful practical and theoretical insights regarding the future and structure of work in the industrial sector in Greece.

2. Literature review

2.1. Workplace Flexibility

2.1.1. Definition of Workplace Flexibility

According to how employees themselves see it, flexibility in the workplace can be described as the margin of freedom they have to make choices that affect where, when, and how much time they will spend on a task. One of the main characteristics of this definition is the ability of the worker to organize the different aspects of their daily work life in a way that they personally consider appropriate. A significant part of the literature emphasizes how important it is for the employee to maintain control over the flexibility they need in their workplace, and how this optimizes their individual outcomes. At the same time, it brings benefits both at home, in the workplace, and in the wider society where the person is active. Obviously, there are certain cases where it is entirely up to the employee to determine their way of working, and therefore how flexible they will feel in it. However, the limitations set by each organization, the availability of resources, the level of technological development, and the very nature of the job itself are all factors that also define, to some extent, the margins of flexibility a worker can have. It becomes clear that, mainly for the reasons mentioned above, some types of professions will always be more favorable to flexible work choices compared to others. For this reason, workplace flexibility is something that must be constantly re-examined and should not be treated as some kind of strict dichotomy (Voydanoff, 2007).

The definition also stresses that employees need to pay great attention to their interaction with their employers. This side of the definition highlights how the selection of flexibility opportunities should be structured within a company. For example, this includes management choices for employees who will be more flexible at work, as well as suggestions coming from the employees themselves about wanting to work in a more flexible and different way than they currently do. In the end, we must emphasize that the definition does not simply describe workplace flexibility as just one concept — meaning merely the ability to choose a more flexible schedule. It is a concept that can include a wide range of possibilities inside organizations. It concerns the employee's or the employer's choice regarding the place where the work will be carried out (for example, teleworking). It also relates to the type of contract chosen for the collaboration and how it can benefit both the employer and the employee — such as a four-hour shift instead of a full eight-hour one. It further includes when a

collaboration will start or end, and the terms of leaving it in case the employee finds something more suitable, thus giving them flexibility in shaping their professional career (Hill et al., 2008).

Nowadays there is a wealth of scientific research based on more than one type concerning flexibility at work. This kind of flexibility, which relates to when, where, and how long someone works, is basically the general framework for the various ways a more flexible structure can be applied in the workplace. Perhaps the most well-known theoretical framework is that of ecological systems. This theory supports that a person can understand things better through the relationship between their personal characteristics and the environment around them.

This environment consists of:

- ✓ Microsystem
- ✓ Mesosystem
- ✓ Exosystem
- ✓ Macrosystem

When examining the relationship between work and personal life, we see that home, the community, and the workplace are the most important microsystems. The interaction between them and the individual's participation forms the mesosystem. It becomes clear, therefore, that the continuous interaction between the person and the environment is two-way. The employee is not only part of the system but can also influence how it functions (Stavrou, 2005; Allen & Shockley, 2006).

Looking at it through ecological theory, the flexibility someone enjoys in their job is a characteristic of the environment that can positively support the interaction between the individual and the environment in which they operate. This can bring positive results for the employee, and by extension for the organization they work for, as well as for their own family. Ecological theory sees workplace flexibility as both a social and an organizational tool that can be influenced and shaped by various factors — for example, whether the employee has developed a relationship of trust with the organization and can therefore enjoy this privilege, how open the company is to supporting its employees through flexibility

benefits, and whether there is a flexibility policy in the organization depending on the type of work (Bronfenbrenner & Ceci, 1994).

Of course, there are limits to how flexible an organization can be, since there are differences in how productively this approach can be structured from one sector to another, taking into account the structure of each field. The ecological systems theory helps in analyzing and understanding the factors that make a form of flexibility productive through the outcomes that matter to each organization. Another theory is the family life course theory, which helps us understand that work flexibility can both be affected by and affect a person's relationship with their job as the years of their life pass. As time goes by, new needs arise for the individual while old ones may no longer exist, and this can influence their relationship with work, affected by their personal life to a greater or lesser degree. Through this theory, it becomes easier for us to approach the different outcomes that work flexibility may have for each person, depending on the life stage they are in (Hill et al., 2008).

There are many factors that can affect an employee's relationship with their job. Some of these are gender and age, different needs, financial situation (which can have fluctuations and changes), as well as changes in personal and family relationships. There are also quite a few theories and research models for understanding the relationship between family and work. With their help, we can understand how important work flexibility is. Their main area of analysis is the conflicts between work roles and personal life roles, and how someone can maintain balance. In recent years, because of this, more modern theories and studies have emerged that examine ways for these two areas (family and work) to support each other instead of conflicting (Ayree, 1992).

2.1.2. Types of Workplace Flexibility

The term work flexibility first appeared in the 1980s (Atkinson, 1984), but as already mentioned it has been studied by various fields, some of which are strategic management and human resource management. With a review of the literature, we can distinguish four types of flexibility:

- ✓ organizational flexibility
- ✓ flexible forms of work
- ✓ employee flexibility
- ✓ flexible work (Allen et al., 2013).

Organizational flexibility describes the ability of an organization to adapt to possible changes and usually also describes how quickly each organization can adapt and respond to a possible change. Managerial abilities can also draw help through flexibility strategies, that is, the possibility provided for readjustment in production strategies, distribution as well as marketing. The main pillar of the literature is that the more flexible the organizational flexibility is, the faster it will be able to respond to a change, thus making it more competitive compared to another organization operating in the same sector. It is of vital importance to be able to quickly change the way they operate, such as: -the speed with which a manager is able to make a decision -and the movement of employees either outside the organization or by hiring capable people at the moment needed to bring results in a need. Also a very important role is played by the flexibility with which they manage employment relationships such as the remuneration of employees according to their offer, and if judged below the acceptable average, their timely dismissal. These forms of flexibility can help an organization adapt better to new data and increase its performance, thus ensuring its survival even in the most competitive sectors. (Schreyögg and Sydow, 2010).

As employee flexibility we define the ability that each employee has to adapt to a change that will arise in his work or in his organization in general. According to this theory an employee has been forced as the years pass to try to be constantly more flexible in the face of a continuously changing environment that is affected by new requirements and to find ways to be more flexible in how he uses his skills and in how he sees his role inside the organization. This theory was developed mainly in the field of strategic human resource management and is based on the work of Wright and Snell (1998), explaining in what ways each employee can continuously readjust and be flexible in the attitude he maintains towards work.

Flexible work has to do with the possibility of adapting to the classic employment contracts we have gotten used to until now, with a newer type that will offer greater flexibility and easier transition to changes.

So flexible work can be related to the employment relationship through

- ✓ Self-employment
- ✓ Occasional work
- ✓ Part-time employment
- ✓ Zero-hour contracts

These are some forms that are quite more flexible compared to the classic form of full-time employment that is used today. Now as far as the flexible forms of work organization (Flexible Work Arrangements – FWAs) are policies of organizations that allow employees to decide themselves the place and the time of their work. This can be a practice that the entire organization has adopted with the help of human resource management or it can concern a part of a special agreement that each employee may have made separately with his employer. The researches for these flexible forms of work can give useful conclusions both for benefits that an employee can gain as well as an employer from them but also the conflicting interests and difficulties of implementation that such a policy can create. (Putnam et al., 2014).

These 4 types of flexibility can be used to describe the level of adaptability and the ability that someone has to adapt promptly to a change in today’s competitive work environment (Hill et al., 2008), therefore it is a way to understand work flexibility. Of course, there are big differences between these types. Organizational flexibility has to do with the analysis of organizations and their adaptability to the environment, while the literature on employee flexibility and FWAs refers to the flexibility of the employee. Employee flexibility has to do with the employee himself, while flexible work and FWAs have to do with flexible forms of work and the conditions around them. FWAs have to do with the flexibility regarding when and where someone works, but this does not apply to flexible work. In the literature, a correlation has been found between the two forms (Spreitzer et al., 2017), however flexible work can simply be associated with simple everyday flexibility that does not embrace full employment. In conclusion, FWAs do not bring any change to the work environment as we know it, just regulations and changes for more flexibility in the work environment, while on the other hand flexible work concerns the abolition of the known employment contracts.

2.1.3. Benefits and Challenges of Workplace Flexibility

Before the pandemic the literature that referred to flexible work had emphasized that flexibility can many times have positive results but of course there are not few times that it can have negative cases, so it becomes easily perceived that it is a topic still under research as yes it can bring quick results such as economic benefits and advantages against the competition, however it may also have negative side effects both on the employee as an individual but also on the whole of society of which he is a part.

While the pandemic lasted it was an opportunity to study first-hand the practical application of flexible work as well as at theoretical and university level. The results of the study of this period showed that by regulating work in a more flexible way it had both advantages and some disadvantages as we said earlier (Obenauf, 2021).

Summarizing, some advantages that someone can distinguish in flexible work can be revealed from the following incentives and the factors that are needed for it to thrive

- ✓ Remote work thus reducing the commutes of employees and their costs
- ✓ Greater balance between work and the personal life of the employee
- ✓ When in a family both parents work remotely, they reduce childcare expenses, this form of flexible work indirectly contributes to the family budget by strengthening it.
- ✓ Less stress for the employee, who does not feel constantly under supervision, making him thus more productive
- ✓ Fewer absences from work as well as delays, since the employee has determined himself the time he will work based on his personal schedule as well as by eliminating the commutes to the workplace when physical presence is not required there are no delays in the arrival time of the employee (Birt, 2023).

Some of the most basic disadvantages of flexible work and the reasons for them are the following:

- ✓ the possible conflict that may arise between the professional and personal life of an employee after the "invasion" of work into his personal space.
- ✓ less control in the observance of working hours, breaks, etc. (excessive zeal may possibly lead employees to increased fatigue)
- ✓ reduction of productivity due to lack of supervision by the team leader -reduction of the quality communication between employees and their supervisor which may lead to reduced teamwork and, consequently, to reduced productivity.
- ✓ increased responsibility on the part of the management for the integration and the correct control and monitoring of the employees who will be working remotely. (Soga et al., 2022)

The perceived organizational justice has to do with how employees see and perceive from their part the treatment and the justice they enjoy in their organizational life. Some examples are the fair distribution of roles and the decision-making in relation to the results, the possibility to express an opinion during the decision-making in an ethical framework (procedural justice), informational justice which has to do with the clear explanation about the procedure that is followed in order to take a decision and finally the interpersonal justice which is particularly sensitive as it has to do with the fair and respect-based treatment of the employee as a human being. The bibliography informs us that during the pandemic flexible work was associated with several undesirable outcomes in the field of justice, which mainly stemmed from remote work. The pillars that support this claim are that the trust of employees of the same team was lost as their social contact was limited to the minimum, as well as the non-recognition of effort which resulted in lack of promotions and finally phenomena of unpaid work beyond the end of the eight-hour workday (overtime work) were also observed (Junior et al., 2020)

At the same time, flexible work can also be judged as an enemy of someone's family life as an employee may not enjoy the stability that would make him feel safe and as a result of this he may have to seek additional work or to be constantly in the job search market as a backup plan. In addition, employees may experience increased control from the management thus losing their trust towards it. It becomes evident that flexible work in the form that it will be imposed on the employees is more likely to have negative consequences compared to when it is applied after a suggestion by the employees themselves. It is believed that this happens because the employee shows more zeal to be productive because he sees this form of work as a privilege that has been granted to him. Organizational support is the term that describes how employees perceive the favorable treatment of their organization towards them and also describes what they believe when they feel that the organization reciprocates their contribution to it by contributing to their well-being. The bibliography on the relationship between organizational support and flexible work is still quite limited. There are views that support that the lack of physical presence at work reduces the productivity that would be achieved through mutual help and support between employees. Also, if there is organizational support at a strong level so that flexible work is used correctly, the negative effects will be reduced and the obstacles it creates will be overcome. (Albion, 2004).

The issue of flexible work has eliminated the boundaries between work and personal space. Modern homes have been transformed into work spaces with the "wall" that separated in previous years work – personal life now having been demolished. As a result, there is an increase in conflicts between work and personal life as the increased demands during work have transformed the personal space of the employees into an environment that from safety previously has now made them see it as an environment that pressures them and increases anxiety and stress. (O'Connor & Cech, 2018).

Regarding the disadvantages of flexible work, it has been observed in some studies that remote work has disrupted the boundaries between personal life and work, as it has also been observed an increased workload and beyond working hours which have made the employee feel like they are working all day as the time left to decompress decreases significantly. All this is reinforced by the fact that the home and the rest space has been transformed into a work space as at any moment someone may need to respond to an email since their computer is just a few meters away (Birt, 2023).

Technostress is a new form of stress that was introduced to us as a result of remote work. The use of technology which is necessary for this form of work has made employees constantly connected to digital work platforms exhausting them and giving the feeling that they work all 24 hours. Remote work also minimizes the interaction between employees and makes them feel isolated with the possibility of causing depression problems and an increase in the rates of suicides related to work stress. Another perspective is that flexible work saves time from commutes thus eliminating an extra stress and cost that has to do with it and increases productivity as time is shaped through a more personalized pattern which can improve the personal well-being of the employee. It is true that there are studies that have examined both views with their results stating that the percentage of employees who work from the office (41%) is more likely to experience burnout compared to those who work remotely (26%), who also declare more satisfied compared to their colleagues who have physical presence in the workplace (Wickersham, 2023).

As far as the control of the productivity of flexible work is concerned, the results still remain ambiguous. Working from home may bring someone face to face with tasks which they cannot complete as well as making access to necessary information impossible. Also, when someone works alone it is more difficult to stay focused making them more vulnerable to

distractions compared to working next to colleagues in an office. A possible decrease in productivity has the probability to make the employee appear in society as well as within their own company as less dedicated and this has as a result the employees who work in a flexible form to experience a social stigma. (Cech & Blair-Loy, 2014).

2.2 Employee Satisfaction

2.2.1. Definition of Employee Satisfaction

The founders of the organizations control the production and make sure to bring results that will cover the needs of society. The successful organizations know that their well-being is interdependent with the management of the personnel and whether this is done in a correct and efficient way. Employment is a two-way relationship with one end being the employees who give their time and their knowledge for the good of the organization and in turn expect their expectations to be satisfied by it. The extent to which an employee is satisfied will result in him being more dedicated to the organization and moving towards the goal that the organization has set. Making its employees engage more actively with the goal and the well-being of the company is something in which organizations must clearly invest **(Baxi& Atre, 2024)**.

After a search in the Merriam-Webster dictionary one can see that satisfaction is defined as *"the joy that someone will feel when they complete something they wanted or needed to do and when they acquire something they desired or needed to acquire."* Job satisfaction can have many interpretations depending on each individual who will be called to give it a definition. Victor Vroom gave it the following definition "job satisfaction is the emotional attitude of the employee towards the work role he has at this moment" (Vroom, 1964). Locke has characterized the satisfaction of employees as *"a pleasant state that derives from a person's work experience"* (Locke, 1976). Paul E. Spector refers to job satisfaction as what employees feel about their job and the degree to which they like or dislike what they do.

Statt differentiates his approach a bit and refers to job satisfaction as the degree to which the employee is satisfied with the reward, he receives for what he offers. (Statt, 2004). Job satisfaction can also be referred to as the emotion that possesses people towards their work. Whether they are satisfied or whether they have negative feelings towards it, a situation which is called job dissatisfaction. Newstorm describes the feelings, negative or positive

through which the employee perceives and experiences his work life, as job satisfaction (Newstorm, 2017).

As the years go by, this part of work behavior begins to be studied more and more and to gradually receive the attention it deserves. It is logical if one thinks how expected it is for someone to hope that they will have fair treatment. We can define job satisfaction as an indicator of measuring the treatment that employees experience in their work environment. One should not look at this issue simply as a right of the employees that should simply be provided to them but also see it from the perspective that every effort of an employer to have their employee satisfied will have a positive effect on themselves as well. In large research that was conducted on librarians, it was observed that the more satisfied they were, the better services they provided. Another research in the hospitality sector correlated the job satisfaction of employees with the level of effort they put into their work. More specifically, the research showed that the higher the rate of job satisfaction there was, the more tolerant the employees were towards their customers, whom they even treated with an extremely high level of respect (Baxi& Atre, 2024).

IBM is a provider of global hybrid cloud services and artificial intelligence and specialized consulting services, which conducts every year researches with the purpose to explore how employees see their work. The executive executives believe that job satisfaction is connected with effectiveness. They believe that the excellent reputation of the company and the low staff mobility is based on the high levels of job satisfaction of their employees. Newstrom (2017) that a negative attitude towards work is not simply something subjective that will stop at the individual but is something which may create future difficulties to the organization. Some of these are the increased absences of employees and high staff mobility which will create in turn negative attitude and reputation for the company in the sector.

The inadequate customer service, the employee thefts and disciplinary problems are some of the results that an organization will have to face when the level of job satisfaction is low among its staff. Job satisfaction is considered a basic concept in industrial and organizational psychology and "has been correlated with a number of variables, such as motivation for work, job performance, the organizational behavior of the citizen and life satisfaction" (Kara, 2020).

2.2.2. Factors Affecting Employee Satisfaction

Working environment

The first thing to examine is the work environment. If there is something in which an organization must show special attention it is its organizational environment and this is because it will directly affect the quality work and the productivity it hopes to have. As mentioned previously, it has been proven through examination that in the hotel sector that the better the work environment was, the more satisfied the employees felt and in turn they performed more. Andriani, R. et al. (2023)

Anasi, S.N. (2020) conducted research on library employees with a questionnaire that he designed himself. The results of this showed that the level of satisfaction at work was related to their work environment. From these derives also the clear main conclusion that a company must invest in creating a friendly work environment that will give motivation to its employees to offer their maximum, "returning" thus part of their satisfaction for the benefit of the company (increased productivity e.g.).

Salary and benefits

The second thing that must be mentioned is the financial compensation that each employee receives for his work plus some extra benefits that he may enjoy depending on the company. The remuneration of an employee is of major importance for the satisfaction he will feel and is capable of pushing him to improve his performance. When someone can cover the expenses of his daily life with the salary, he receives he will also have corresponding performance in his work. In our days many companies that continue to modernize have come to the conclusion that the salary is the main thing that will entice the employees to deliver the expected and is also a solution against the mobility of the staff (Silitonga, 2023)

Career development

The third pillar of job satisfaction has to do with the professional development that an employee has. Supporting an employee by a company so that he finds the appropriate position for his qualifications but also something that suits him, is the definition of professional development.

Professional development we do not simply define as a possible promotion of someone but the effort to have harmony between the abilities and the position that someone holds and the

support for continuous learning and development of his skills. This is something that by investing a company, that is, by investing in its staff builds strong foundations for the future with relationships of trust but also in the future more specialized staff (Jena and Nayak, 2023).

Leadership style of an organization

There are several cases that have been ascertained that the dedication of the employees to the organization is connected also with the leadership style that the company follows. The inclusive leadership transforms the managers into more responsible, also increases the job satisfaction of the employees and overall contributes more to the achievement of the goals.

By adopting this style of personnel management, you automatically give the freedom to the employees to have but also to be able to express their opinion, thus passing the maximum effort from them making them feel important. The managers who have adopted this leadership style at the end of the day we can say that they create an environment that respects diversity and has more satisfied employees (Li and Zhou, 2023).

Age and job satisfaction

Employees in greater age and especially those who have worked years in a sector are particularly useful due to the experience they have gathered and the help they can offer to a new employee, according to studies. On the other hand, the researches that have been done regarding age and job satisfaction have not yet given valid results. Nevertheless, a large part of researches show that job satisfaction increases as the age of the employees increases. (Matagi, Baguma and Baluku, 2022).

Work experience and job satisfaction

Work experience can be described as skills and empirical knowledge that an employee has accumulated in the time he has spent in a job and is proportional also to the effort he has exerted to progress in his subject. Depending on the sector in which someone works it is possible that he may need more time to be considered experienced, this happens because it is possible that characteristics of the job itself may be more complex in relation to another sector, as well as someone may need in his personal characteristics to have more specialized knowledge but also to continuously evaluate the field and follow the continuous changes.

One such example is the employees in the banking sector, where we see how the personal work experience is related to their job satisfaction (Dipratta, 2023).

Education level and job satisfaction

Several studies have shown that the educational level is related negatively with the job satisfaction, this is explained due to the fact that the higher educational level someone has the more expectations he has from his job, and wants to utilize his knowledge to the utmost. It has also been observed that for employees of the same field, the higher educational level they have before university the lower is their job satisfaction, on the contrary after the postgraduate studies the job satisfaction is related with the education. Therefore, it can be said that individuals who have the same job position feel less satisfied in their job depending on the education (González, Sánchez and López-Guzmán, 2016).

2.2.3. Workplace Flexibility and Employee Satisfaction

The ever-changing work space, the new developments and tools and technology contribute also to the continuous change in the expectations and demands of the employees. As a result of this the human resources management has dealt particularly with the issue of flexibility in the workplace. As has been mentioned the flexibility in the workplace has to do with the degree to which an employee can influence parameters of his job that are related to when and how he will work and also, we have the introduction of newer forms of work such as part-time employment, but also flexibility in the organization of work details such as sharing of tasks etc. The satisfaction of the employees appears increased when the employee feels satisfied when he realizes that he can have a say on arrangements of his job that will affect his personal needs and obligations. The study of Origo and Pagani examined specific forms of flexible work and how these can affect the satisfaction of employees in Europe. (Origo et al., 2008).

A flexible schedule can help an employee by giving him the autonomy to organize his work according to his family obligations. It will help him to reduce the time and the transportation costs possibly and will relieve him an extra stress, a hybrid model also gives this advantage as it also provides a space in which the employee can concentrate more when he judges that it is necessary. The study of Gajendran and Harrison regarding telework shows quite positive results as the employees felt more satisfied through the autonomy, they had with the result to

be more productive and more dedicated to the company they worked (Gajendran & Harrison, 2007).

For a form of flexible work to have positive results on the employees it must be applied in such a way so that it can have substantial impact on their well-being. The Origo and Pagani (2008) emphasize that not all forms have the same results on the satisfaction of the employees. they found that the functional flexibility increases the job satisfaction especially the satisfaction they receive from the fundamental principles of the job. The functional flexibility has to do with the freedom that the employees experience through their active participation in decision making and in the work processes and in how much their job helps them to develop their skills and to receive continuously new tasks. On the other hand, the quantitative flexibility that has to do more with the servicing of the employer and is often related with temporary employment and generally adapts to the demand in the labor market during that time period, possibly includes unstable schedule and does not have as a result any effect on how satisfied the employees feel if not most times and negative effect. It becomes easily perceived that when the flexibility is focused on the employee as a human and not as a productive tool it offers him a control and a more active participation in his job in contrast with the uncertain environment that is created by the quantitative flexibility.

Flexible forms of work can help employees maintain a balance between their professional and personal life. The way in which this can contribute to someone's job satisfaction as well as to his satisfaction towards his daily life becomes easily perceptible from the fact that by having the upper hand to regulate one gives him greater margin to maneuver when something unexpected appears in the other area (work-personal life). Allen et al. (2013) mentions that flexibility in the workplace has attracted the attention of experts because it helps employees in managing their professional and personal obligations. It emphasizes that the flexibility that concerns the schedule and the place of work is not among the most important.

With the entry of technology more and more into our life and especially in the professional field, it is now feasible for employees not to be forced to have physical presence at work. Teleworking enhances the level of employee satisfaction by giving the supplies for much more flexible forms of work. According to research by Bloom et al. (2015), both the employees as well as the businesses benefit from the employees working from home as they had increased productivity and they themselves were quite more satisfied with their work.

On the other hand, teleworking and flexibility can have several positive effects but if they are not used in the right way they may have opposite results. One widely spread problem is that by transferring work at home you increase stress; you feel that you are constantly under pressure and over time this will make employees less productive and less satisfied with their work. Research by Gajendran and Harrison (2007) agreed that it is not always certain that through teleworking the employees will loosen their relationships, but in order to continue working as a team and to benefit the most from the flexibility that remote work will offer, they must work on their communication more than it would be needed if their collaboration was in person. Employees often feel more satisfied when they feel that their company respects both their entity as employees but also as people who have life outside work. A company therefore by offering the possibility for flexible work shows in practice the support and trust it has towards its staff. Of course, it is important for the manager to support flexible work and not just tolerate it, helping himself to build bases so that it is equally productive.

Flexibility through forms such as flexible hours or a compressed working week increases the satisfaction of employees. These systems can make the staff more productive and reduce absences according to Baltes et al. (1999), who analyzed a wide range of studies on the subject. The results were not the same in all sectors, in general it appeared that flexibility usually has positive effects but is definitely related to the type of flexible work, also the results are not always the same in the performance and the satisfaction of the employees. Flexibility in the professional field affects the satisfaction of the employees but under conditions. In order to be able to enhance the feeling of satisfaction it must provide them with the appropriate freedom so that they balance their professional and personal life, to reduce stress and to make them feel part of the decision making. On the other hand, if flexibility is used by the company according to its own needs, then it will have negative results. Therefore, a middle solution is needed so that both sides are favored, and flexibility is used not just as a practical means that sometimes facilitates situations but to be the beginning of a new culture that will also contribute to the satisfaction of the employees.

2.3 Employee Performance

2.3.1 Definition, measurement and evaluation

Performance from the managers' perspective is a complex concept and is based on three basic pillars. The first is the expected performance and the performance that currently applies, based on these it will also determine a goal that will be based on realistic frameworks. Second is to find a way through tools and the right criteria to measure the performance and the achievement of the goals. Third is the way that will be chosen to measure the level of achievement which will determine how the performance will be evaluated. For each employee to be able to reach high standards and be at the maximum of his abilities the process must be clear and he must also participate in the control as well as in the goal-setting process. All this apart from making him feel an active member of the process is also important as training because essentially, he will implement the plan that has been decided to be followed (Eschenbach et al., 2000).

Controlling is a concept that helps us understand if the goals we set have been achieved and if not, to know which part of the process did not go as planned and what can be done to correct it. Personnel controlling concerns the management of the human resources of a company. Its role is to monitor the goals set by the company which are connected with the staff. More analytically personnel controlling measures quantitative variables such as for example performance and in the administrative part it supervises the recruitments and the training of the employees. It is a branch with broad action that examines the human resources management and the processes that are used within the company. It uses evaluation indicators which convey the whole picture regarding the results it wants to investigate (Havlíček, 2011).

The work activity of a person can be measured through his work performance and this is the definition of economic theory. We can refer to various definitions that exist regarding performance, from a large range of authors, most of them however, measure the result of someone's work through quantitative goals so that the criteria are also more distinct as they also focus on the behavior of the employees. Through work performance we can know with great accuracy whether someone's work is of quality in relation to the time and the conditions under which it was performed. The performance of the employees of a company contribute to the achievement or the non-achievement of its goals. We can therefore say with certainty that the performance of the employees affects the financial results of the company. From all this it

becomes perceptible that every company it is important to motivate its employees, to retrain them continuously, as well as the results of their work to be evaluated. Through this it can easily identify the points in which each of its employees is not productive so that it helps him through training to raise his performance, as well as to reward those who reach high standards (Szabo et al., 2017).

People will work as long as they are rewarded for what they offer. Theoretically, if each employee knew exactly what was required of him, he would do it if he knew that a reward awaited him for it and some kind of punishment if he did not do it. Of course, a company cannot rely on such a simplistic practice to evaluate the contribution of its employees. The goals that can be set are often very complex and the performance indicators do not always tell the truth regarding the actions of the employees. Simply recording results has counterproductive effects and this is because many times the company may reward something different from what it had relatively stated as a goal. If there is a substantial performance evaluation, it will provide data that are beneficial and useful for the entire company.

In order to achieve the creation of a system that will monitor and evaluate the internal performance of the employees, it is necessary to:

- ✓ There should always be new incentives that will commit the employees to the company.
- ✓ There should be goal congruence, between the goals of the employees and the goals of the company. This will bring as a result the course towards a common goal, which will be the prosperity of both the employees and the company itself (Horváthová et al., 2015).

Performance management can have to do with quantitative terms which are also more easily understandable, but the qualitative dimension of them is also of great importance. The evaluation of human resources is the most difficult in businesses as it has to do with the unstable factor of the human being and not simply with the measurement of the performance of a machine. This happens because one cannot rely exclusively on quantitative data to evaluate a person, as qualitative data are also needed in order to have a valid opinion. Of course, great difficulty also appears in the objective evaluation of such data as there may be, depending on the case, great differentiation between their comparison and generally the processing of such information. Every company must have clear goals and communicate to its employees the strategy and policy base on which it proceeds, so that they in turn know how their performance will be evaluated and on the basis of which goals.

The performance of employees is affected and is analyzed through some indicators (performance indicators)

- ✓ Direct indicators are the quantity and the quality of their work.
- ✓ Indirect indicators, the fact that they have real performance for a specific time period and what this is, their absences, the work accidents etc.

The evaluation of employees as mentioned above is of particular importance as on its human dynamic a company bases the achievement of its goals. When therefore it is done correctly it can be used to motivate its employees but also to monitor them and ensure that they are working towards the goal that the company has set. The evaluation of employees can be divided into two subcategories which are the formal evaluation which usually will take place after the completion of a work, and the informal evaluation which is like continuous feedback during a project, something like continuous guidance and correction. Essentially the evaluation of performance, is the description of the efficient or even non-efficient work of an individual as well as whether he conforms with the rules of cooperation and respect towards the rest of the members of the company (Schraeder & Jordan, 2011).

The evaluation of the performance of employees has positive effects both for the company and for its employees. The fact that there is control that the procedures that have been set are followed, the highlighting of employees that comes through control, a fair remuneration or promotion that comes through this evaluation process as well as the better cooperation between colleagues, are only some of the advantages. The employees are motivated only with the promise of the reward knowing that their performance will be evaluated based on financial indicators. This may however create a distance between the company and its strategic goals with the employees. The company must through the evaluation guide the process that will solve these problems. Some proposals towards this goal we can say that they are the guidance of the employees through some mentor inside the company, the reward that will give incentive for better work as well as the measurement of the individual achievement of goals. Equally of great need is to create a system that in addition to employees will also evaluate the strategy of the company, the degree of readiness of the business to adapt to the continuously changing environment of the market and finally the evaluation of the policy that the company has chosen in order to be led to the achievement of the results that it has set as a goal (Akinbowale, Lourens & Jinabhai (2014).

2.3.2 Factors Affecting Employee Performance

Organizational citizenship behavior (OCB)

Organ (1988) initially defined the organizational citizenship behavior as the way someone behaves who is not understood by the reward system but nevertheless helps in the better functioning of the business. This kind of behavior is based on altruism, on conscientiousness and on good cooperation and respect towards others. All these are at the discretion of each employee to decide whether to adopt them as they are not binding in relation to his responsibilities, nevertheless they are actions and behaviors that help in the smooth functioning of the business. The research around OCB has advanced quite a bit after the initial reference of Organ, who after several studies redefined the definition of OCB as «the performance that supports the social and psychological environment within which the execution of work duties takes place». It has been observed that employees who follow the practice of OCB develop over time their knowledge, are more receptive to new ideas, improve their organizational performance and are more likely to have new ideas and suggestions.

Individual learning

Individual learning in the workplace is the situation that describes the effort of the employees to study and train more and more. This kind of learning improves beyond their skills and their attitude towards their object. In order to achieve this, they follow the developments in technology, observe the changes and focus on the continuous learning of new skills. The study of Lyons and Bandura (2017) showed that through the individual will for learning there was an increase in the performance of the employees.

Team learning

Businesses more and more rely on groups of employees who show zeal for learning, as such kind of groups are easier to find solutions and to discuss their mistakes, are open to new forms of work and have high levels of mutual help, through these practices they are quite more effective compared to groups that work with the established and somewhat outdated style (Russo, 2012). On this, researches (Sun et al., 2017) support more and more the view that team learning can raise the performance of the employees

Innovative work behavior (IWB)

In an environment that constantly changes, the ability of someone to have constantly new ideas is of vital importance as it is a way to remain competitive. Innovative Work Behavior (Innovative Work Behavior - IWB) describes exactly this, the generation and application that is of new ideas and practices, with main goal the increase of productivity and in general the prosperity of a business. The stages in which it is divided are the initial creation of an idea, then follows the promotion and adoption of it and in the end if it has successfully passed the two first stages remain to proceed to the implementation. Innovative ideas and in general the culture that promotes them is enhanced by the level of knowledge and in general the skills of the employees and as goal has to make a practice or a job more efficient (Yang et al., 2016).

Leader–member exchange (LMX)

The Leader-Member Exchange Theory (Leader–Member Exchange - LMX), describes to us the interaction between an employee and his supervisor, a relationship which should be based on the mutual exchange of information and resources. (Wayne et al., 2002). Through LMX the employee comes closer to his supervisor, a fact that makes him more committed to his work. The employee-supervisor relationship is divided into two categories. The relationship that has been cultivated and has reached a high level of mutual respect and trust is characterized as LMX (ingroup), inside which there is communication without restrictions and continuous collaboration. The relationship that follows the typical format of employee-supervisor and is simply limited to the rules of good behavior and typical cooperation is called LMX (outgroup) and is of lower quality as well as efficiency. Tariq et al. (2014), with the research they conducted, verified exactly this thing, that is, the higher quality the LMX relationship the more efficient the employees were. Through a high quality LMX the employees showed greater organizational commitment, increase in creativity and consequently increase in productivity.

2.3.4. Workplace Flexibility and Employee Performance

With the onset of COVID-19 and the spread of hybrid and remote work, flexibility at work became one of the dominant issues of concern for human resource management. As flexibility in the work environment, we call the ability of employees to be able to influence the place and the time of their work. Some sub-forms of this type of work are flexible working hours, hybrid work models and remote work as well as others. This type of flexibility had a

significant impact on the performance of employees besides just a provision that simply facilitated some. The bibliography showed that it has now evolved into an organizational strategy through which various companies increased their productivity, saw the levels of job satisfaction increase to a great extent, something which in turn brought as a result higher quality work and greater commitment of their employees (Çivilidağ& Durmaz, 2024).

According to the literature, the greater the autonomy employees have, the higher the performance they achieve. When employees are able to choose the place and time they will work, they can select the hours that suit them best in relation to the responsibilities of their personal lives and, as a result, they can work more effectively and without distractions. Special mention should be made of knowledge workers, whose work does not involve physical labor but is instead based on creativity and problem-solving. Based on research on work-from-anywhere arrangements, working from a location of one's own choice led to an increase in productivity of 4.4% (Choudhury, Foroughi, & Larson, 2021). It is therefore evident that when the nature of the job allows it, giving employees the freedom to choose the location from which they work can lead to an improvement in the quality of their work.

Bloom, Han, and Liang (2024), based on a study they conducted among employees of a technology company whose jobs could be performed remotely, concluded that hybrid work combines the advantages of remote work with the benefits of traditional in-person work. More specifically, hybrid work increased employees' levels of job satisfaction, reduced employee turnover by one-third, and at the same time had no impact on employee performance. This study challenged the view held by many companies that hybrid work, and flexible work arrangements in general, would reduce productivity. It becomes evident that if hybrid work is implemented in such a way that management can still maintain oversight, and if remote work is limited to certain days of the week, organizations will see higher levels of employee satisfaction and, consequently, higher productivity, while also experiencing fewer employee departures.

However, the relationship between workplace flexibility and employee performance is not always positive or automatic. Some studies show that the effects of remote work depend strongly on the type of job, the home environment, managerial practices, and employee characteristics. Atkin, Schoar, and Shinde (2023), for example, conducted a randomized controlled trial in the data-entry sector in India and found that workers randomly assigned to

work from home were “18% lower” in productivity than those working in the office. This finding shows that remote work may reduce performance in jobs where employees benefit from office structure, supervision, peer learning, or fewer household distractions. Therefore, workplace flexibility should not be treated as a universal solution; its effectiveness depends on whether the work can be performed independently and whether employees have the necessary resources and discipline to work outside the office.

The impact of flexibility on performance is also connected to employee well-being. Remote and flexible work can reduce stress by allowing employees to manage work-life boundaries more effectively. It can also reduce commuting fatigue and increase perceived control over daily routines. These factors may indirectly improve employee performance by increasing energy, concentration, and job satisfaction. Ferrara et al. (2022), in an evidence-based systematic review, found that remote work has mixed but important consequences for both employee performance and well-being. Their findings indicate that remote work can support performance when it increases autonomy and reduces stress, but it may also create problems when it leads to isolation, work intensification, or blurred boundaries between work and personal life.

Another important issue is that flexibility can improve performance through employee engagement. Employees who perceive flexibility as organizational support may respond with higher commitment, motivation, and discretionary effort. From a social exchange perspective, when organizations provide flexibility, employees may feel trusted and valued, which can encourage them to contribute more effectively. Çivilidağ and Durmaz (2024) found that flexible working arrangements have a moderate positive effect on employee performance and are associated with higher satisfaction, loyalty, and productivity. This supports the view that flexibility is not only a scheduling practice but also a psychological signal of trust and respect.

At the same time, performance measurement becomes more complex in flexible workplaces. In traditional office settings, managers may rely on physical presence, direct observation, and informal supervision. In flexible or remote settings, performance must be evaluated through outcomes, deliverables, quality indicators, deadlines, and collaboration metrics. The U.S. Bureau of Labor Statistics notes that the productivity effects of remote work depend on factors such as task type, technology, home environment, motivation, and management

practices. This means that flexibility can improve performance only when organizations use appropriate systems for communication, accountability, and evaluation.

Overall, the recent literature suggests that workplace flexibility can positively influence employee performance, but the relationship is conditional. Flexibility tends to be more effective when employees perform autonomous or knowledge-based tasks, when managers evaluate outputs rather than presence, and when organizations provide adequate technological and social support. Hybrid models appear especially promising because they maintain face-to-face interaction while giving employees autonomy and reducing commuting burdens. However, fully remote work may create performance risks when tasks require close supervision, rapid learning, teamwork, or when employees face distractions at home. Therefore, the central conclusion is that workplace flexibility should be strategically designed rather than simply offered as a general benefit. When aligned with job characteristics, employee needs, and performance management systems, workplace flexibility can become a driver of both employee well-being and organizational performance.

3. Research methodology

3.1. Research aim and objectives

The purpose of this study is to examine the relationship between work flexibility, job satisfaction, and employee performance. Specifically, the study aims to capture workplace flexibility, such as flexible scheduling and remote work, and how it is influenced by two key aspects of the work life: employee satisfaction and performance.

3.2. Research design and approach

This quantitative study is based on data collected via a structured questionnaire distributed electronically through Google Forms. First, the study captures employees' perceptions regarding flexible work arrangements, their satisfaction, and their performance; it then examines whether these variables are interrelated and to what extent.

The research is based on international studies that examine the relationship between work flexibility and employee satisfaction and performance. The data collected were initially stored in a Microsoft Excel file, where an initial check was performed to verify the accuracy of the responses. After checking for any errors or omissions by the participants, the data were entered into the SPSS 25 statistical data analysis package (Statistical Package for the Social Sciences), where the responses were numerically coded.

Next, the qualitative data from the Likert scale responses were converted into quantitative data by creating new variables based on the means of each scale and subscale. Finally, quantitative analysis methods were selected using the mean, standard deviation, frequency, and percentage, while non-parametric methods of analysis were selected to test correlations, specifically Spearman's correlation coefficient, as the data do not meet the normality of distribution assumption. For all scales and subscales, the reliability of the scales was tested using Cronbach's Alpha, and it was found that all of them met the criteria.

3.3. Data collection method

Data collection was conducted using a structured questionnaire, which was distributed to employees of Greek industrial companies; the data collection process lasted two months, specifically from February 2026 through March of the same year. The questionnaire was distributed electronically via Google Forms, and the survey included employees working in

Greek industrial companies who, based on their personal work experience, were able to answer questions regarding workplace flexibility, job satisfaction, and performance.

Particular emphasis was placed on the anonymity of the participants, and it was explicitly stated that the responses would be used exclusively for the purposes of this study, as participation was voluntary and everyone had the option to stop filling out the questionnaire at any time.

At the same time, participants were given the opportunity to contact the study's author via email to address any questions or seek clarification regarding the questionnaire's content and the purpose of the study. Finally, prior to conducting the survey, participants were asked to explicitly state that they agreed to participate, and the simplicity of the process was ensured, as it took less than twelve (12) minutes to complete the questionnaire correctly.

3.4. Research instrument

The research instrument used in this study is a structured questionnaire consisting of 39 questions, organized into four main sections, three of which correspond to the study's main variables (workplace flexibility, job satisfaction, and employee performance). The complete questionnaire can be found in the appendix to this study, and its first section covered the participants' demographic characteristics through questions regarding gender, age, and years of work experience.

The second section, “Workplace Flexibility,” consists of 8 questions and assesses the extent to which employees have access to flexible work arrangements, as well as the extent to which they actually utilize them. This section is divided into two sub-scales, with the first titled “Availability of Flexible Work Arrangements” and comprising 5 questions, examining whether companies provide options such as flexible hours, schedule adjustments, and remote work. The second sub-scale “Use of Flexible Work Arrangements,” includes 3 questions and focuses on the use of these options by the employees themselves. All scale responses are rated on a five-point Likert scale, ranging from 1 = Strongly disagree to 5 = Strongly agree. This tool was adapted from the study titled “Work-Family Conflict and Flexible Work Arrangements: Deconstructing Flexibility” by Allen et al. (2013).

The third section, “Employee Satisfaction,” consists of 12 questions and measures the employee’s overall satisfaction with the organization as a workplace on a five-point Likert scale, where 1 = Strongly disagree to 5 = Strongly agree. This tool was adapted from the study titled “Causal Impact of Employee Work Perceptions on the Bottom Line of Organizations” by Harter et al., 2010.

The fourth and final section concerns “Employee Performance” and includes 19 questions, based on the tool developed by Koopmans et al. (2014) for individual work performance. This scale is divided into two subscales: the first is “Task Performance,” which includes 7 questions and measures the employee’s ability to organize, plan, and effectively perform their core duties. The second is “Contextual Performance,” with 12 questions, and examines behaviors that go beyond the narrow confines of the job, such as taking initiative, seeking new challenges, developing skills, and actively participating in improving work processes.

4. Results

4.1. Demographic characteristics

Chart 1 presents the percentage distribution of participants based on gender, where 66.2% consists of females and 33.8% of males respectively.

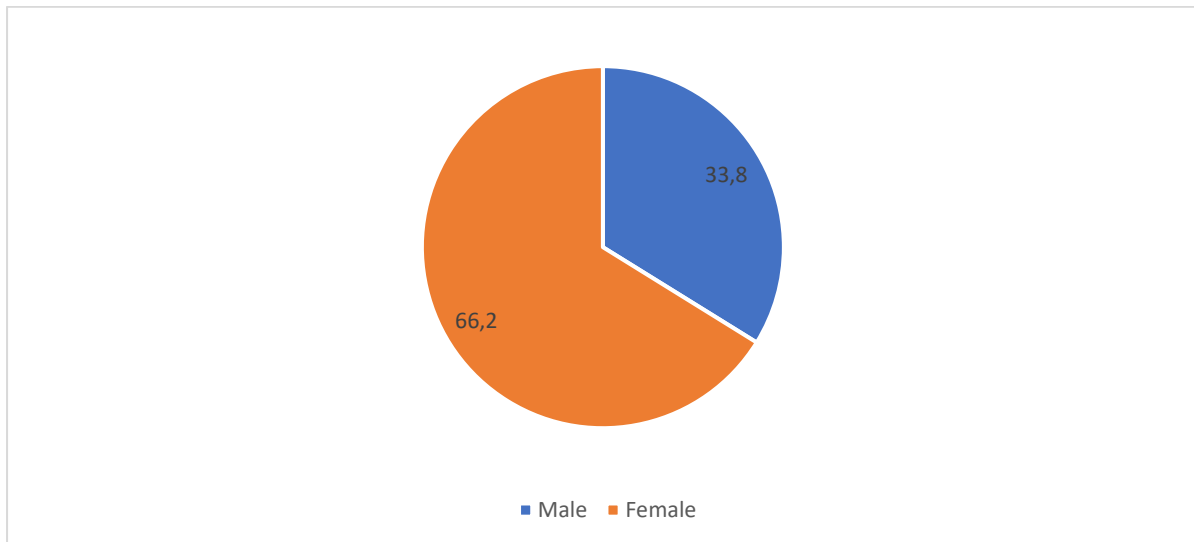


Chart 1: Percentage distribution by gender

Subsequently, chart 2 shows the distribution of participants based on age, where the largest percentage (40.0%) is recorded in the 30 to 39 age group. Consequently, the 40 to 49 age group recorded a percentage of 30.8%, those up to 29 recorded 18.5%, while the 50 to 59 age group recorded 10.8%

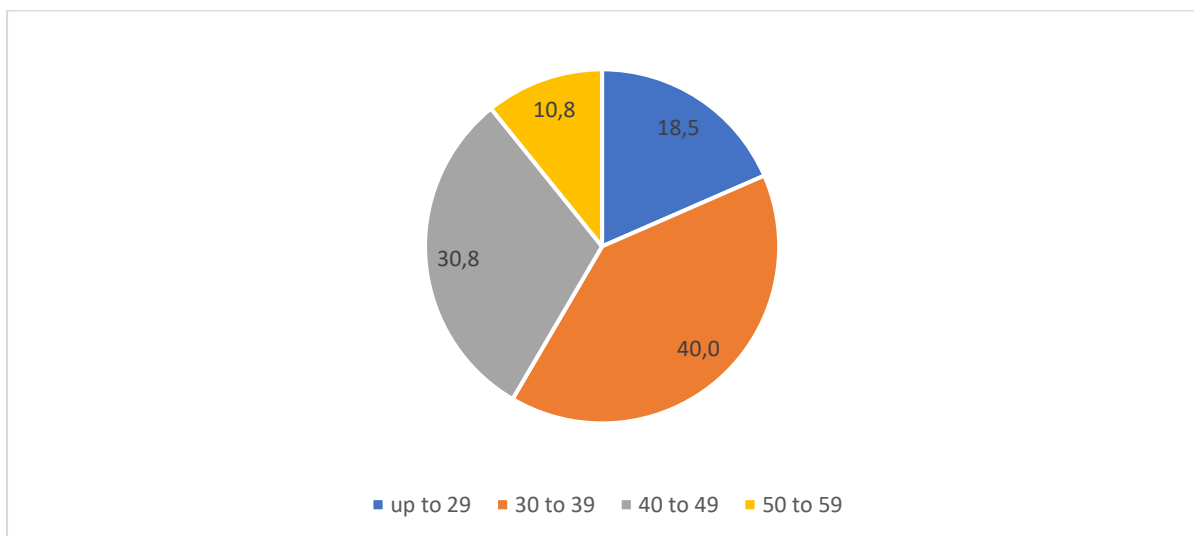


Chart 2: Percentage distribution by age

Finally, chart 3 shows the percentage distribution of participants based on years of experience, where approximately one quarter is represented by employees with 16 to 20 years of work experience. This is followed by employees with 6 to 10 years of experience at 23.1%, those with over 21 years of experience account for 20.0%, while those with up to 5 years of experience account for 18.5%.

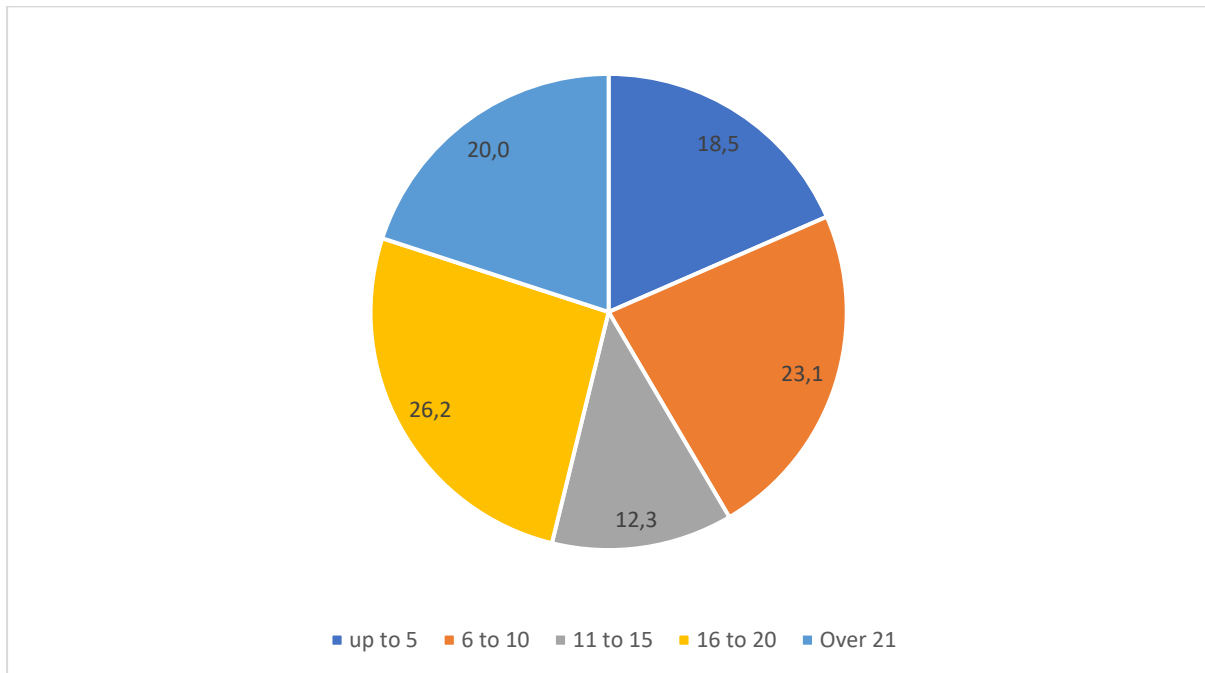


Chart 3: Percentage distribution of years of experience

4.2. Workplace Flexibility

Chart 4 shows that workplace flexibility exists in certain cases, but it does not seem to be a stable and self-evident practice for everyone. Specifically, regarding the ability to adjust the work schedule, when necessary, it was observed that the positive responses are quite high, which shows that several employees have some room for maneuver in their daily routine. On the other hand, when participants are asked if they frequently adjust their schedule to their needs, the negative responses are quite a few. Similar results are also seen in the question related to remote work, where it was observed that there are participants who state that they work remotely when given the opportunity, and at the same time a significant part of the sample disagrees with the idea that their work allows for telecommuting when needed.

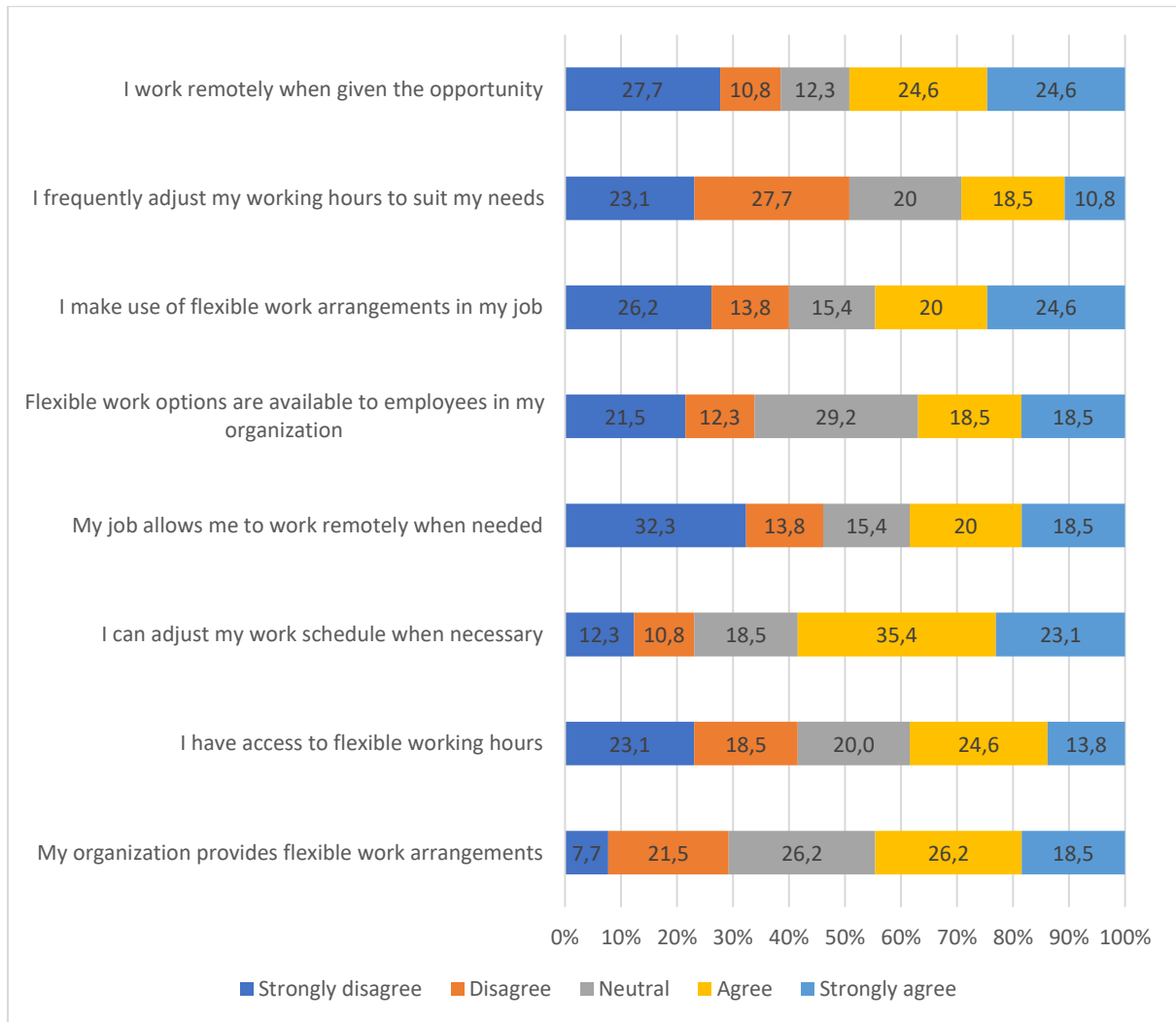


Chart 4: Percentage distribution of responses for the workplace flexibility scale

4.2. Employee Satisfaction

Chart 5 shows that regarding job satisfaction, the picture is quite positive, as in most questions the responses are mainly concentrated in the options "Agree" and "Strongly agree". Specifically, a very positive picture is observed in the questions concerning whether employees know what is expected of them at their work, whether they have the necessary materials and means to do their job correctly, as well as whether they have the opportunity to do daily what they are best at. At the same time, positive responses also appear on issues related to support and development within the organization. On the other hand, although it seems that employees have a positive view of their work, there are still things related to recognition and personal relationships in the workplace, which record lower percentages.

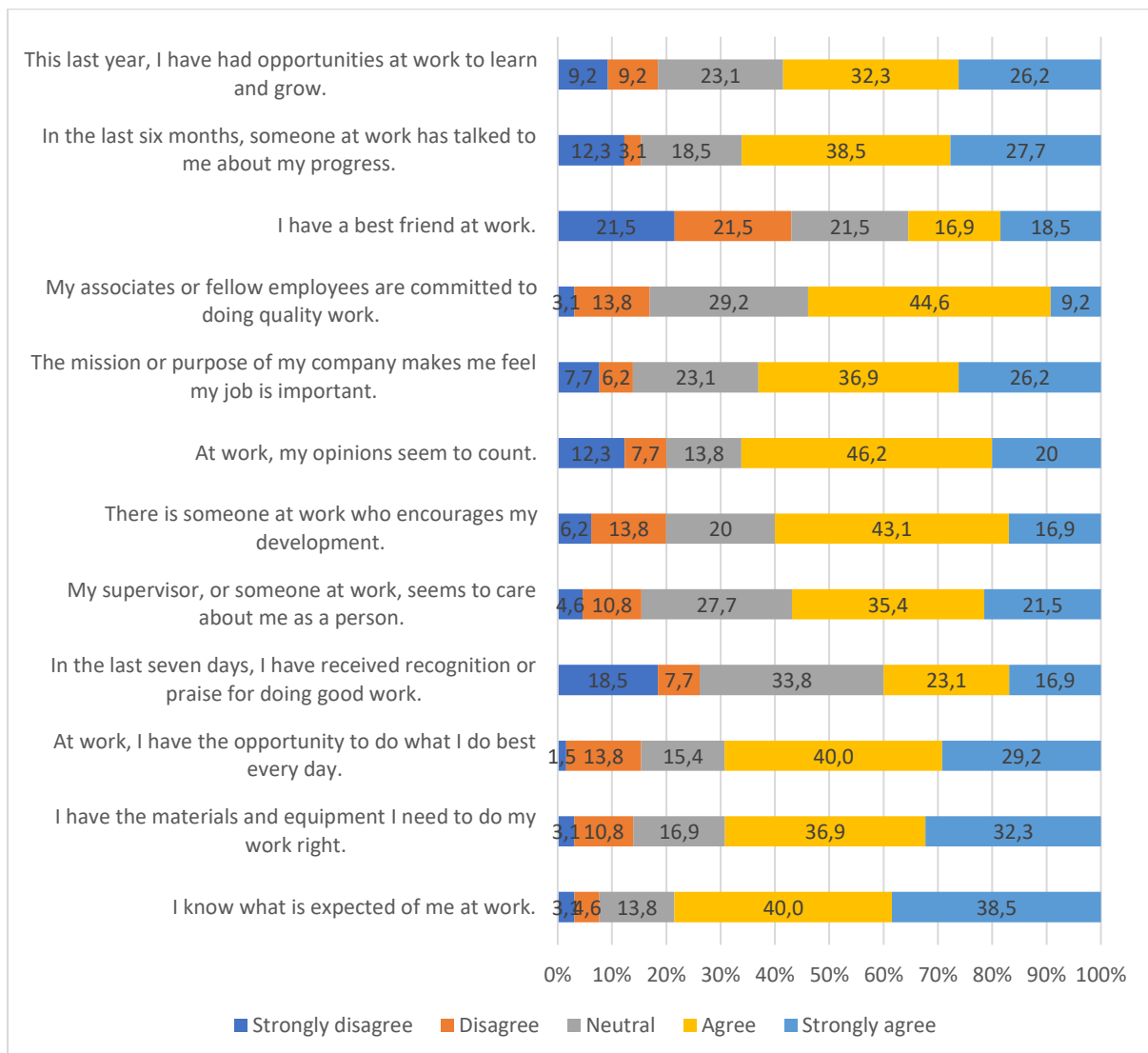


Chart 5: Percentage distribution of responses for the employee satisfaction scale

4.3. Performance

Similar percentages to the previous scale were found in chart 6, which is related to employee performance. Quite positive responses were captured, showing that most participants believe they respond satisfactorily to their duties and can effectively organize their work. Specifically, high percentages were observed in questions related to work planning, keeping priorities, and completing tasks within the required time. At the same time, positive results are also seen in questions concerning looking for ways to improve performance, taking advantage of opportunities, and keeping knowledge and skills at a good level. However, there is a trend showing that not all employees experience their performance with the same degree of certainty.

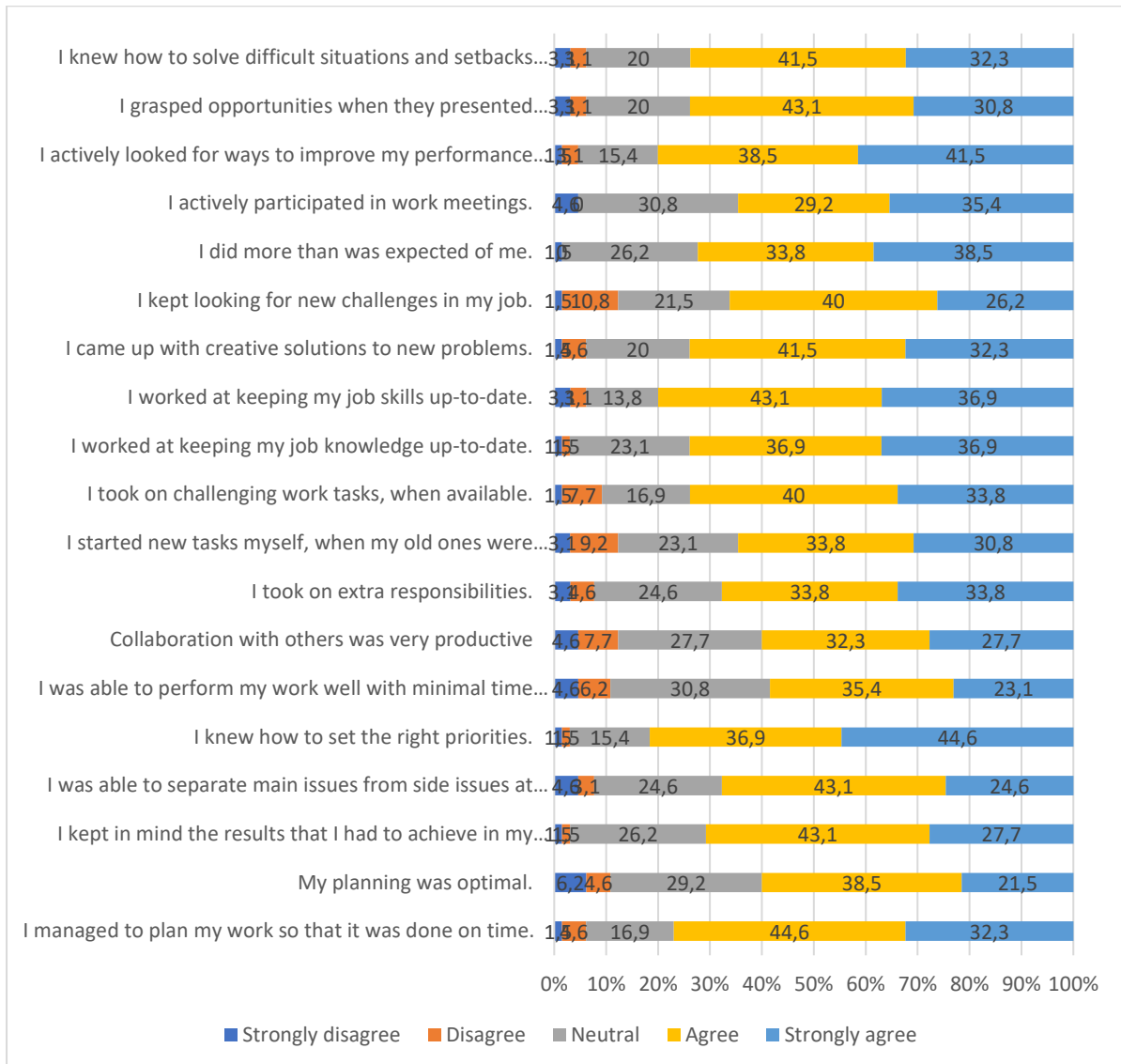


Chart 6: Percentage distribution of responses for the performance scale

4.4. Comparative descriptive statistics

Table 1 presents the comparative descriptive statistics of the research variables; specifically, SUMA corresponds to the total mean of the flexibility scale, while SUMA1 and SUMA2 relate to its individual dimensions. SUMB expresses job satisfaction, while SUMC concerns the overall employee performance, and SUMC1 and SUMC2 refer to its individual dimensions. The mean of work flexibility (3.0192) shows that participants evaluate flexibility neutrally, with the subscales of availability of flexible arrangements (3.0769) and their actual use (2.9231) being very close to the overall mean. On the other hand, job satisfaction presents a better picture, with the mean standing at 3.5590, indicating that employees tend to report

being relatively satisfied with their work. The picture is even more positive regarding employee performance, where the overall mean was found to be 3.9279, a fact indicating that participants evaluate their job performance positively. The two individual dimensions of this scale had means of 3.8549 and 3.9705, which shows that employees respond to their core duties. Finally, regarding the standard deviations, it appears that there are differences concerning the use of flexible forms of work, whereas conversely, there appears to be a relative robustness in the responses related to performance.

Table 1: Comparative descriptive statistics for the study variables

	SUMA	SUMA1	SUMA2	SUMB	SUMC	SUMC1	SUMC2
N	Valid	130	130	130	130	130	130
	Missing	0	0	0	0	0	0
Mean	3.0192	3.0769	2.9231	3.5590	3.9279	3.8549	3.9705
Std. Deviation	1.10127	1.07901	1.24067	.78513	.67111	.72057	.73947
Minimum	1.13	1.20	1.00	1.33	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	4.75	4.95	5.00	5.00

4.5. Reliability analysis

Moving on to the testing of variables, the first stage of further analysis concerns the reliability test, with table 2 presenting the Cronbach’s Alpha coefficients for the scales and subscales of the research. Generally, it can be said that all research scales have high to very high reliability, which shows that the data collection tool is suitable for measuring the variables. Specifically, workplace flexibility was found to have a Cronbach’s Alpha of 0.909, with the availability of flexible forms of work and the use of flexible forms of work being at 0.850 and 0.790 respectively. The job satisfaction scale also presents very good reliability, with a Cronbach’s Alpha of 0.890, while performance shows an even higher number, with the index being at 0.939 for 19 questions. Finally, the performance subscales also had quite high numbers, with the Cronbach indexes being at 0.857 and 0.935.

Table 2: Cronbach's Alpha coefficients for the study scales

Scale	Cronbach's Alpha	N of Items
Workplace flexibility	0.909	8
<i>Availability of flexible work arrangements</i>	0.850	5
<i>Use of flexible work arrangements</i>	0.790	3
Employee satisfaction	0.890	12
Performance	0.939	19
<i>Task performance scale</i>	0.857	7
<i>Contextual performance scale</i>	0.935	12

4.6. Normality test

To continue the research, it was initially tested whether the quantitative variables follow the normal distribution, so that we can choose parametric or non-parametric analysis methods. Table 3 presents the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests, where the use of the first test was chosen because our sample (130) is over 50, which is considered quite large. For all variables, it was observed that the p-values (sig) are lower than the significance level of 0.05, and therefore the null hypothesis of normality is rejected. Consequently, non-parametric correlation methods are going to be chosen, and specifically, Spearman's rho is going to be used.

Table 3: Tests of normality for the study variables

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SUMA	.128	130	.000	.950	130	.000
SUMA1	.117	130	.000	.956	130	.000
SUMA2	.144	130	.000	.921	130	.000
SUMB	.088	130	.016	.948	130	.000

SUMC	.097	130	.005	.912	130	.000
SUMC1	.103	130	.002	.933	130	.000
SUMC2	.117	130	.000	.920	130	.000

a. Lilliefors Significance Correction

4.7. Correlations

Table 4 presents the Spearman correlations between the independent and dependent variables of the research, where it is shown that workplace flexibility is positively connected with both employee satisfaction and performance. Specifically, overall flexibility presents a statistically significant relationship with job satisfaction ($r = 0.207$, $p = 0.018$) and with overall performance ($r = 0.298$, $p = 0.001$), which is positive. This means that as flexibility increases, the performance related to core work duties seems to be enhanced more. A corresponding picture is observed in both individual dimensions of flexibility, where it appears that the actual use of flexible forms of work presents positive correlations with all variables. Similar results were also observed for the availability of flexible forms of work, but here no statistically significant relationship was found with the contextual performance scale, since $p = 0.062$ was found to be greater than the significance level of 0.05. Overall, it appears that there are correlations, which, however, are characterized as low.

Table 4: Spearman's Rho Correlation Matrix for the Study Variables

			SUMB	SUMC	SUMC1	SUMC2
Spearman's rho	SUMA	Correlation Coefficient	.207*	.298	.341	.202
		Sig. (2-tailed)	.018	.001	.000	.021
	SUMA1	Correlation Coefficient	.210	.272	.347	.164
		Sig. (2-tailed)	.017	.002	.000	.062
	SUMA2	Correlation Coefficient	.212	.310	.300	.240
		Sig. (2-tailed)	.016	.000	.001	.006

Correlation is significant at the 0.05 level (2-tailed).

5. Discussion and conclusions

The results of the present study confirm that workplace flexibility is an important factor associated with both employee performance and job satisfaction. The positive relationship observed suggests that when employees have the opportunity to choose a flexible work arrangement that best suits their needs, or even when such opportunities are available within the company where they work, they tend to have a more positive work experience and also demonstrate higher levels of performance.

These findings are consistent with the international literature, according to which workplace flexibility increases job satisfaction by improving the balance that should be maintained between employees' personal and professional lives, through greater autonomy and reduced work-related stress (Allen et al., 2013; Gajendran & Harrison, 2007). They are also consistent with more recent studies, such as those of Bloom et al. (2024) and Choudhury et al. (2021), according to which, if workplace flexibility is properly designed and the appropriate flexible work model is selected, organizations will not only maintain high levels of productivity but are also very likely to achieve improvements in performance.

On the other hand, the findings of the present study do not support research suggesting that these forms of work may have negative consequences. Studies such as those of Atkin et al. (2023) and Soga et al. (2022) argue that remote work, as well as other forms of flexible work, often creates problems for employees related to social isolation and difficulties in separating personal life from professional life. A possible explanation for this difference in findings could be that, within the Greek industrial sector, workplace flexibility is implemented through more limited forms, which may not completely remove employees from their physical workplace and, as a result, they may not experience the negative outcomes reported in the international studies mentioned above.

Particular interest arises from the fact that the present study was conducted mainly in industrial companies, a sector where, as previously mentioned, the opportunities for implementing remote work are limited. Nevertheless, the findings showed that forms of flexibility related to working hours, shift scheduling, or simply practices that provide employees with a greater degree of autonomy can have a positive impact on employees. These findings demonstrate that workplace flexibility is not limited to remote work, but can

be adapted and implemented in different forms, always according to the needs of each individual organization.

Finally, the findings indicate that simply offering flexible work arrangements is not sufficient for organizations to achieve positive outcomes. It is equally important that employees are able to make use of these opportunities without fearing that doing so may negatively affect their career development. Therefore, the effectiveness of flexible work arrangements depends not only on their availability, but also on ensuring their proper implementation through appropriate organizational policies, as well as on the organizational culture of each company.

The present study provides useful findings for Human Resource Management and the management of industrial companies. The results indicate that the implementation of flexible work arrangements can contribute to employee satisfaction without negatively affecting their performance. Based on these findings, companies can adopt the form of flexibility that best suits and can be effectively implemented according to the nature of their production process.

When remote work is not feasible, other practices such as more flexible shift scheduling, flexible starting hours where possible, or, more generally, greater employee participation in the planning and organization of their work can strengthen employees' sense of trust towards the organization.

Organizations can and should invest in the training of supervisors regarding the management of employees working under more flexible work arrangements and evaluate them based on their performance outcomes rather than relying, to some extent, on their physical presence. The use of clear and well-defined procedures, open communication, and frequent feedback can contribute to the successful implementation of flexible work practices through greater transparency and objectivity.

Finally, companies should systematically monitor and record employees' levels of job satisfaction in order to identify at an early-stage problems that may lead to increased work-related stress and, consequently, lower levels of productivity. In this way, Human Resource Management policies can be developed based on employees' actual needs, helping organizations maintain high levels of both performance and employee commitment.

This study has certain limitations that should be taken into account when interpreting the results. First, the study sample consists exclusively of employees of Greek industrial firms. Therefore, the results cannot be reliably generalized to other sectors of the economy or to

other countries, where working conditions and the extent to which flexible forms of work are implemented may differ significantly.

Furthermore, the study relied on a self-report questionnaire, which means that the responses reflect the participants’ personal perceptions. For this reason, it is possible that some responses were influenced by the employees’ subjective judgment or by their desire to present a more positive image.

Another limitation concerns the cross-sectional nature of the study, as the data were collected during a specific time period. As a result, it is not possible to draw definitive conclusions regarding cause-and-effect relationships or to examine whether the relationships between flexibility, satisfaction, and performance change over time.

Finally, this study focused on specific variables and did not examine other factors that may influence the above relationships, such as organizational culture, leadership style, organizational commitment, or the level of digital maturity of the companies. The findings of this study open up several avenues for further exploration of the topic. First, it would be useful for future studies to be conducted on a larger and more representative sample of employees, so that the results can be generalized with greater confidence.

Furthermore, it would be interesting to conduct similar studies in other sectors of the Greek economy, such as services, commerce, or technology, in order to examine whether the relationship between flexibility, job satisfaction, and performance varies depending on the characteristics of each sector.

Another interesting avenue would be to conduct comparative studies between Greek and foreign companies or across different countries to explore the role of cultural, economic, and institutional factors in the effectiveness of flexible forms of work.

At the same time, future studies could examine the impact of additional variables, such as organizational culture, leadership quality, organizational commitment, work-related stress, or burnout, in order to gain a more comprehensive understanding of how they influence the relationship between flexibility, job satisfaction, and performance.

Finally, it would be particularly interesting to conduct longitudinal studies to examine whether the effects of flexible forms of work remain constant or change over time, especially as businesses continue to adapt to changes in the labor market in the wake of the pandemic.

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Appendix

The Impact of Workplace Flexibility on Employee Satisfaction and Performance

This questionnaire is conducted as part of my dissertation for the Hellenic Open University, within the framework of my MBA studies. Your personal data will remain secure, and full anonymity will be maintained.

Thank you for your participation. Please feel free to contact me if you have any questions at the following email address: giorgosisyms@gmail.com

TSAMPIRAS GEORGIOS, MBA student

Gender

1	Male
2	Female

Age group

1	up to 29
2	30 to 39
3	40 to 49
4	50 to 59
5	Over 60

Years of work

1	up to 5
2	6 to 10
3	11 to 15
4	16 to 20
5	Over 21

A. Workplace Flexibility

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Availability of Flexible Work Arrangements

My organization provides flexible work arrangements

I have access to flexible working hours

I can adjust my work schedule when necessary

My job allows me to work remotely when needed

Flexible work options are available to employees in my organization

Use of Flexible Work Arrangements

I make use of flexible work arrangements in my job

I frequently adjust my working hours to suit my needs

I work remotely when given the opportunity

B. Employee Satisfaction

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Q01. I know what is expected of me at work.

Q02. I have the materials and equipment I need to do my work right.

Q03. At work, I have the opportunity to do what I do best every day.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my company makes me feel my job is important.

Q09. My associates or fellow employees are committed to doing quality work.

Q10. I have a best friend at work.

Q11. In the last six months, someone at work has talked to me about my progress.

Q12. This last year, I have had opportunities at work to learn and grow.

C. Performance

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Task performance scale

Q 1. I managed to plan my work so that it was done on time.

Q 2. My planning was optimal.

Q 3. I kept in mind the results that I had to achieve in my work.

Q 4. I was able to separate main issues from side issues at work.

Q 5. I knew how to set the right priorities.

Q 6. I was able to perform my work well with minimal time and effort.

Q 7. Collaboration with others was very productive.

Contextual performance scale

Q8. I took on extra responsibilities.

Q9. I started new tasks myself, when my old ones were finished.

Q10. I took on challenging work tasks, when available.

Q11. I worked at keeping my job knowledge up-to-date.

Q12. I worked at keeping my job skills up-to-date.

Q13. I came up with creative solutions to new problems.

Q14. I kept looking for new challenges in my job.

Q15. I did more than was expected of me.

Q16. I actively participated in work meetings.

Q17. I actively looked for ways to improve my performance at work.

Q18. I grasped opportunities when they presented themselves.

Q19. I knew how to solve difficult situations and setbacks quickly.