

Optimizing Retention in The Flexible Workplace: A Quantitative Analysis of the Mediating Role of Coping Strategies Within the Demands in Jobs-Resources Model

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Abstract

Exploring the dynamics between flexible work arrangements and employee retention, this research delves into the pivotal role of individual coping strategies as mediators. Guided by JD-R model, This study posits that flexible work arrangements serve as essential resources, easing job pressures and enabling effective coping mechanisms. Drawing on data from 280 participants across diverse industries, various JD-R variables were assessed using a 5-point Likert scale. Regression analyses illuminate significant associations between job resources, coping strategies, satisfaction of employees in job, and retention of employees. The findings will highlight the critical importance of implementing a supportive work environments that will be promoting adept stress management methods to enhance both employee well-being and organizational prosperity.

Keywords: Flexible Work Arrangements, Employee Retention, Demands in Jobs-Resources Model, Coping Strategies, Workplace Well-Being, Organizational Success

Introduction

In this current modern workplace, there is a new clear trend towards prioritizing employee well-being and striving for a harmonious equilibrium between professional and personal life. This evolution aligns with the growing adoption of flexible work structures, offering employees a greater autonomy over their timetables and work locations as per their priorities. Businesses now a days are increasingly acknowledging the advantages of such arrangements in enhancing employee contentment, efficiency, and ultimately, in retaining skilled personnel.

The objective of this study is to explore the evolving workplace dynamics through a quantitative analysis, investigating the correlation between flexible work setups and employee retention. The primary

focus lies in understanding how individual coping mechanisms mediate this connection. Built upon the JD-R model, which differentiates between JD and available supplies that's the resources, our conjecture posits that flexible work arrangements can function as crucial resources, aiding in the mitigation of job-related pressures and facilitating proficient coping strategies.

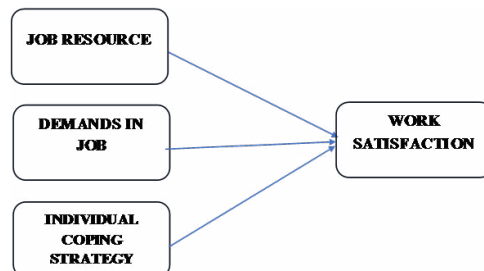
Drawing data from a sample of 280 participants, we utilize a 5-point Likert scale to measure various variables within the JD-R framework, including workload as the JD and autonomy as a JR, as well as gauging Work satisfaction and individual coping strategies. Employee retention is the central aspect under scrutiny in our analysis.

By employing rigorous statistical analysis, our objective is to unravel the intricate interplay among flexible work structures, individual coping mechanisms, and employee retention. The findings derived from this investigation carry substantial implications for human resource practitioners and leaders within organizations, furnishing them with invaluable insights to craft retention strategies that align with the evolving needs and inclinations of today's workforce.

Comprehending and harnessing the connections between flexible work arrangements, coping strategies, and retention, organizations can create environments that foster employee well-being, productivity, and long-term commitment, thus paving the way for sustainable success in today's dynamic professional realm.

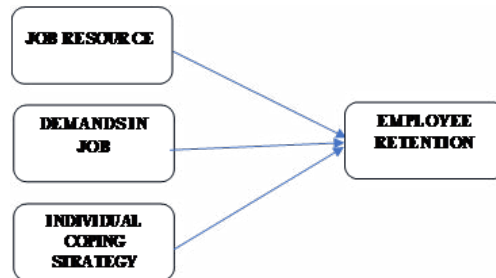
Review of Literature

The literature review thoroughly examines how workplace setups affect employee retention. Sungjoo Choi's study shows that working remotely can reduce employees leaving voluntarily, especially when organizations provide support for remote work. Amy L. Richman et al.'s research emphasizes how flexible work policies and supportive workplace environments keep employees engaged and staying in their jobs longer. Luigi Stirpe and Celia Zárrega-Oberty's findings reveal a complex relationship between high-performance work systems (HPWS), gender composition in the workforce, and how long employees stay. They found that while HPWS may not always keep employees around, adding flexible work options to these systems might not help much in workplaces with mostly female employees. These findings have important implications for how companies manage their talent, suggesting that one-size-fits-all approaches won't work and tailored strategies are needed to keep employees from leaving. Vito Baridula and Joy Adanma Mekuri-Ndimele's study focuses on manufacturing companies in Nigeria and finds that offering flexible work options can help retain employees. This suggests that in the Nigerian manufacturing sector, giving employees chances for career growth, freedom in their jobs, and pathways for promotion can keep them on board.



Ali, Kirimi, and Muema study how flexible work arrangements affect talent management in government organizations in Mombasa County. Their survey finds a strong link between flexible work setups and employees staying in their jobs, showing that clear rules and supportive policies help keep workers loyal. Aida Idris looks into the Malaysian banking sector to see how different flexible

work options impact whether employees stick around. The study suggests that flexible schedules, sharing jobs, taking flexible leave, having flexible career paths, and working from different places could all help keep employees in Malaysia. The research highlights how things like company culture and how human resources are managed affect whether flexible work arrangements actually work. Together, these studies help us understand better how flexible work can help companies hold onto their employees in different situations. Kattenbach, Demerouti, and Nachreiner look at how flexible work hours affect how employees feel and how well they do their jobs. They find that being able to choose when to work helps people feel less tired and have fewer conflicts between work and personal life, but being forced to work at specific times doesn't help with these issues. Surprisingly, they didn't find a direct link between flexible hours and how well people do their jobs.



Hani Haddad, Nadin el Khatib, and Ahmad Ashaal studied what keeps bank employees motivated in a competitive market. They found that good pay and flexible work hours are key to keeping employees happy and committed. Sungjoo Choi's research looks at how working from home affects employees' intentions to leave their job, highlighting that support from managers and institutions can help reducing the turnover in organizations. Bontrager, M. Clinton, and Tyner discuss how hybrid work options and policies can enhance the balance work and employees personal life, especially after the COVID-19 pandemic, which can also reduce turnover. Kristen M. and stal discussed regarding the importance of addressing WLB to retain employees. Ni Made Anggi Lutfiani Putri Windia and colleagues found that flexible work, supervisor support, and employee engagement are crucial in reducing the turnover intention among female auditors in Jakarta. These studies collectively show that good compensation, flexible work arrangements, and addressing work-life balance are important for keeping employees satisfied and reducing turnover. Sabiha Abid and Daro Khan Barech also highlight the benefits of flexible scheduling, noting it can increase efficiency and financial benefits for businesses. They argue that offering flexible options at all management levels in Pakistan is necessary to improve employee satisfaction and overall well-being.

Research Hypothesis

Interaction with Demands in job, Job Resources, and Individual Coping Strategies of employee with their Work satisfaction

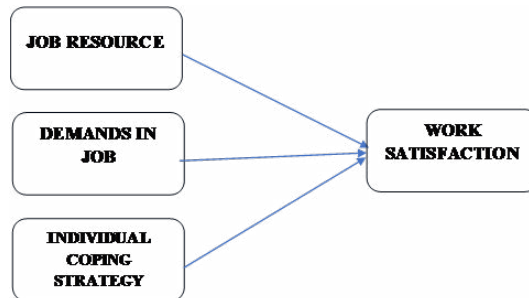
- Hypothesis 1 (H_1): Higher Demands in jobs are associated with the decreasing in levels of Work satisfaction.
- Hypothesis 2 (H_2): Increased job resources lead to higher Work satisfaction among employees.
- Hypothesis 3 (H_3): Effective personal coping strategies can lessen the adverse influence of demands in work place on Work satisfaction

Interaction with Demands in job, Job Resources, and Individual Coping Strategies of employee with Retention of employees

- Hypothesis 4 (H_4): Higher Demands in jobs are positively related to employee turnover intention.
- Hypothesis 5 (H_5): Access to job resources decreases employee turnover intention.
- Hypothesis 6 (H_6): Effective individual coping strategies buffer the impact of high Demands in jobs on turnover intention.

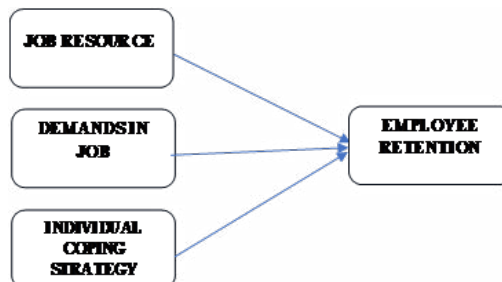
Research Model-1

This study examines how JD (Demands in work area) , job resources, and coping strategies changes Work satisfaction. Demands in jobs include the physical, mental, and emotional efforts required by the job. Job resources are the supportive factors that help employees achieve their goals and reduce stress. Coping strategies are the ways individuals manage workplace stress. Using the JD-R framework, this provides insights regarding in what ways these elements influence burnout, Work satisfaction, health, and life satisfaction. By applying confirmatory factor analysis, the research aims to reveal how Demands in jobs, job resources, and coping strategies interact to affect Work satisfaction, providing insights for personalized stress management approaches.



Research Model -2

This study introduces a new theoretical framework to explore what influences employee retention in modern work settings, especially remote and hybrid environments. Based on JD-R Structure, the research looks at how demands in job, job resources, and personal coping strategies together affect employee retention. By studying the connections between these factors, this research aims to provide insights on improving employee retention in changing work conditions, supporting organizational resilience and employee well-being.



Research Methodology

This study looks into what affects employee retention, focusing on Demands in jobs, job resources, coping strategies, and Work satisfaction. Using the famous JD-R structural model, it aims to understand how these factors are connected in modern work environments.

Sampling: A sample size of 280 participants is been recruited using a snowball sampling technique, ensuring diverse representation across industries and organizational backgrounds.

Data Collection: A survey questionnaire, employing a 5-point Likert scale, will gather data on Demands in jobs, resources, coping strategies, Work satisfaction, and retention intentions.

Analysis: Data is been analyzed using regression techniques in SPSS software to identify significant predictors of retention.

Research Result

Regression: Demands in Job, Job Resources and Individual Coping Strategies with Work Satisfaction

Hypothesis (H₀): Absence of significant relationship among the variables Demands in job, Job Resource, Individual Coping Strategies, and the dependent variable Work satisfaction.

Hypothesis (H₁): Presence of sign relationship between the variables Demands in job, Job Resource, Individual Coping Strategies, and the dependent variable Work satisfaction.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2773.393	3	924.464	134.308	.000b
	Residual	1899.750	276	6.883		
	Total	4673.143	279			
a. Dependent Variable: Work satisfaction						
b. Predictors: (Constant), Individual Coping Strategies, Demands in job, Job Resource						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	2.767	.986		2.805	.005
	Demands in job	-.016	.042	-.016	-.388	.698
	Job Resource	.543	.051	.528	10.617	.000
	Individual Coping Strategies	.334	.049	.330	6.801	.000
a. Dependent Variable: Work satisfaction						

Interpretation

The overall model substantially predicts Work satisfaction ($F(3, 276) = 134.308, p < 0.001$), indicating the presence of at least one influential predictor. However, Demands in job was found to be statistically non-significant ($p = 0.698$), suggesting it does not substantially affect Work satisfaction. Conversely, both Job Resources and Individual Coping Strategies emerged as significant predictors ($p < 0.001$). Higher levels of Job Resource correlated with increased Work satisfaction ($\beta = 0.528$), while greater utilization of Individual Coping Strategies was associated with higher Work satisfaction ($\beta = 0.330$). The intercept term was also significant ($p = 0.005$), indicating a baseline Work satisfaction level of 2.767. In summary, while Demands in job may not directly impact Work satisfaction, bolstering Job Resource availability and encouraging effective Individual Coping Strategies could notably enhance overall employee satisfaction within the organization.

Multiple Regression Equation

- Work satisfaction (Y)=2.767-0.016(Demands in job) + 0.543(Job Resource) + 0.334(Individual Coping Strategies)

Interpretations

- For every unit increase in Job Resource, Work satisfaction increases by 54.3%.
- For every unit increase in Individual Coping Strategies, Work satisfaction increases by 33.4%.

Regression: Demands in Jobs, Job Resources, and Individual Coping Strategies with Employee Retention

Hypothesis (H₀): Absence of relationship among variables Demands in job, Job Resource, Individual Coping Strategies, and the dependent variable Employee Retention.

Hypothesis (H₁): Presence of significant relationship among variables Demands in job, Job Resource, Individual Coping Strategies, and the dependent variable Employee Retention.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.559	2.7941

a. Predictors: (Constant), Individual Coping Strategies, Demands in job, Job Resource

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2789.366	3	929.789	119.096	.000b
	Residual	2154.744	276	7.807		
	Total	4944.111	279			

a. Dependent Variable: Employee Retention
b. Predictors: (Constant), Individual Coping Strategies, Demands in job, Job Resource

Coefficients ^a						
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			
1	(Constant)	4.574	1.051		4.354	.000
	Demands in job	-.111	.045	-.104	-2.470	.014
	Job Resource	.264	.054	.250	4.851	.000
	Individual Coping Strategies	.621	.052	.597	11.881	.000

a. Dependent Variable: Employee Retention

Interpretation

The overall model significantly predicts Employee Retention ($F(3, 276) = 119.096, p < 0.001$), indicating the presence of influential predictors. However, Demands in job was found to be statistically non-significant ($p = 0.014$), suggesting it has a limited effect on Employee Retention. Conversely, both Job Resources and Individual Coping Strategies emerged as significant predictors

($p < 0.001$). Increased Job Resource levels were linked with higher Employee Retention ($\beta = 0.264$), while greater utilization of Individual Coping Strategies correlated with increased Employee Retention ($\beta = 0.621$). The intercept term was also significant ($p = 0.000$), indicating a baseline Employee Retention level of 4.574. In summary, while Demands in job may not directly influence Employee Retention, enhancing Job Resource availability and promoting effective Individual Coping Strategies could significantly bolster overall employee retention within the organization.

Multiple Regression Equation

- Employee Retention (Y) = $4.574 - 0.111(\text{Demands in job}) + 0.264(\text{Job Resource}) + 0.621(\text{Individual Coping Strategies})$
- For every unit of increase in Job Resources, Employee Retention increases by 26.4%.
- For every unit of increase in Individual Coping Strategies, Employee Retention increases by 62.1%.

Discussion

Interaction with Demands in Jobs, Job Resources, and Individual Coping Strategies with Work Satisfaction

The results of this study suggest that work satisfaction is sustainably influenced, indicating the presence of influential predictors. However, demands in job was found to be statistically non-significant, suggesting it does not substantially affect Work satisfaction. Conversely, job resources and individual coping strategies emerged as significant predictors, with higher levels correlating with increased Work satisfaction. The intercept term was also significant, indicating a baseline Work satisfaction level. This suggests that while demands in job may not directly impact Work satisfaction, bolstering job resource availability and encouraging effective individual coping strategies could notably enhance overall employee satisfaction within the organization. These findings emphasize the importance of considering resources within the workplace and individual coping mechanisms in promoting a positive work environment and improving employee well-being. Such insights are critical for enhancing employee satisfaction and productivity in any setting.

Interaction with Demands in Jobs, Job Resources, and Individual Coping Strategies with Employee Retention

The study findings emphasize the pivotal role of various elements in forecasting employee retention within organizational contexts. While demands in job displayed a limited impact on employee retention, both job resources and individual coping strategies emerged as pivotal predictors. Elevated levels of job resources corresponded with heightened employee retention, underscoring the criticality of resource accessibility in nurturing a conducive workplace atmosphere. Similarly, the adoption of individual coping mechanisms positively correlated with employee retention, accentuating the importance of employees' adeptness in managing stressors and adversities effectively. These results emphasize the need for organizations to focus on increasing job resources and promoting effective coping strategies to improve employee retention. By prioritizing these areas, organizations can build a supportive work system that enhances employee retention that leads to greater organizational success.

Conclusion

The study shows that while demands in jobs have a limited direct effect, job resources and personal coping strategies greatly influence Work satisfaction and employee retention. Having ample job resources leads to higher satisfaction and retention, highlighting the importance of resource

availability. Effective coping strategies also improve satisfaction and retention, emphasizing the value of managing stress well. These findings suggest that organizations should focus on increasing job resources and encouraging effective coping strategies to create a supportive work environment. This strategy not only boosts satisfaction and employee tenure but also plays a significant role in the overall prosperity of the organization. Integrating these insights into organizational policies can establish workplaces that foster employee well-being and cultivate an environment conducive to sustained success.

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