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Assessment of Job Satisfaction among Malaysian Employees: A Structural Equation Modelling Approach

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Abstract

Job satisfaction is the primary concern and serious challenge faced in the era of pandemic and digitalization, in particular when involved with the changes of working arrangement mode, forced by these two events. The aim of this study is to identify the effect of flexible working arrangement and work life balance on employee's job satisfaction by utilizing the structural equation model that may detect the causal relationship between the observed items under study. The results suggest that flexible hours, work shifts and telecommuting/working from home has a significant effect on employee's job satisfaction. This study has successfully constructed the structured models for job satisfaction after some modification on the observed items under study.

Keywords: Job Satisfaction; Flexible working arrangement; Work-life balance; Structural equation model

1. Introduction

Technology has continuously transformed the way employees perform their jobs throughout history. In this digital era, organizations that take advantage of technology advancements that give workers flexible working options like telework and pay close attention to the administration of these arrangements are seen to reap the most benefits. Work has become much more flexible because of technological advancements, with both employee and employer benefit from flexible work arrangements. This newly arrangement design in the workplace shifted the dynamic of work-life balance and job satisfaction among employee that needs to be investigated more thoroughly.

Work-life balance is a condition of balance in which a person emphasizes both in his or her professional and personal responsibilities equally. The balance between work and living activities, as well as how it is achieved, differs from person to person, depending on when one is satisfied with both work and personal life. This has been debate by Kossek et al. (2014), employment approaches that link employee work-life balance and wellbeing to employment experiences across the length of employees' working lives help establish and maintain a sustainable workforce. Most psychologists believe that a person's ability to have a fulfilling personal life outside of work should not be affected by the requirements of their job. During the global Covid 19 pandemic, interest in the work-life balance has significantly increased, in particular in regard to the work-from-home initiatives that have become the global adoption in the working place (Palumbo, 2020; Irawanto et al., 2021; Putri and Amran, 2021; Kotini-Shah et al., 2022).

Job satisfaction is a term that has been around for a while. It is a pleasant emotional state emerges from a worker's enjoyment of their employment. According to Meier and Spector

(2015), job satisfaction is linked to several significant human resource management aspects, including performance, counterproductive work behavior, turnover, and employee health. The same working conditions will not affect everyone in the same way. It is observed from previous study that different people enjoy different view of a job. Job satisfaction is maximum when the person and the job are a better fit, such as coincide task needs to employee abilities or coincide what people desire on a job with what they have. Employees that are very satisfied are more seemingly to be timely and reliable, as well as more efficient, committed, and fulfilled in their personal life (Inayat and Jahanzeb Khan, 2021). Despite such positive outcomes, an unsatisfied employee may result in negative employment consequences such as low productivity, thieving, moonlighting, and displaying excessive absenteeism rates. (Shaju and Durai, 2017). Specifically, the study aimed to examine five factors: flexible hours, work shifts, telecommuting/working from home, work-life balance, and job satisfaction.

Realizing the importance of this issue in the new landscape of job arrangement models, the aim of this study is to further investigate this issue by constructing the relationship model between flexible working arrangement with work-life balance and job satisfaction among Malaysian employees.

2. Literature Review

In this section, previous research studies will be discussed on the association between flexible working arrangement, work-life balance, and job satisfaction.

Job Satisfaction

Employment satisfaction refers to an employee's positive and negative feelings toward his or her job, as well as the degree of happiness associated with the job (Clark, 1997). According to Inayat and Jahanzeb (2021), job satisfaction is a challenging topic that incorporates a wide range of emotions and circumstances. Job satisfaction and its link to employee performance are becoming increasingly important as the workplace grows more competitive and complex. It must be viewed as a mandatory feature that is commonly measured by organizations to ensure that personnel have a warm attitude toward the jobs and obligations they handle (Shaju and Durai, 2017). The satisfied employees produce more, perform higher-quality work, and contribute to an organization's competitiveness, productivity, and success. On the other hand, dissatisfied workers are more likely to be absent from work, arrive late for work, and be inclined to leave the organization (Andrade et al., 2019).

Flexible Working Arrangement

Richman et al. (2008) defined flexible working arrangement as working practices that allow for more control over where, when, and how work is completed are known as flexible working arrangements. This method gives businesses more labor flexibility to respond to business demands such as cost-cutting/efficiency motives, demand fluctuations, and over-staffing or under-staffing. Consequently, finding suggests that employees who worked for organizations that offered family-friendly policies had greater levels of organizational loyalty and lesser intentions to leave. Meanwhile, Avgoustaki and Bessa (2019) believed that due to the changing needs of the workforce and the changing environment, more dual

earners, single parent households, or women/men with senior care responsibilities are encouraged to offer these flexibilities. By adopting to this new arrangement, flexible working arrangement helps in easing transportation congestion, lowering pollution, and encouraging a better balance between work and family life.

Flexible Hours

Flexible hours, also known as flextime or a flexible work schedule, refers to when the workday starts and ends at times other than the traditional ones. The version with the most individual flexibility is some variation of "trust hours," in which the employee has complete control over working hours if performance goals are achieved (Costa et al., 2004). Follow the convention, when other factors are controlled, involvement in flexible hours is associated with decreased levels of work pressure, but it has no significant influence on work-life conflict. Meantime, if the employee spends more time at home with his or her children, he or she will be more driven (Ahmad et al., 2013). The flexible hours are a useful tool offered to employees as it would improve job satisfaction since they enable them to offer their best service during working hours.

Work Shifts

Work shift consists of the first shift, second shift, and third shift, respectively. These job shifts could all be referred to as morning, afternoon, or night shifts. Workers in occupations that require services at all hours, such as protective service and food service, as well as operators, fabricators, and laborer, were more likely to work alternate shifts (Pulce, 2004). Working in shifts allows individuals to get more hours in a day by combining multiple shifts; for example, 3 blocks of 8 hours, 2 blocks of 8 hours, 2 blocks of 12 hours, or some other variation. Another advantage of shiftwork is that it can give 24-hour coverage. Moreover, the employees tend to work harder to reach their aims for the organization's success when they are less burdened and stressed because of work shift flexibility.

Telecommuting/Working from Home

Telecommuting/ remote work is growing in popularity, especially in developing nations. Policymakers have long stressed the potential benefits of telecommuting for reducing the number of commuters who drive alone, enhancing rush-hour driving conditions, giving employees flexibility, and cutting operating expenses for businesses. According to Tredup (2016), telecommuting can help employees attain a better work-life balance, boost productivity, and create a positive work environment at work. Most of the organization was forced to adopt the telecommuting culture due to the COVID-19 outbreak. In addition to the obvious advantages of this type of work, telecommuting now has the additional advantage of preventing the COVID-19 epidemic while maintaining a reasonable level of economic activity (Magnavita et al., 2021). In addition, Onyeukwu et al. (2020) also agrees that remote working is important to prevent the COVID-19 infection widespread in Nigerian universities.

Work-life balance

Work-life balance became a research topic when workstation dynamics began to shift because of economic insecurity, resulting in a fight for survival within the business. A person cannot appreciate the life they have worked so hard to establish if they do not strike a work-life balance (Meenakshi, 2013). Work-life balance refers to how much control one has

over the amount of time they dedicate to their jobs compared to their spare time. Most definitions of work-life balance are situational, according to Reiter (2007), and the concept of work-life balance is subjective. Today, there is a large and expanding amount of study on work–life balance, and more flexible ways of managing work (e.g., agile working, smart working, activity-based working, and flexible working) are causing even more concern than in the past. (Gragnano et al., 2020).

3. Methodology

Data Collection and Sampling Method

A total of 142 employees from different corporation in Malaysia had participated the survey from 25th June to 13th July 2022. According to Boomsma (1985), an absolute minimum sample size should be 100. Since 142 sample subjects were used in this investigation, the data acquired from them is somewhat larger than the minimum sample size predicted. This study will use convenience sampling method which is one of the non-probability sampling methods because the targeting samples are the employees in Malaysia regardless of their job scope. Convenience sampling has been used because the target group consists of those who meet certain practical criteria, such as ease of accessible, geographic location, availability at a specific time, or willingness to participate.

In this study, we are keen to investigate potential factors for job satisfaction through the landscape of flexible working arrangement and work-life balance, thus we present the two hypotheses that may affect the job satisfaction of Malaysian employee in Table 1, with the accompanied hypothesized model in Figure 1.

Table 1: Hypothesis of the study

Hypothesis 1	In term of flexible working arrangement, flexible hours, work shifts and telecommuting/working from home has a significant effect on employee's job satisfaction.
Hypothesis 2	The work-life balance has a significant effect on employee's job satisfaction.

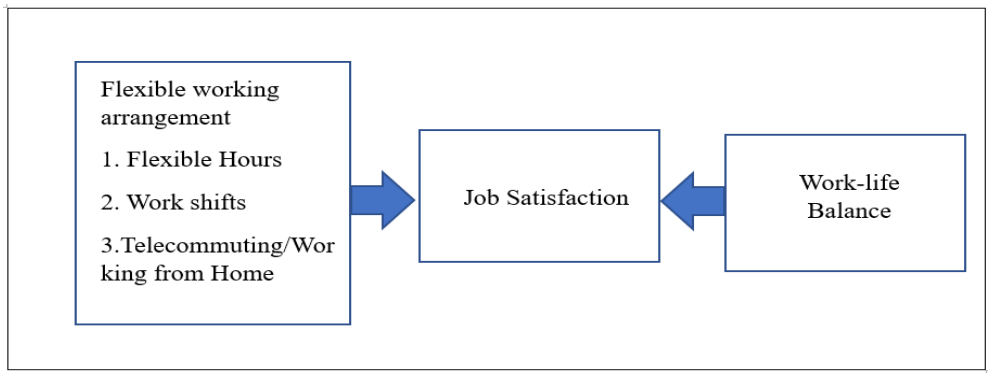


Figure 1: Hypothesized model

Factor Analysis

The factor analysis is the prior to assess the structural model which will be employed to examine the convergent and discriminant validity of the factors that include in the model. Besides, factor analysis is also used to evaluate the fitness of measurement in the model with using several indices, such as Chi-Square, Goodness-of-Fit Index (GFI), Adjusted Goodness-

of-Fit Index (AGFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA) and many more (Lee and Choi, 2013).

Structural Equation Modeling Analysis

On the other hand, the Structural Equation Modelling (SEM) analysis was used to test the hypothesized structural model. The flexible work arrangements and job satisfaction are significantly moderated by work-life balance.

Table 2 presents the selective code for all variables involved in this study.

Table 2: List of selective code for all variable

Variable Names	**Label**
1. Flexible working arrangements help me to have a balance life commitment.	V1
2. Working flexible hours is essential for me to attend to family responsibilities.	V2
3. I am more productive with a flexible work schedule.	V3
4. Flexible working arrangement allows me to work during the hours that fit my energy cycles best.	V4
5. Flexible working arrangement improve my physical and mental well-being.	V5
6. Flexible working arrangements are essential for me to be able to deal with other interests and responsibilities outside work.	V6
7. Shift work allows me to be productive.	V7
8. Shift work helps me to feel more rested and energized for my work.	V8
9. Shift work is convenience as I can choose the shift according to my needs.	V9
10. Shift works allows me to travel with less rush and traffic.	V10
11. Shift work gives better arrangements for my family or my childcare.	V11
12. Shift work affects my performance in terms of productivity.	V12
13. Shift work gives the opportunity to run errands, go grocery shopping, hit the gym, or complete another task without feeling rushed or overwhelmed.	V13
14. Responsibilities of job scope can be done from home.	V14
15. I enjoy working from home.	V15
16. Telecommuting/Working from home decreased my commute cost.	V16
17. It is easier to focus on my job in my own home with no co-workers stopping by to ask a quick question.	V17
18. Work from home reduce stress.	V18
19. Telecommuting/Working from home improve my ability to concentrate in work.	V19
20. Telecommuting/Working from home gives more time for physical activity.	V20
21. My job gives me energy to pursue personal activities.	V21
22. I am in a better mood at work because of personal life.	V22
23. Personal life gives me energy for my job.	V23
24. I am happy with the amount of time for non-work activities.	V24
25. I am in a better mood because of my job.	V25
26. I am satisfied with my current work life balance.	V26
27. It is quite easy for me to balance work commitments with my health need.	V27
28. I like doing the things I do at work.	V28
29. I feel I am being paid a fair amount for the work I do.	V29
30. My supervisor is quite competent in doing his/her job.	V30
31. I enjoy working with my co-workers.	V31
32. There is a strong sense of belonging in my organization.	V32
33. I could do what I do best every day at work.	V33
34. Overall, I am satisfied with my job.	V34

4. Result and Discussion

Internal Reliability Test

Table 3 showed 34 items that included in the questionnaire of the study was accepted because the Cronbach's Alpha value was 0.964 that greater than 0.7 (Ghazali, 2016).

Table 3: Reliability test for all items

Cronbach's Alpha	Number of Items
0.964	34

Exploratory Factor Analysis

KMO = 0.927 and the p-value of Bartlett's test was very small at 0.000, which represented the data was accepted for factor analysis because this matrix was not identity. According to Krishnan (2010), the KMO which is 0.8 and above was meritorious and marvellous, also the *p*-value should less than 0.05, therefore the factor analysis was appropriate to conduct for this study.

Table 4: KMO and Bartlett's test for all items

Tests	Results
KMO	0.927
Bartlett's Test	0.000

Principal component analysis (PCA) and orthogonal varimax rotation being applied in this factor analysis, since it was the most common method used by researchers. Table 5 showed five factors were retained because the eigenvalue was greater than one and the cumulative variance was 74.01% (Izquierdo et al., 2014).

Table 5: Total variance explained

Component	Initial eigenvalues			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.871	49.621	49.621	6.011	17.678	17.678
2	3.486	10.254	59.875	5.621	16.533	34.211
3	2.470	7.264	67.139	5.444	16.013	50.224
4	1.307	3.845	70.984	4.594	13.512	63.736
5	1.029	3.025	74.009	3.493	10.273	74.009

The scree plot was shown in Figure 2, with the eigenvalue on the vertical axis and the components on the horizontal axis. The first five components displayed the values from the table above. While the eigenvalues of the other factors were nearly flat until the last component, the eigenvalue of the last factor was decreasing, this indicated the subsequent factors were considered for a fewer amount of total variance explained.

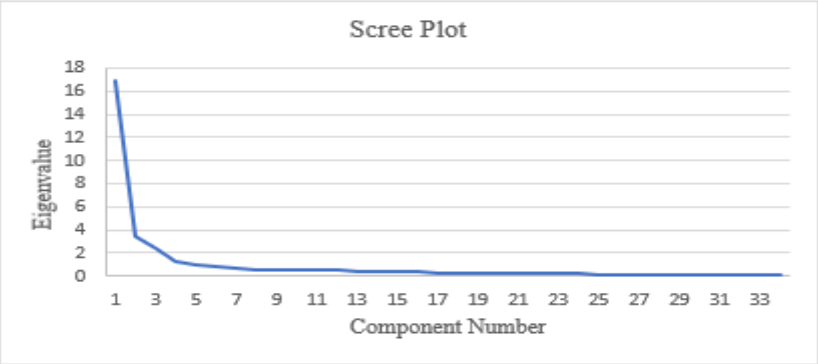


Figure 2: Scree plot

In Table 6, five factors that were obtained from the factor rotation based on the factor loading. The factor loading in convention should be greater 0.6 to ensure the factor will be reliable for the next analysis. As a result, the cut point of 0.6 is used to choose the factor item.

In Factor 1 there were 7 items that comprised the factor loading range between 0.759 to 0.853. Furthermore, for Factor 2, the factor loadings were between 0.623 to 0.805 with 7 items. In addition, Factor 3 comprised 6 items and the factor loading range between 0. 600 and 0. 844. Factor 4 is made up of 5 elements with factor loadings ranging from 0.653 to 0.738. In addition, Factor 5 comprised 4 items and the factor loading range between 0.608 and 0.649.

Table 6: Rotated factor pattern

Variables	**Component**				
	1	**2**	**3**	**4**	**5**
8. Shift work helps me to feel more rested and energized for my work	.853				
9. Shift work is convenience as I can choose the shift according to my needs	.847				
7. Shift work allows me to be productive	.822				
11. Shift work gives better arrangements for my family or my childcare	.819				
10. Shift works allows me to travel with less rush and traffic	.779				
12. Shift work affects my performance in terms of productivity	.771				
13. Shift work affords the opportunity to run errands, go grocery shopping, hit the gym or complete another task without feeling rushed or overwhelmed	.759				
32. There is a strong sense of belonging in my organization		.805			
34. Overall, I am satisfied with my job		.756			
33. I could do what I do best every day at work		.753			
30. My supervisor is quite competent in doing his/her job		.694			
29. I feel I am being paid a fair amount for the work I do		.690			
31. I enjoy working with my co-workers		.685			
28. I like doing the things I do at work		.623			
18. Work from home reduce stress			.844		
19. Telecommuting/Working from home improve my ability to concentrate in work			.816		
20. Telecommuting/Working from home gives more time for physical activity			.779		
17. It is easier to focus on my job in my own home with no co-workers stopping by to ask a quick question			.760		
14. Responsibilities of job scope can be done from home			.681		
15. I enjoy working from home			.600		
2. Working flexible hours is essential for me to attend to family responsibilities				.738	
4. Flexible working arrangement allows me to work during the hours that fit my energy cycles best				.736	
3. I am more productive with a flexible work schedule				.735	

1. Flexible working arrangements help me to have a balance life commitment				.730	
6. Flexible working arrangements are essential for me to be able to deal with other interests and responsibilities outside work				.653	
27. It is quite easy for me to balance work commitments with my health need					.649
24. I am happy with the amount of time for non-work activities					.638
26. I am satisfied with my current work life balance					.615
21. My job gives me energy to pursue personal activities					.608

Table 7 showed the value of Cronbach's Alpha for each factor was reliable. The Cronbach's Alpha for flexible hours is 0. 894, work shift is 0. 946, for telecommuting/work from home is 0.911, work-life balance is 0.901 and job satisfaction is 0.935. Since all values of Cronbach's Alpha were greater than 0.7 which indicated the items, and the factors were accepted and reliable (Ghazali, 2016).

Table 7: The internal reliability test for each factors

Variable	Cronbach's Alpha	N
Flexible Hours	0.894	5
Work shifts	0.946	7
Telecommuting/Working from Home	0.911	6
Work-Life Balance	0. 901	4
Job Satisfaction	0. 935	7

Confirmatory Factor Analysis

a) Goodness of Fit

The goodness of fit in the study included various indexes, namely RMSEA, GFI, AGFI, CFI, NFI, TLI and minimum discrepancy, all these indexes were to test the absolute fit, incremental fit and parsimonious fit for each of the measured model and the structured model.

Work Shift

The comparison of the measured model before and after the modification for Work Shift was shown in Figure 3.

In Table 8, all three goodness of fits had been achieved after the model modification by fulfilled the acceptance level of each index, such as RMSEA = 0.084, GFI = 0.963, AGFI = 0.904, CFI = 0.989, NFI = 0.979, TLI = 0.980, minimum discrepancy = 1.994.

Work Shift

Before Modification **After Modification**

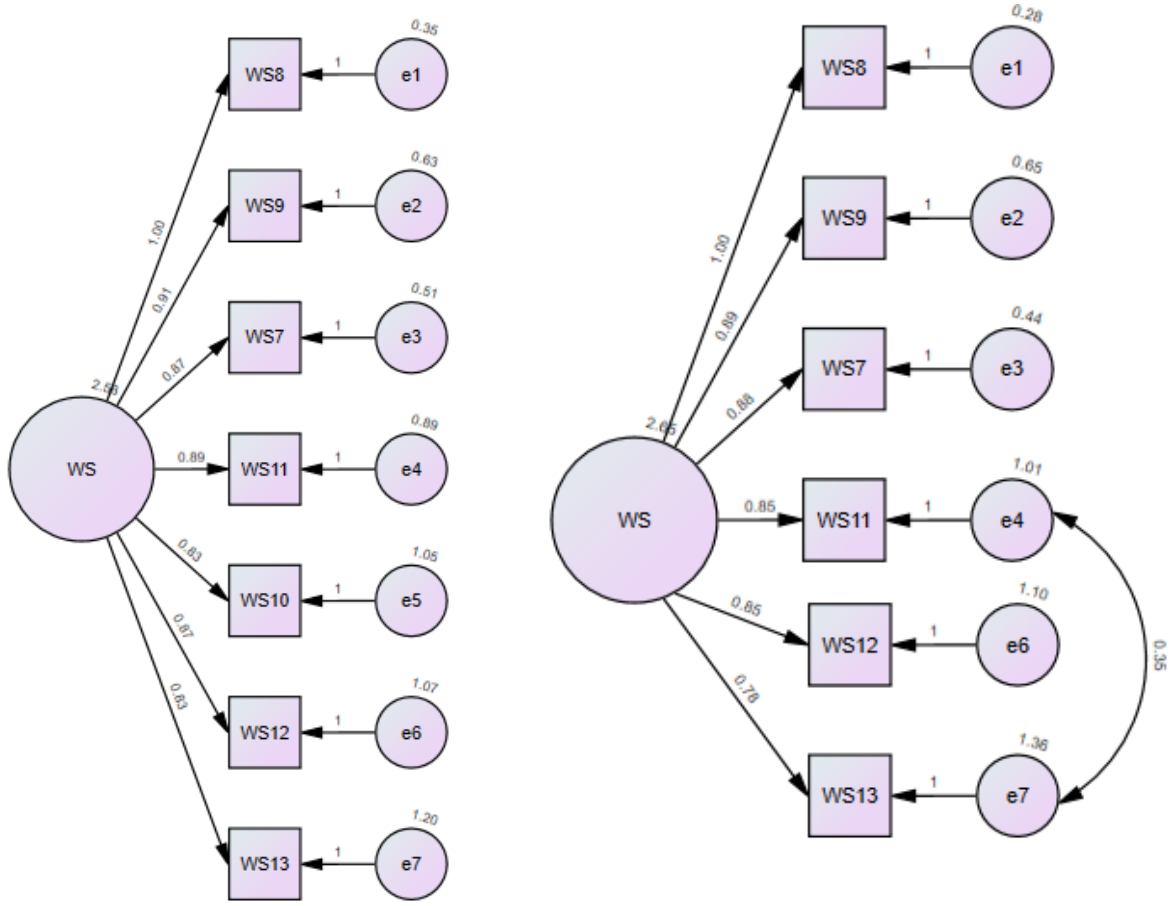


Figure 3: Measured model for work shift

Table 8: Goodness of fit for measured model of work shift

Types	Index	Before Modification	After Modification	Acceptance level
Absolute Fit	RMSEA	0.156	0.084	< 0.08
	GFI	0.881	0.963	> 0.9
Incremental Fit	AGFI	0.762	0.904	> 0.9
	CFI	0.947	0.989	> 0.9
	NFI	0.933	0.979	> 0.9
	TLI	0.921	0.980	> 0.9
Parsimonious Fit	X^2	62.273	15.952	-
	df	14	8	-
	X^2/ df	4.448	1.994	< 3

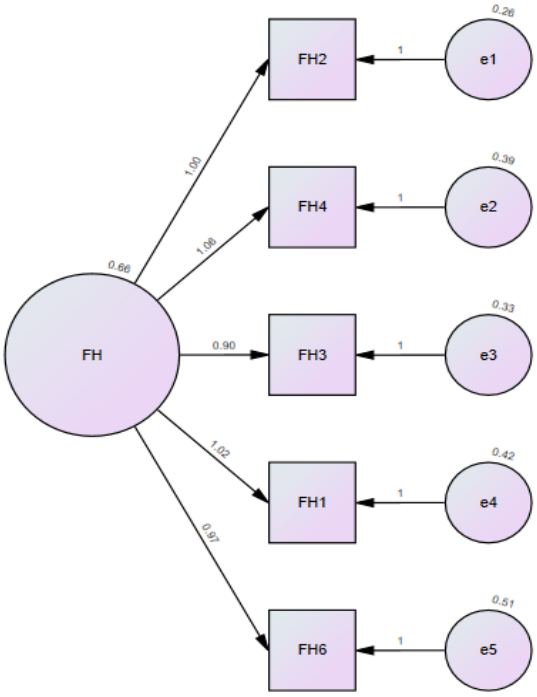
Flexible Hour

The measured model of Flexible Hour for comparing before and after model modification is illustrated in Figure 4.

Table 9 showed three types of goodness of fit for Flexible Hour have been achieved which the acceptance level of each index were fulfilled, all index included RMSEA = 0.073, GFI = 0.975, AGFI = 0.924, CFI = 0.990, NFI = 0.978, TLI = 0.981, minimum discrepancy = 1.742.

Flexible Hour

Before Modification



After Modification

Modification is not required because the initial model is already fit.

Figure 4: Measured model for flexible hour

Table 9: Goodness of fit for measured model of flexible hour

Types	Index	Before Modification	After Modification	Acceptance level
Absolute Fit	RMSEA	0.073		< 0.08
	GFI	0.975		> 0.9
Incremental Fit	AGFI	0.924		> 0.9
	CFI	0.990		> 0.9
	NFI	0.978		> 0.9
	TLI	0.981		> 0.9
Parsimonious Fit	X^2	8.712		-
	df	5		-
	X^2/ df	1.742		< 3

Telecommuting/Work from Home

The before and after the model modification of measured model for Telecommuting/Work from Home was displayed in Figure 5.

Table 10 showed for Telecommuting/work from home, that all three goodness of fits were also achieved by fulfilled all the acceptance level of each index after the model modification, the indexes were RMSEA = 0.088, GFI = 0.961, AGFI = 0.899, CFI = 0.985, NFI = 0.972, TLI = 0.972 and minimum discrepancy = 2.085.

Telecommuting/Work from Home

Before Modification **After Modification**

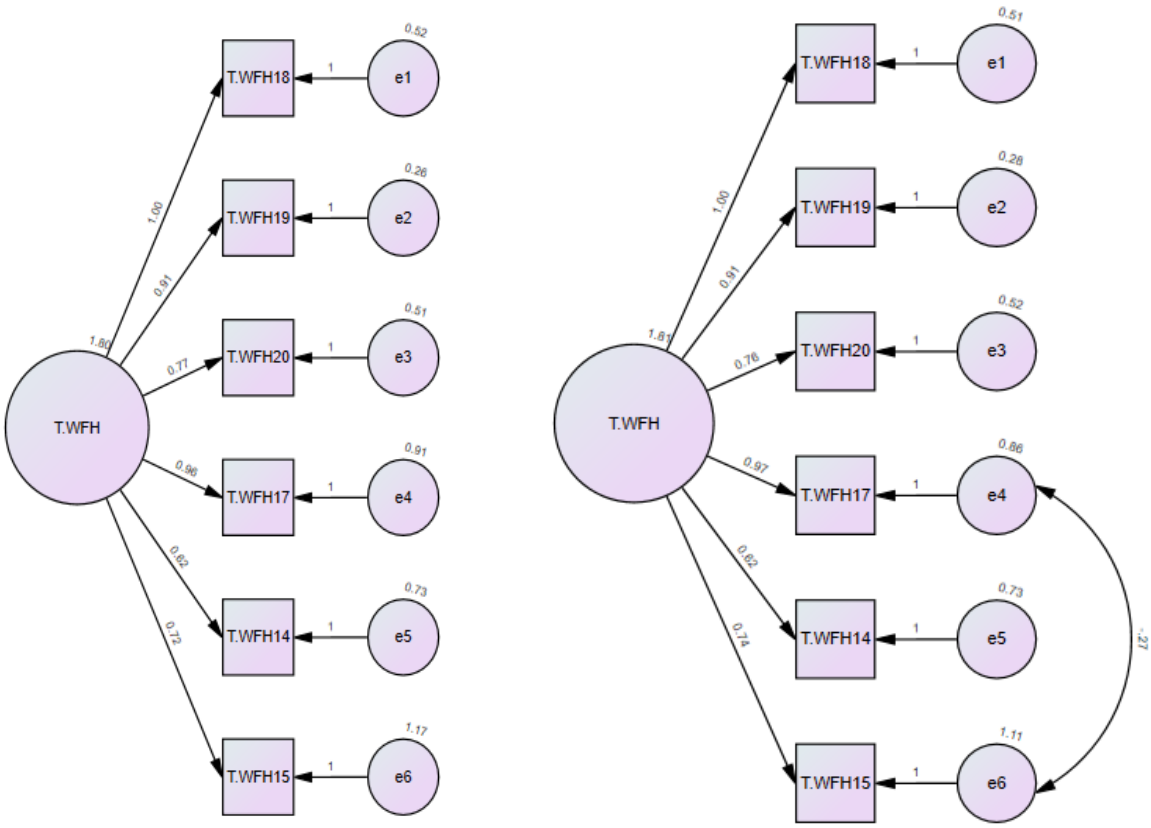


Figure 5: Measured model for telecommuting/work from home

Table 10: Goodness of fit for measured model of telecommuting/work from home

Types	Index	Before Modification	After Modification	Acceptance level
Absolute Fit	RMSEA	0.111	0.088	< 0.08
	GFI	0.942	0.961	> 0.9
Incremental Fit	AGFI	0.865	0.899	> 0.9
	CFI	0.973	0.985	> 0.9
	NFI	0.959	0.972	> 0.9
	TLI	0.955	0.972	> 0.9
Parsimonious Fit	X^2	24.722	16.678	-
	df	9	8	-
	X^2/ df	2.747	2.085	< 3

Work-Life Balance

The measured model of before and after modification for Work-Life Balance was demonstrated in Figure 6.

All three goodness of fits were also achieved for satisfaction measured model after applied the model modification because all index was fulfilled each of the acceptance level as exhibited in Table 11. It showed the indexes were RMSEA = 0.000, GFI = 1.000, AGFI = 0.997, CFI = 1.000, NFI = 1.000, TLI = 1.014and minimum discrepancy = 0.092

Work-Life Balance

Before Modification **After Modification**

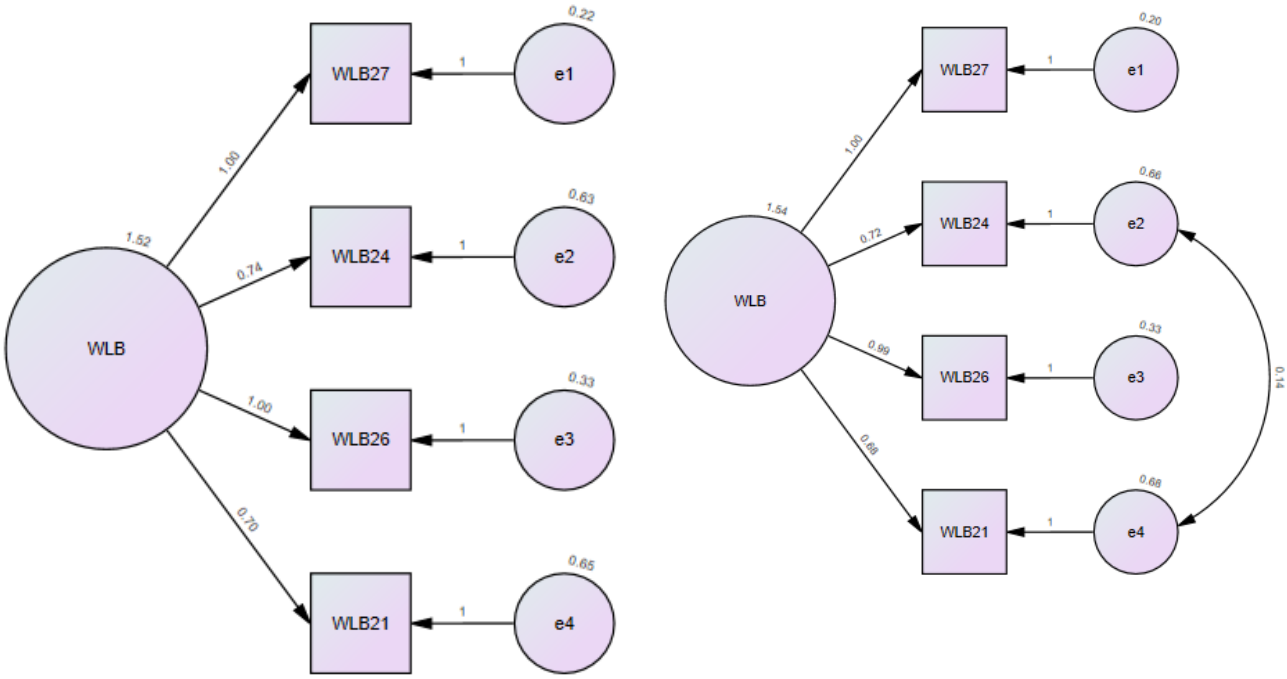


Figure 6: Measured model for Work-Life Balance

Table 11: Goodness of fit for measured model of work-life balance

Types	Index	Before Modification	After Modification	Acceptance level
Absolute Fit	RMSEA	0.149	0	< 0.08
	GFI	0.902	1	> 0.9
Incremental Fit	AGFI	0.804	0.997	> 0.9
	CFI	0.945	1	> 0.9
	NFI	0.929	1	> 0.9
	TLI	0.918	1.014	> 0.9
Parsimonious Fit	X^2	57.775	0.092	-
	df	14	1	-
	X^2/ df	4.127	0.092	< 3

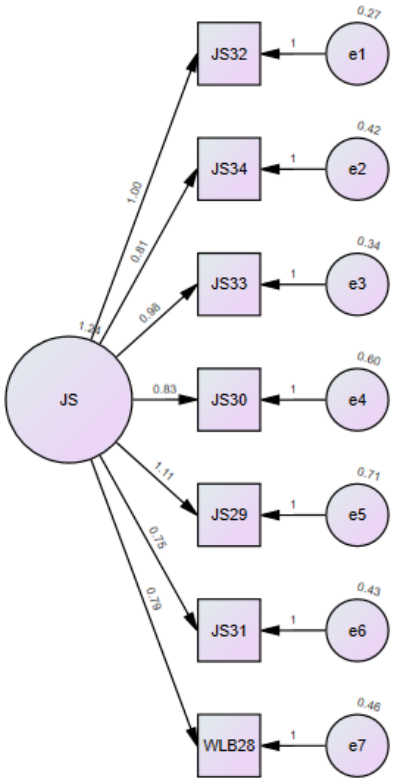
Job Satisfaction

The measured model of before and after modification for Job Satisfaction was demonstrated in Figure 7. Figure 7 showed the model modification and the model modification removed V30. After this model modification, all three goodness of fits had been achieved.

All three goodness of fits were also achieved for satisfaction measured model after applied the model modification because all index was fulfilled each of the acceptance level as exhibited in Table 12. It showed the indexes were RMSEA = 0.000, GFI = 0.994, AGFI = 0.969, CFI = 1.000, NFI = 0.995, TLI = 1.003 and minimum discrepancy = 0.849.

Job Satisfaction

Before Modification



After Modification

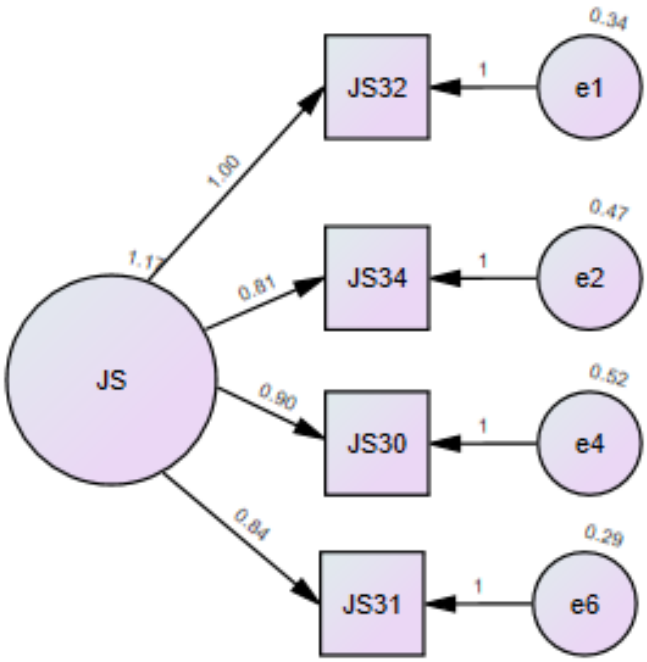


Figure 7: Measured model for Job Satisfaction

Table 12: Goodness of fit for measured model of job satisfaction

Types	Index	Before Modification	After Modification	Acceptance level
Absolute Fit	RMSEA	0.149	0	< 0.08
	GFI	0.902	0.994	> 0.9
Incremental Fit	AGFI	0.804	0.969	> 0.9
	CFI	0.945	1	> 0.9
	NFI	0.929	0.995	> 0.9
	TLI	0.918	1.003	> 0.9
Parsimonious Fit	X^2	57.775	1.698	-
	df	14	2	-
	X^2/ df	4.127	0.849	< 3

Structured Model for Overall Employees' Job Satisfaction

The before and after modification of structure model is indicated in Figure 8.

Table 13 signified after the modification, the results had been improved like RMSEA = 0.068 and GFI = 0.896 were accepted for absolute fit. Then, AGFI = 0.843, CFI = 0.967, NFI = 0.922 and TLI = 0.958 were also accepted for the incremental fit. Lastly, the minimum discrepancy = 1.649 were accepted for parsimonious fit.

Before Modification **After Modification**

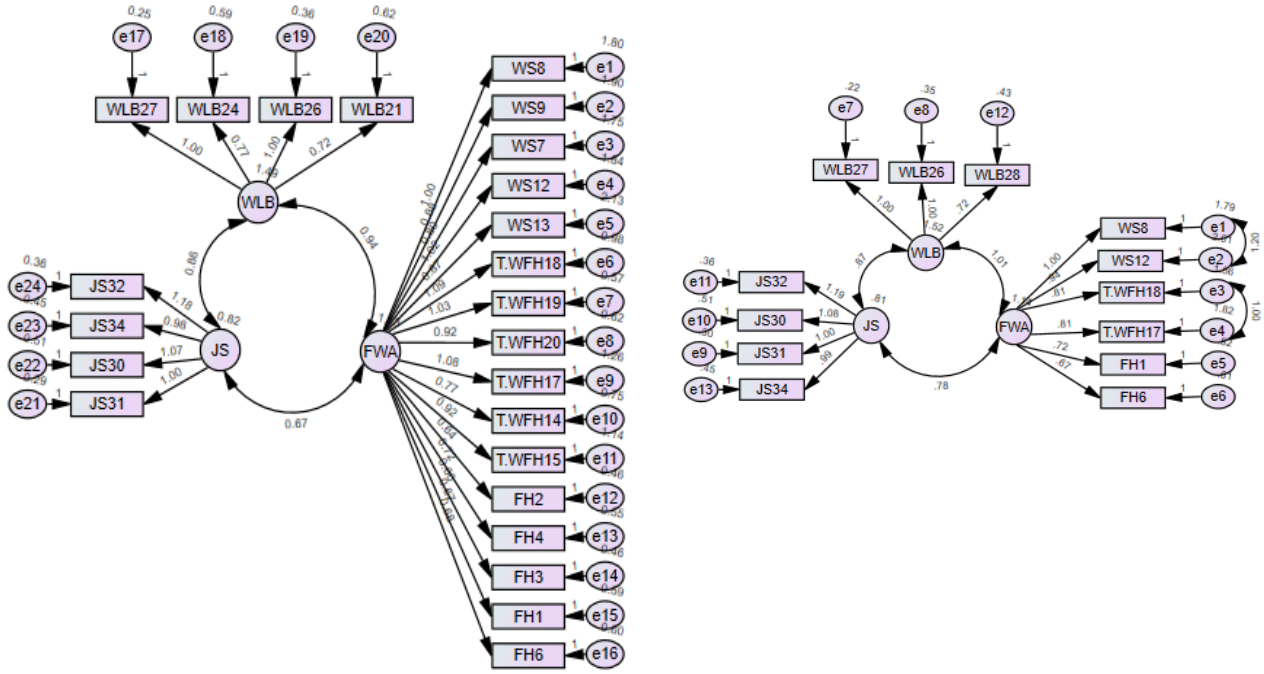


Figure 8: Structured model for job satisfaction

Table 13: Goodness of fit for overall of the structured model

Types	Index	Before Modification	After Modification	Acceptance level
Absolute Fit	RMSEA	0.157	0.068	< 0.08
	GFI	0.529	0.896	> 0.9
Incremental Fit	AGFI	0.433	0.843	> 0.9
	CFI	0.693	0.967	> 0.9
	NFI	0.64	0.922	> 0.9
	TLI	0.659	0.958	> 0.9
Parsimonious Fit	X^2	1112.051	98.923	-
	df	249	60	-
	X^2/ df	4.466	1.649	< 3

b) Convergent and Discriminant Validity

The convergent validity was measured by Average Variance Extracted (AVE), whereas the discriminant validity is measured by square root of AVE. The results of both convergent and discriminant validity were shown in Table 14 and Table 15, respectively.

Based on Table 14, the AVE for all latent variables were greater than 0.5, this were deemed acceptable for convergent validity.

Table 14: Convergent validity of structured model

Latent Variables	AVE
Flexible Working Arrangement	0.388
Work-Life Balance	0.846
Job Satisfaction	0.715

Table 15 denoted Work-Life Balance and Job Satisfaction were accepted for discriminant validity because the Square root of the average variance extracted (AVE) was greater than the correlation coefficient of latent variables. However, Flexible Working Arrangement did not confirm the discriminant validity because the square root of AVE = 0.623 was lower than the correlation coefficient of Flexible Working Arrangement = 0.848.

Table 15: Discriminant validity of structured model

Latent Variables	Flexible Working Arrangement	Work-Life Balance	Job Satisfaction
Flexible Working Arrangement	0.848		
Work-Life Balance	0.740	0.923	
Job Satisfaction	0.810	0.772	0.623
Sqrt (AVE)	**0.623**	**0.919**	**0.846**

c) Composite Reliability

Table 16 indicated the composite reliability of each latent variable was accepted which their values were all above 0.6.

Table 16: Composite reliability of structured model

Latent Variables	**Composite Reliability**
Flexible Working Arrangement	0.790
Work-Life Balance	0.916
Job Satisfaction	0.883

Structural Equation Model Analysis

The study had three factors affected the employees' satisfaction towards job and the estimation results as shown in Table 18 was to test on the hypothesis statements of the study.

Table 17: Estimation results for SEM analysis

Latent Variables	**Coefficient**	**Standard Error**	**Critical value**	**p-value**	**Hypothesis**
FWA	0.234	0.079	2.979	***	Supported
WLB	0.622	0.072	8.616	***	Supported

Table 17 displayed all factors were positively corelated with the employee's satisfaction with their job, then the strength of the relationship as follows:

- $\beta 1$ = 0.234, this indicated for one-unit scale increase in variable Flexible Working Arrangement, 0.234-unit scale increase in Job Satisfaction, while Work Life Balance variable are held constant.
- $\beta 2$ = 0.622, this indicated for one-unit scale increase in variable Work Life valance, 0.622-unit scale increase in Job Satisfaction, while Flexible Working Arrangement variable are held constant.

Hypothesis 1: In term of flexible working arrangement, flexible hours, work shifts and telecommuting/working from home has a significant effect on employee's job satisfaction.

This was supported because Flexible Working Arrangement had a significant effect on employee's job satisfaction where its p-value was smaller than 0.01 of significance level.
Hypothesis 2: The work-life balance has a significant effect on employee's job satisfaction. This was also supported because Work-Life Balance also had a significant effect on employee's job satisfaction where its p-value was smaller than 0.01 of significance level.

5. Conclusions

The study found that both objective of the study had been achieved where two hypotheses of the study were supported and all factors were positively correlated with the job satisfaction, also all factors had a significant impact on the satisfaction towards job. This study composed 2 set of hypotheses. Our hypothesis was supported by all of the findings and discussions of the results. Therefore, to improve the job satisfaction of employees, the employer was suggested to improve on flexible working arrangement and on employees' work life balance. But the limitations of the study suggested the future study to increase the sample size as well as other influential factors and to apply other methods to make a comparison between different methods. Last but not least, the findings of the study contributed to the employers in Malaysia as a guide for the requirement to increase job satisfaction among the employees.

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