
Impact of Flexible Work Arrangements on Job Satisfaction: Mediating Role of Work-Life Balance

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A B S T R A C T

This study focussed to identify the mediation effect of Work Life Balance (WLB) on the relationship between Flexible Work Arrangements (FWA) and employee Job Satisfaction (JS) among non-managerial employees in Sri Lanka. The study quantitative, cross-sectional paper pencil survey was implemented to gather primary data from 100 non-managerial level employees who selected by using the random sampling technique at the Nobleswear garment factory. Data analysis was conducted using SPSS and the Hayes PROCESS macro. SPSS was used to analyse the data, while the Hayes PROCESS macro was employed to examine the mediating effect among the variables. The empirical findings of this study illustrated that there is a strong positive relationship between flexible work arrangements and job satisfaction. The special finding was work life balance have partial mediate effect on the relationship between flexible work arrangements and job satisfaction. Though there are few studies provide literature, this study is important due to the research context and its sample. Hence, the novelty of this study emphasizes the importance of practicing flexible work arrangements through proper work life balance causes to improve the job satisfaction among the employees in the selected context.

Keywords: Flexible work arrangements, job satisfaction, work-life balance, Sri Lanka.

1. Introduction

A group of satisfied employees is important for the success of the organization as well as for increasing the level of performance. In fact, there are many benefits that an organization can obtain by satisfying these employees. Job satisfaction is a set of positive feelings an employee has about their job and the work-related environment. According to Weiss (2002), job satisfaction is a “multidimensional psychological with three main arms: cognitive, affective, and behavioral.” Further attempts to identify the relationship between FWA and the WLB and it’s overall impact on JS. In this study, WLB is the mediating variable. Shahbaz Hyder Mughal (2024) mentioned “Formal flexible arrangements offer employees the autonomy to manage their work schedules and locations, thereby enhancing their perceived autonomy, WLB, and task significance.” According to Justus at al. (2023), the effectiveness of FWA can vary

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depending on the specific organization, job roles, and industry. However, in this study selected a sample of non- managerial employees from the organization, Nobleswear PVT LTD Horana. Hence the aim of this study was tried to identify the mediating effect of WLB on the relationship between FWA and employee JS in manufacturing industry among non-managerial level employees.

2. Research Problem

A review of previous studies indicate that a significant number of studies have examined JS, WLB and FWA. However, the majority of studies have been conducted in the education sector or other service industries (Raisa J, 2021). According to Allen et al. (2013), FWA reduces work and family conflict and increase JS. De Menezes and Kelliher (2011) explained that there is a positive relationship between job performance and employee commitment. However, these studies mainly conducted based on managerial, professional, or white-collar employees. Therefore, a review of studies shows that the majority of global studies have focused on general or managerial, professional employees, with less attention paid to non- managerial and operational level employees. Therefore, this study is significant in the Sri Lankan context. A review of existing studies indicates that although several researchers have examined WLB and its related outcomes among employees in the garment sector, most have focused primarily on direct relationships between the variables, with limited attention given to the role of mediating effects. As an example, Anushi et al, (2021) found that psychological capital has a direct influence on both work life balance and job satisfaction among apparel industry employees. Jayawardana and Opatha (2018) found that WLB significantly impacts for the JS. Further, Dissanayaka and Hussain (2013) concluded that WLB has effect on job engagement and performance. Due to the least number of studies in the research achieve in relation to indirect relationships. Though the direct effect between WLB and JS has been widely documented in the previous studies, relatively few studies have empirically examined WLB as a mediating variable in the relationship between FWA and JS, particularly with in the garment sector. Previous literature on FWA has mainly focused on executives, managerial level employees, and workers in the service sector organizations, with comparatively limited attention given to the operational level factory workers.

This research gap is particularly relevant in the context of Nobelware Garment Factory. Factory reports evidence that the average daily absenteeism rate is approximately 5.8%. This relatively high level of absenteeism may be related towards the low JS and difficulties in maintaining a satisfactory balance work and personal responsibilities. Employees reportedly experience challenges in managing their personal commitments due to inflexible work schedules, which may happen to request for unplanned leave. Further, employees face considerable difficulties to obtain leave for their personal involvements. Hence the main objective of this study is to identify whether there is a mediating effect of employee WLB on the relationship between FWA and employee JS of non-managerial employees of Nobleswear garment Factory.

3. Literature Review

3.1 Employee Job Satisfaction

JS is significant concept because it is definitely impact on both employees and the organizational success. According to Weiss (2002) evaluation is the central component of JS and he defines that JS as a positive or negative an evaluative judgment one makes about one's job or situation. It can be defined as the positive feelings about one's job based on one's evaluation of the characteristics of the job (Robbins, 2007). JS is mainly feeling of pleasure and it derives from evaluation of the job. It means employee feel favorable about his or her job (Ramawickrama, 2017).

3.2 Flexible Work Arrangements

FWA can be defined as “the arrangements that allowing work to be accomplished outside of the traditional temporal and/or spatial boundaries of the standard workday” (Rau B. L., 2002). It means FWA should break the boundaries of traditional work arrangements. FWA provide greater freedom for employees to fulfill their work roles proper manner and it provides opportunity for meet their own responsibility outside of the work (Burnford, 2019). Shaari (2020) concluded that there have five types of FWA ; including flextime saving account (flextime arrangements, time saving account arrangements), workload flexibility (part time, job sharing, contingent work), flexibility of place (work from home, teleworking, virtual working) and alternative work schedule (staggered work hours arrangement, compressed workweek arrangements). In operational garment factory setting, FWA specially refer to flextime, compressed work week, reduced work hours, and flexible short leave policies that don't disrupt the assembly line targets. Then this study used these kinds of FWA to measure the employee JS.

3.3 Employee Work-Life Balance

WLB focuses and maintains Harmony and Equilibrium overall in life (Clark, 2004). According to Greenhaus and Allen (2006), WLB focuses on how work and family lives are functioning together. It focuses about level of employee's effectiveness and satisfaction with work and family roles. According to Casper et al. (2018), it is an evaluation of the how employees feel about combination of different work and non-work roles. Brough et al (2020) define that WLB is fair distribution of time, involvement, and satisfaction among the employees.

3.4 Theories Related to the Study

Social Exchange Theory: The Social Exchange Theory is about give and take between (exchanges) the employee and the organization. In simply it means individuals try to maximize their own benefits through exchanging social interactions (Balu, 1964). According to the Emerson (1976) Social exchange theory is based on the idea that when one party provides valuable resources, the recipient feels obligated to reciprocate with positive behavior. Further explains this concept, if an organization or employer gives to employee something valuable. As example, FWA then employee will feel that they also need to give something back as the return. In shortly this supportive exchange is help to achieve employee's better WLB Biron et al. (2023) Confirm FWA, employee can maintain better WLB. It concludes that employees are able to show good results towards the organization through JS and positive attitudes.

3.5 Empirical Findings Related to the Study Variables

3.5.1 Empirical findings between FWA and JS

FWA, especially flexi-time, are associated with sizeable increases in satisfaction with working-time fit and overall job satisfaction. As a result of this not only increases JS , but also reduces employee absenteeism, reduces turnover rates, and improves overall WLB (Possenriede, 2011). As defined by McNall et al. (2009) FWA; such as flextime and compressed work week, associated with higher JS and lower turnover intensions. Rahman (2019) confirms that FWA have positive and significant impact both on Employee JS and WLB as well as WLB has a positive impact on JS. FWA, especially flexi-time, are associated with sizeable increases in satisfaction with working-time fit and overall JS. It is clear that FWA benefit not only for the employee and his family, but also all employees and employers. As a result of this not only increases JS, but also reduces employee absenteeism, reduces turnover rates, and improves overall WLB (Possenriede, 2011). As defined by McNall et al. (2009) FWA such as flextime and compressed work week associated with higher JS and lower turnover intensions. Rahman

(2019) confirms that FWA have positive and significant impact both on Employee JS and WLB as well as WLB has a positive impact on JS. Hence, the Hypothesis- 1 was derived as below;

H1: There is a positive and significant relationship between FWA and JS.

3.5.2 Empirical findings between FWA on WLB

Previous studies have identified a direct linkage between Flexible work schedules and WLB. WLB can be examined through three main dimensions of WLB: work interference with personal life, personal life interference with work, and work/personal life enhancement. Hayman, (2009) found that employee who had access to flexible working hours particularly flextime arrangements, reported higher levels of WLB compared with employees using other forms of FWA. Similarly, Kesari Singh (2024) found a statistically significant relationship between WLB, FWA, and non-financial organizational performance. In addition, Azara (2018) reported that FWA enable employees to fulfill their family responsibilities more effectively reduce work family conflicts, and consequently support the maintenance of a better work family balance. According to above findings, there can be generate following hypothesis. As a result, the findings of previous studies indicate that FWA can positively contribute to employees' ability to balance their work and personal responsibilities. Hence, the following hypothesis can be derived.

H2: There is a positive and significant relationship between FWA and WLB.

3.5.3 Empirical findings between WLB on JS

Russo et al. (2014) found that WLB have greater job and life satisfaction and organizations should promote WLB policies like flexible working hours and supportive work cultures. Kasbuntoro et al. (2020) defined that WLB has a significant influence on the JS with the details taken from the banking sector in Jakarta. Further they mentioned that WLB directly effects on JS and the JS indirectly effect on employee performance and the ultimate benefit goes to the company and the employee. Yadav et al. (2014) Found that WLB is highly effect for the female workers to ensure JS and prevent conflict between professional and personal life. According to this study, WLB can be achieved through factors responsible such as supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards, and employee-oriented policies. According to the Noor et al. (2021) , the WLB has positive and significant relationship on JS, it's mean WLB can increase employee JS. WLB significantly influences on employee JS and it leads to lower employee turnover. The concept of WLB is different between men and women because their perceptions are different (Ogunola, 2022). According to above findings, there can be generate following hypothesis.

H3: There is a positive and significant relationship between WLB and JS.

3.5.4 Mediate effect of WLB on the relationship between FWA and JS

According to the findings of Putra (2025), there have positive impact of FWA on WLB and the WLB effectively mediate to the relationship between FWA and employee JS Employees who are struggling with work and family responsibilities are more interested in WLB. In such situation, flexible work arrangements can give employees a sense of trust and value in the organization. A healthy WLB can also prevent employee stress. Ultimately, employee well-being improves, family and work-life problems decrease, and employee loyalty and satisfaction increase. Further, Rehman (2019), those FWA have a positive relationship with WLB. The study also reveals that WLB act as a mediator between FWA and JS. Further explains that FWA are a factor in JS by maximizing employee's productivity, minimizing family life conflict, and achieving. It also illustrates that WLB is a fully mediating factor for the relationship between

FWA and JS. According to these findings, there can be generate fourth hypothesis and the conceptual framework as the Figure 1.

H4: There is a significant mediating effect of WLB on the relationship between FWA and JS

3.5.5 Mediating effect of work-life balance on the relationship between flexible work arrangements and job satisfaction.

As mentioned above in this study, flexible working arrangements can make a significant contribution to the work-life balance of employees. According to the social exchange theory, if an organisation gives something valuable to employees, then they will give something in return. Accordingly, as a result of the flexible work arrangements provided to employees, their work-life will be balanced, thereby making them more satisfied with their jobs. According to the findings of Putra (2025), there is a positive impact of Flexible work arrangements on Work-Life balance, and work-life balance effectively mediates the relationship between Flexible work arrangements and employee job satisfaction. Employees who are struggling with work and family responsibilities are more interested in work-life balance. In such situations, flexible work arrangements can give employees a sense of trust and value in the organisation. A healthy work-life balance can also prevent employee stress. Ultimately, employee well-being improves, family and work-life problems decrease, and employee loyalty and satisfaction increase.

According to the findings of Rehman (2019), flexible working arrangements have a positive relationship with work-life balance. The study also reveals that work-life balance acts as a mediator between flexible work arrangements and job satisfaction. It further explains that flexible work arrangements are a factor in job satisfaction by maximising employees' productivity, minimising family life conflict and achieving work-life balance. It also illustrates that work-life balance is a full mediating factor in the relationship between flexible work arrangements and Job satisfaction. According to these findings, the fourth hypothesis can be generated as below:

H5: There is a significant mediating effect of work-life balance on the relationship between Flexible Work Arrangements and job satisfaction

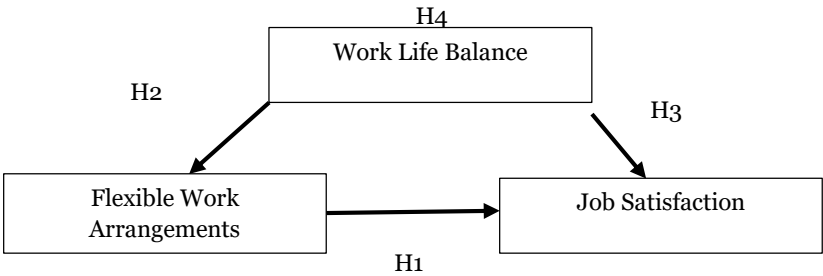


Figure 1: Conceptual Framework

4. Methods

This study was implemented as a quantitative study and designed as a cross-sectional survey. It aims to identify the relationship between the dependent variable (job satisfaction) and the independent variable (flexible work arrangements), with work-life balance serving as the mediating variable by testing hypotheses. The target population consists of non-managerial-level employees at Nobleswear Garment Factory. The sample of 100 employees was selected using a simple random sampling technique. The primary data were collected using a self-administered questionnaire with a 5-point Likert scale (ranging from 1= strongly disagree to 5= strongly agree).

5=strongly agree), and every non-managerial employee had an equal chance of being selected as an individual in the sample. The collected data were processed using SPSS software. Especially, the Hayes Process SPSS Model 4 was used to identify the mediation effect of the variables.

4.1 Instruments and Measures

The three main variables of the conceptual framework are operationalised in Table 1.

Table 1: Operationalisation of Main Variables

Constructs	Measurement Indicators	Scale	Source	Questions
Flexible Work Arrangements (Independent Variable)	Flexitime Part-time Compressed Workweek Reduced work Hours	Likert Scale (Scale 5)	Raw & Hyland (2002)	Q7-Q14
Job satisfaction (Depended Variable)	Benefits and salary Management's attitude Supervision Communication Nature of work Colleagues' support	Likert Scale (Scale 5)	Karaferis (2022)	Q21-Q32
Work Life Balance (Mediating Variable)	Time Balance Involvement Balance Satisfaction Balance	Likert Scale (Scale 5)	Greenhaus et al. (2003)	Q15-Q20

4.2 Research Design

A research design serves as a “blueprint” to collect and analyse data to achieve research objectives and answer the research questions effectively (Sekaran and Bougie, 2016). This study focused on identifying the mediating effect of work-life balance on the relationship between flexible work arrangements and job satisfaction of operational-level employees at the Nobleswear garment factory, Horana. This is a descriptive research study and focuses on identifying the impacts of variables in natural settings. This is a quantitative study because it is implemented in numerical form. It measures the variables with a self-administered questionnaire (paper-and-pencil survey) to collect data from respondents on a five-point Likert scale. This study analyses the six dimensions of job satisfaction (benefits and salary, management's attitude, supervision, communication, nature of work, colleagues' support), four dimensions of flexible work arrangements (flexitime, part-time, compressed work week, reduced work hours) and three dimensions of work-life balance (time balance, involvement balance, satisfaction balance). This study uses a deductive research approach, so it tests hypotheses and past theories. This study established a conceptual framework (Figure 1) between flexible work arrangements (independent variable), work-life balance (mediating variable), and job satisfaction (dependent variable).

4.3 Unit of Analysis

The unit of analysis is the basic unit from which data is collected in a study. This can be individuals, groups, or organisations. In this study, the individual employee is used as the unit

of analysis. Here, data is collected from operational-level employees such as machine operators, quality checkers, and manual workers working at the Nobles Wear Horana garment factory in Sri Lanka, as the impact of flexible work arrangements on job satisfaction and work-life balance will be better understood through the personal experiences of employees. Since their experiences will be presented individually, it makes more sense to use the individual non-managerial employee working in the garment factory as the unit of analysis for this study.

4.4 Population and Sample

The sample of this study consists of non-managerial level employees working at Nobles Wear Garment Factory in Sri Lanka. This study uses a simple random sampling technique for selecting respondents. The questionnaire was given to every fifth employee in the production flow, in the order in which they were located. This means every operational-level employee has a chance to be selected as a respondent. The sample size represents 100 non-managerial workers in the factory. Data were collected using a structured self-administered questionnaire distributed among the selected non-managerial employees.

4.5 Research Setting

According to Sekaran and Bugie (2016), a research setting can be divided into contrived or non-contrived. A non-contrived setting means the study is conducted in a natural environment. This study was conducted in an unplanned or natural environment. This focuses on garment industry organisation non-managerial employees in their natural environment. It means machine operators, quality checkers, helpers and other non-managerial-level employees. Data relevant to this study were collected from these employees. This quantitative study was conducted in a natural setting, with no controlled conditions, and it was not conducted in a laboratory setting. All variables were tested in natural work environments without any limitations or conditions.

4.6 Instrument Reliability and Validity

To ensure the quality of the measurement instruments both reliability and validity were tested. According to Sekaran and Bougie (2016), reliability refers to consistency of a measurement when repeated under the similar conditions. In this study, internal consistency reliability was measured using Cronbach's Alpha. Validity refers to the extent to which an instrument accurately measures the intended concept Sekaran (2002). The questionnaire of this study was build based on study the previous empirical studies and established measurement instruments to ensure its validity. Content validity was measured by selecting question items that adequately represent the dimensions of all three variables (Sekaran & Bougie, 2016). Face validity was considered by using very simple and easy language that would be easy understood by non-managerial garment industry employees. Further, construct validity was supported by measuring each variable according to its relevant theoretical dimensions.

4.7 Data Analysis

Collected data from the respondents were analyzed using SPSS (Statistical Package for the Social Science). Descriptive statistics were used to summarize the demographic factors of the respondents. Since this study examine an independent, a dependent and a mediating variable, multiple regressions was employed to test the proposed hypotheses and examine the relationship among the variables. Further the level of perception of the respondents was considered with descriptive statistics. To assess the mediating effect of work life balance, the study examined the direct, indirect and the total effect of the variables. The direct effect represents the relationship between FWA and JS, while the indirect effect represents the influence of work life balance on the relationship between FWA on JS.

5. Data Analysis and Findings

100 questionnaires were distributed as a paper and pencil survey among the non-managerial employees at Nobleswear Pvt Ltd, representing the apparel industry in Sri Lanka. All 100 questionnaires were returned; however, two were excluded from considered out of the 100 returned questionnaires, two were excluded from the analysis because two of them were uncompleted. Therefore, 98 questionnaires were retained for the analysis.

5.1 Demographic Profile of Respondents

Demographic profile of respondents, shows the personal characteristics of the non-managerial employees who participated in the study. The demographic profiles were considered under the gender, age, marital status, and JS. Accordingly, 35.7% respondents were male while 64.3% were female; it means female employees contributed the majority of the sample. In terms of age, 33.7% of respondents were below 25 years, representing the largest age group. This was followed by 25.5% aged 25-34 years, 23.5% aged 35-44 years and 17.3% aged above 45 years, which was the smallest age group. With reference to the marital status, 65.3% of sample respondents were married, while 34.7% of respondents were unmarried. Regarding to the job designations, 51% of respondents were machine operators, representing the largest group. In addition, 19.4% were quality checkers, 13.3% were helpers, and 16.3% of respondents represent other employees in the garment factory.

Table 2: Reliability Analysis

Variables	Cronbach's Alpha	Number of items
Flexible Work Arrangements	0.938	8
Work-Life Balance	0.887	6
Job Satisfaction	0.934	12

Table 2 illustrates the result of Cronbach's alpha values of this study. All variables of FWA and JS have more than 0.9 Cronbach's alpha value which indicates that has excellent reliability. WLB has very good reliability 0.887 value. This means that all questions in the questionnaire acceptable according to the rule of thumb (Hair, 2019). Therefore, this value shows the variables have "very good" reliability. This indicates that all variables are in acceptable level.

Table 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	SD	Variance
Total FWA	98	2.75	5.00	4.0204	.69763	.487
Total WLB	98	2.83	5.00	4.1276	.64341	.414
Total JS	98	3.08	5.00	4.1871	.56659	.321
Valid N (listwise)	98					

Note: A five-point Likert scale was used to measure items for all responses

Table 3 shows the perceptions of respondents about total FWA, WLB, and JS. Among these three variables, JS recorded the highest mean value (M= 4.1871), followed by work life balance (M=4.1276), while FWA recorded the lowest mean value (M=4.0204). All these three mean values are in above agreed level on the five-point Likert scale, indicating that respondents generally expressed positive perceptions of FWA, WLB, and JS. According to the table 3, the mean value of FWA 4.0204 and standard deviation of 0.6976 indicated a relatively high mean of 4.1871 with a standard deviation of 0.56659, indicating a high level of JS and low variance in respondents' perception. Overall, the descriptive statistics suggests the non-managerial employees demonstrated positive perceptions across all three study variables

Table 4: Correlation Statistics

		Total FWA	Total WLB	Total JS
Total FWA	Pearson Correlation	1	.904 ^{**}	.923 ^{**}
	Sig. (2-tailed)		.000	.000
	N	98	98	98
Total WLB	Pearson Correlation	.904 ^{**}	1	.883
	Sig. (2-tailed)	.000		.000
	N	98	98	98
Total JS	Pearson Correlation	.923 ^{**}	.883 ^{**}	1
	Sig. (2-tailed)	.000	.000	
	N	98	98	98

^{**}. Correlation is significant at the 0.01 level (2-tailed). Source:

Table 4 shows the correlation among FWA, WLB, and JS. The strongest correlation observed between FWA and JS, with correlation coefficient of 0.923, indicating a very strong positive relationship. This relationship was statistically significant at the 5% level ($p < 0.05$). Similarly, the relationship between FWA, WLB was also very strong and positive ($r = 0.904$, $p < 0.001$). The relationship between WLB and JS was comparatively lower but remained strong and positive, with the relationship being statistically significant ($p < 0.05$). This indicates that the relationship between all variables is showing positive and significant relationship with one another.

5.2 Multiple Regression Analysis

After testing the assumptions for multiple regressions, this study uses regression analysis to identify the degree of dependent variable changes when independent variable varied while mediating variable stay as constant.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	.865	.862	2.52683

Predictors: (Constant), Total_WLB, Total_FWA

According to the data presented in Table 5, R square value of the regression model is 0.865 which indicates that 86.5% of variation of JS can be explained by WLB and FWA. It shows that the WLB and FWA and dependent variable have high effect.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3877.558	2	1938.779	303.651	.000 ^b
	Residual	606.565	95	6.385		
	Total	4484.122	97			

Dependent Variable: Total_JS

Predictors: (Constant), Total_WLB, Total_FWA

Table 6 shows the relationship between dependent and independent variable. According to data illustrated by above table the significant value is less than 0.05 which means that there is a relationship between variables.

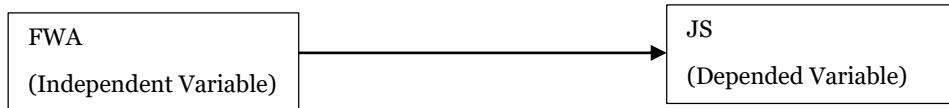
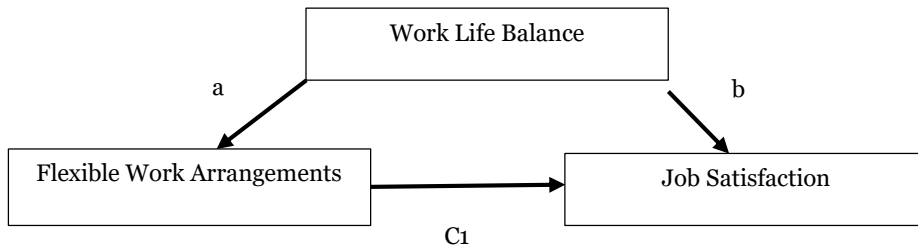
Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.901	1.666		7.145	.000
Total_FWA	.832	.107	.683	7.744	.000
Total_WLB	.468	.155	.266	3.016	.003

According to that all the standardized coefficient values are positive. It shows that FWA and WLB have a positive relationship with JS and significant as all values are significant below the 0.05 level.

4.2 Mediate Effect

Both direct relationship and the indirect relationship among the variables are analyzed here. To assess the indirect relationship Hayes SPSS process macro model was employed. The analysis aimed to determine whether the WLB mediates the FWA and JS. The Model 4, the direct effect of FWA on JS was examined. Subsequently, the indirect effect was assessed by examining the mediating effect of work life balance on the relationship between FWA and JS.

**Figure 2: Direct Effect****Figure 3: Indirect Effect**

According to the Figure 2 path c shows the direct effect between independent and dependent variable. However, path (C1) in figure 3 indicates the indirect effects of the work life balance on the relationship between flexible work arrangement and job satisfaction. The result of regression indicates in Table 8, Table 9, and Table 10 and in Table 11 according to Hayes' Process (Model 4).

Table 8: Direct effect of the model

Outcome Variable: Tot WLB							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	.9037	.8168	.0766	427.9118	1.00	96.00	.000
	coeff	se	t	p	LLCI	ULCI	
	.7765	.1644	4.7236	.000	.4502	1.1028	
Tot_FWA	.8335	.0403	20.6860	.000	.7535	.9135	

Model summary indicates direct effect of WLB and FWA in the study. In the Table 8, R value shows 0.9037 which is positive and has high degree of correlation. R-square value has 0.8168 which indicates how much the total variance in the WLB can be explained by the independent variable. In this case 81.68% can be explained and significant at 0.000 ($p < 0.05$) levels. Further it indicates the output of F value which is highly significant. This indicates that the significant. Amount of variance can be explained in the model. The coefficient value of path “a” as 0.8335 and the p value is significant at 0.000 ($p < 0.05$) level. This represents the direct effect between WLB and FWA significant at 0.000 levels. The lower-level confidence interval has 0.7535 values and upper-level confidence interval has 0.9135. As both values are positive, the confidence level of the model can be accepted.

Table 9: Indirect effect of the model

Outcome Variable: Tot JS							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	.9299	.8647	.0443	303.651	2.00	95.00	.000
	Coeff	se	t	p	LLCI	ULCI	
Constant	.9917	.1388	7.1448	.000	.7162	1.2673	
Tot_FWA	.5544	.0716	7.7442	.000	.4123	.6966	
Tot_WLB	.2341	.0776	3.0157	.0033	.0800	.3882	

According to Table 6, the R value of 0.9299 is positive and highly correlated. The R-square value is 0.8647, which describes how the variance of JS can be explained when FWA and WLB change. The direct effect of the model through the mediator (FWA and WLB through JS) shows a coefficient value of 0.5544, which is significant at 0.0000, while both the LLCI and ULCI indicate positive values. The P value of WLB is significant at the 0.0033 level. Both LLCI and ULCI values are positive. Therefore, the result indicates that path b is significant in this model.

Table 10: Total effect of the model

Outcome Variable: Tot JS							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	.9299	.8518	.0481	551.6910	1.00	96.00	.000
	Coeff	se	t	p	LLCI	ULCI	
Constant	1.1735	1.302	9.0133	.000	.9151	1.4320	
Tot_FWA	.7496	.0319	23.4881	.000	.6862	.8129	
Standard coefficients							
Tot_WLB	.9229						

Table 7 shows that the coefficient of the total effect is 0.7496, where the p-value is significant at 0.0000. ($p < 0.05$). Both the LLCI and ULCI values are 0.6862 and 0.8129, respectively, in

the model. The result shows a significant effect of the model. The total direct and indirect effects of the model can be seen in Table 4.18.

Table 11: Total, Direct and Indirect effects of the model

Total effect of X on Y						
effect	se	t	p	LLCI	ULCI	c-cs
.7496	.0319	23.4881	.000	.6862	.8129	.9229
Direct effect of X on Y						
effect	se	t	p	LLCI	ULCI	c-cs
.5544	.0716	7.7442	.000	.4123	.6966	.6827
Indirect effect of X on Y						
	Effect	BootSE	BootLCI	BootULCI		
Total WLB	.1951	.0685	.0485	.3217		

In the Table 11 presents the total, direct, and indirect effect on X on Y, with the WLB acting as the mediator.

Table 12: Summary of testing Hypotheses

Code	Hypotheses	Result	Conclusion
H ₁	There is a positive and significant relationship between FWA and JS.	Correlation value – 0.923 Significant value -0.000	Accepted
H ₂	There is a positive and significant relationship between FWA and WLB.	Correlation value – 0.904 Significant value -0.000	Accepted
H ₃	There is a positive and significant relationship between WLB and JS.	Correlation value – 0.883 Significant value -0.000	Accepted
H ₄	There is a significant mediating effect of WLB on the relationship between FWA and JS.	Bootstrap LLCI – 0.0485 Bootstrap ULCI – 0.3217 Mediating effect size – 0.1951 (26.0%) Significant value – 0.000	Accepted

1. Total effect of X on Y 0.7496 with the standard error of 0.0319 and t-value of 23.4881. p value is 0.0000 ($p < 0.05$) indicating that the total effect is statistically significant. The 95% confidence interval ranges from 0.6862 to 0.8129. since the interval does not include zero, the total effect is significant. Hence, X has a significant positive effect of Y.

2. Direct effect of X on Y: as a result of the mediating effect of WLB, the direct effect of X on Y is 0.5544 (se=0.0716, $t=7.7442$, $p=0.0000$). The coefficient intervals range from 0.4123 to 0.6966, which does not include zero. Hence, the direct effect is statistically significant. This indicates that X has a significant positive direct effect on y even after the mediator (WLB) in included in the model.

3. Indirect effect of X on Y through ELB is 0.1951 (BootSE= 0.0685), with the bootstrapped 95% confidence interval ranging from 0.0485 to 0.3217. Since the confidence interval does not include zero, the indirect effect is statistically significant. Hence the findings confirm that work life balance significantly mediates the relationship between FWA and JS. Since both the direct and indirect effects are significant, the mediation can be considered as a partial mediation.

Further calculation can also be verified the by subtracting the direct effect from the total effect ($0.7496 - 0.5544 = 0.1952$). Approximately 26.0% of the total effect ($0.1951 / 0.7496 * 100$) can be seen through WLB on the relationship between FWA and JS.

6. Significance of the Study

Flexible work schedules are concept that is very important not only for Sri Lankans but also for employees and employers around the world. So, this study discusses how flexible work arrangements are important for employee's JS. This mode especially important for employers in Sri Lanka for increase productivity, retains employees, and reduce costs. Furthermore, since the human resources department is largely responsible for the JS of employees in an organization, this study is very important for managers in the Human resource department, as well as for managers in other departments. This study is also important as a solution for employees to find out how to maintain their family life and WLB. Also, this study is important because it is being conducted on non-managerial level employees in the manufacturing sector. Previously, most of these studies have been conducted on executives and professionals. Finding of this study may useful for the policy makers and government authorities when developing or reversing existing policies, regulations and guidelines related to the FWA and employees' welfare. Additionally, the study may serve as a valuable reference for further researchers, university students and other scholars who intend to conduct further studies in this area. Overall, this study is significant to a range of stakeholders, including employees, employers, HR managers, organizational managers, policy makers and further researchers by contributing to a better understanding of the role of FWA in improving employee JS and WLB.

7. Limitations of the Study

At this study, only one manufacturing organization has been selected. There are many other manufacturing organizations. It also specializes for the apparel industry and limited to the Kaluthara district and the only one organization selected the Nobleswear garment factory Horana. There have several manufacturing industries but this study only focused on garment sector and one district and one organization. This study was a quantitative study and study only focus numerical data and it ignores the employee feelings and their new ideas about these concepts. It may be fails to take full and real reactions from the employee. When compared to the population, 75-100 employees are very small sample. Therefore, majority of employee reactions will be not considered because of the too limited sample.

8. Discussion and Conclusion

The majority of employees are the non-managerial workers in Nobleswear garment factory. Non-managerial workers have considerable place among the employees. As non-managerial employees are the major resource who contribute to full fill the factory goals and objectives, these employees are consider as the most valuable resource in the garment factory. Therefore, factory management should confirm their satisfaction and their work life balance is very crucial for the success of the overall factory objectives.

Furthermore, the empirical findings of this study align with previous literatures demonstrates that operational employees often experience work family complicit due to some rigid work arrangements, which negatively impacts their JS (Anushi et al, 2021). Findings mentioned that flexible work arrangement may help to reduce work weeks and flex time effectively and mitigate some problems. By enhancing work life balance among operational employees, management directly improves employee JS (Jayawardana, 2018), thereby providing a viable strategy to reduce daily absenteeism and turnover in apparel sector. According to the findings of the study analyzing part the research objectives achieved and all hypotheses were accepted. This study analysis that work life balance has positive and significant impact on the relationship between FWA and JS. According to the findings of this study analyzing part, FWA increase the WLB of non-managerial employees in Nobleswear garment factory then the JS increases through that WLB.

9. Recommendations for Future Research

This research focused on identifying the mediation effect of employee WLB on the relationship between FWA and JS. This research is considered only one independent variable and one mediate variable. The future researches can consider more complex model having multiple variables. Further this research considered the very small sample for collecting data and it also limited for non-managerial category then future researches can consider about managerial levels and other garment factories situated in Sri Lanka like different type of samples and this research used close ended questionnaire for collecting that, future researches can use open ended questionnaire methods. Also, future researches can consider different sectors service sector, government sector and etc.

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