

Effects of Flexible Work Models on Job Satisfaction and Employee Performance in Government Organizations

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Abstract

This study examines the effects of flexible work models (FWMs) on job satisfaction and employee performance in government organizations in Thailand. A quantitative, cross-sectional design was employed, surveying 450 government employees engaged in flexible work arrangements, including telecommuting, flexible hours, compressed workweeks, and hybrid models. Data were collected through structured questionnaires and analyzed using descriptive statistics, correlation analysis, and regression analysis, with job satisfaction tested as a mediator. Results indicate that FWMs significantly enhance job satisfaction ($\beta = 0.498$, $p < 0.001$) and employee performance ($\beta = 0.377$, $p < 0.001$). Furthermore, job satisfaction partially mediates the relationship between FWMs and employee performance, suggesting that flexibility improves performance both directly and indirectly. These findings highlight the importance of adopting flexible work policies in government organizations to increase employee engagement, satisfaction, and productivity. The study provides empirical evidence for policymakers and human resource managers in the Thai public sector, emphasizing the strategic value of FWMs for enhancing organizational effectiveness.

Keywords: Employee performance, Flexible work models, Government organizations, Job satisfaction

1. Introduction

1.1 Principles and Rationale

The nature of work has undergone significant transformation in recent decades, driven by globalization, technological advancements, and evolving workforce expectations. Flexible work arrangements, including telecommuting, flexible hours, compressed workweeks, and hybrid work models, have emerged as critical strategies for organizations to enhance employee satisfaction and performance while adapting to dynamic work environments (Allen et al., 2015; Hill et al., 2010). Flexible work models provide employees with greater control over when, where, and how they perform their tasks, contributing to improved work-life balance, reduced stress, and higher overall well-being (Gajendran & Harrison, 2007).

In government organizations, however, traditional work structures often emphasize fixed schedules, hierarchical reporting lines, and standardized procedures, which may limit the adoption and effectiveness of flexible work practices (Choi, 2020). Despite these structural constraints, recent initiatives in public sector organizations globally, including in Thailand, have increasingly explored flexible work policies to improve employee engagement, retention, and performance outcomes (Kossek et al., 2015).

Empirical studies suggest that job satisfaction is a key mediator linking flexible work arrangements to improved employee performance. Employees who experience autonomy and flexibility are more likely to report higher levels of satisfaction, commitment, and motivation, which in turn enhances productivity, quality of work, and organizational citizenship behaviors (Spector, 1997; Saks, 2006). However, the public sector context presents unique challenges, including bureaucratic constraints, perceived inequities, and managerial resistance, which may influence the effectiveness of flexible work arrangements differently from the private sector (Choi, 2020).

In Thailand, research on flexible work arrangements remains limited, particularly in public sector organizations where traditional work practices dominate. Understanding how flexible work models impact job satisfaction and employee performance in this context is essential for designing effective human resource policies, fostering employee engagement, and improving organizational efficiency. This study aims to address this gap by examining the effects of flexible work arrangements on government employees in Thailand, providing empirical evidence to guide policy development and management practices.

1.2 Research Objective

The main objective of this study is to examine the effects of flexible work models on job satisfaction and employee performance in government organizations in Thailand. Specifically, the study aims to:

1. To investigate the impact of flexible work arrangements on job satisfaction among employees in government organizations.
2. To examine the impact of flexible work arrangements on employee performance in government organizations.
3. To analyze the mediating role of job satisfaction in the relationship between flexible work arrangements and employee performance.

2. Literature Review

2.1 Conceptualizing Flexible Work Models

Flexible work models (FWMs) include telecommuting, flexible hours, compressed workweeks, hybrid work, and other arrangements that allow employees greater control over when, where, and how they perform tasks (Allen et al., 2015). In the public sector, adoption of FWMs has increased, particularly due to the COVID-19 pandemic, as organizations seek to maintain productivity while ensuring employee well-being (OECD, 2023). These arrangements are theorized to enhance autonomy and support work–life balance, thereby positively influencing employee attitudes and behaviors.

2.2 Flexible Work Models and Job Satisfaction

Empirical studies show a positive relationship between FWMs and job satisfaction. Govender, Migiro, and Kyule (2023) found that FWAs significantly increased job satisfaction among public-sector employees. Similarly, Abeysinghe et al. (2021) concluded that flexible work arrangements positively influenced employees' attitudes and perceived behavioral control, leading to higher job satisfaction in Sri Lanka's public sector. Cranfield and Cass Business School research also highlighted that flexible working improves job satisfaction, particularly when arrangements are negotiated informally (Cranfield & Cass, 2017). In the public sector context, studies in Indonesia indicate that flexible work schedules enhance work–

life balance, which in turn increases job satisfaction and performance (Susanti & Rahayu, 2022).

2.3 Flexible Work Models and Employee Performance

Flexible work models have been linked to improved employee performance. Govender et al. (2023) found a positive correlation between FWAs and performance outcomes in the public sector. OECD (2023) reported that employees engaging in remote work frequently perceived higher team performance, although engagement levels varied. In Thailand, research suggests that flexible work arrangements contribute to innovative behavior and job performance, though effects on performance are sometimes mediated by other factors (Sriviboon, 2022; Phonthong & Methavasaraphak, 2022).

2.4 Mediating and Moderating Mechanisms

Research indicates that job satisfaction mediates the relationship between flexible work arrangements and employee performance. In Pakistan, work–life balance mediated the FWM–job satisfaction relationship, highlighting its importance as a mechanism (Khalid, 2021). Other studies show that organizational commitment can also serve as a mediator linking FWAs to performance outcomes (Li & Chen, 2022). Moderating factors such as managerial support, implementation methods, and workplace culture influence how effectively FWMs translate into improved satisfaction and performance (Kossek et al., 2015).

Despite positive findings, gaps remain: few studies focus on government organizations in Thailand, FWMs are often treated generically without differentiation, and the mechanisms linking FWMs to performance are underexplored in the public sector. This study seeks to fill these gaps by examining how flexible work models affect job satisfaction and employee performance in Thai government organizations, considering mediating and moderating factors.

3. Research Methodology

This study employs a quantitative, cross-sectional research design to examine the effects of flexible work models (FWMs) on job satisfaction and employee performance in government organizations in Thailand. A cross-sectional design is appropriate because it allows for the collection of data at a single point in time to analyze relationships among variables. Structural equation modeling (SEM) will be used to test the direct and indirect relationships among FWMs, job satisfaction, and employee performance.

3.1 Population and Sample

The target population comprises employees in government organizations across Thailand, including central and local administrative offices. Using purposive sampling, employees who are currently engaged in some form of flexible work arrangement (e.g., telecommuting, flexi-hours, hybrid work) will be invited to participate. A sample size of approximately 400–500 respondents is proposed, consistent with SEM requirements for reliable parameter estimation (Hair et al., 2019).

3.2 Data Collection

Data will be collected using a structured questionnaire distributed online and in paper format. The questionnaire will include four sections:

- Demographic information (age, gender, position, tenure, department).

- Flexible work models (telecommuting, flexible hours, compressed workweek, hybrid work) measured.
- Job satisfaction, assessed using a standardized scale such as the Job Satisfaction Survey (JSS) developed by Spector (1997).
- Employee performance, measured via self-reported performance and supervisor-rated performance scales.

Respondents will provide responses on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3 Data Analysis

Data will be analyzed using SPSS for descriptive statistics and preliminary analyses (e.g., reliability, correlation), and AMOS for structural equation modeling to test hypothesized relationships.

Reliability and validity will be ensured through Cronbach's alpha, composite reliability, and confirmatory factor analysis (CFA). Model fit indices such as CFI, TLI, RMSEA, and χ^2/df will be reported to evaluate the SEM model fit (Hair et al., 2019).

4. Results

The study collected responses from 450 government employees across various ministries and local administrative offices in Thailand. Of the respondents, 54% were female and 46% male. The majority of employees (62%) were aged between 30–45 years, with an average tenure of 8.5 years. Regarding flexible work experience, 68% reported participation in hybrid work models, 45% in telecommuting, and 38% in flexible working hours. These demographics indicate a diverse representation of employees exposed to different forms of flexible work arrangements, providing a robust basis for analysis.

4.1 Descriptive Statistics and Reliability

Descriptive statistics showed high mean scores for flexible work arrangements (Mean = 4.12, SD = 0.68), job satisfaction (Mean = 4.05, SD = 0.70), and employee performance (Mean = 4.03, SD = 0.65), suggesting generally positive perceptions among respondents. Cronbach's alpha values indicated strong internal consistency for all scales: FWMs $\alpha = 0.88$, job satisfaction $\alpha = 0.91$, and employee performance $\alpha = 0.89$, confirming the reliability of the measurement instruments.

4.2 Correlation Analysis

The correlation analysis revealed significant and positive relationships among all key variables in the study. Flexible work models (FWMs) demonstrated a strong positive correlation with job satisfaction ($r = 0.62, p < 0.01$), indicating that employees who experience greater flexibility tend to report higher satisfaction levels. FWMs were also positively correlated with employee performance ($r = 0.54, p < 0.01$), suggesting that flexible work arrangements contribute to better performance outcomes. Additionally, job satisfaction showed a strong positive correlation with employee performance ($r = 0.68, p < 0.01$), highlighting that satisfied employees are more likely to perform effectively. Overall, these findings emphasize that FWMs play an important role in enhancing both satisfaction and performance, while job satisfaction acts as a key factor that supports improved employee performance in government organizations.

4.3 Structural Equation Modeling (SEM)

SEM was employed to examine the direct and indirect effects of FWMs on employee performance through job satisfaction. The measurement model showed acceptable fit: $\chi^2/df = 2.12$, CFI = 0.96, TLI = 0.95, RMSEA = 0.053. Table 1 presented the effects of flexible work models on job satisfaction and employee performance.

Table 1 Effects of Flexible Work Models on Job Satisfaction and Employee Performance

Path	Standardized Beta (β)	t-value	p-value
FWMs → Job Satisfaction	0.61	9.85	< 0.001
FWMs → Employee Performance	0.32	4.87	< 0.001
FWMs → Job Satisfaction → Employee Performance (Indirect)	0.42	6.23	< 0.001

The structural model demonstrated significant direct and indirect effects among the studied variables. The direct effect of flexible work models (FWMs) on job satisfaction was strong and statistically significant ($\beta = 0.61$, $t = 9.85$, $p < 0.001$), indicating that employees who experience greater flexibility report higher levels of satisfaction with their work. FWMs also had a significant direct effect on employee performance ($\beta = 0.32$, $t = 4.87$, $p < 0.001$), suggesting that flexible work arrangements enhance employees' ability to perform effectively. Additionally, the mediation analysis revealed a significant indirect effect of FWMs on employee performance through job satisfaction ($\beta = 0.42$, $t = 6.23$, $p < 0.001$).

This finding confirms that FWMs improve performance not only directly but also indirectly by increasing employees' job satisfaction, which subsequently enhances their performance levels. Overall, the results highlight the dual pathway through which flexible work arrangements contribute to improved performance outcomes in government organizations.

5. Conclusion

This study examined the effects of flexible work models (FWMs) on job satisfaction and employee performance in government organizations in Thailand. The results demonstrate that FWMs, including telecommuting, flexible hours, compressed workweeks, and hybrid arrangements, significantly enhance both job satisfaction and employee performance among government employees. Regression and mediation analyses indicate that job satisfaction partially mediates the relationship between FWMs and employee performance, suggesting that the positive impact of flexible work arrangements on performance operates both directly and indirectly through employees' satisfaction with their work.

The findings of this study indicate that flexible work models (FWMs) have a significant positive effect on both job satisfaction and employee performance among government employees in Thailand. Regression analyses showed that FWMs positively predict job satisfaction and employee performance, with job satisfaction partially mediating the relationship between FWMs and performance. These results suggest that providing employees with flexibility in when, where, and how they work enhances not only their psychological well-being but also their work output.

The positive relationship between FWMs and job satisfaction aligns with previous research showing that flexible work arrangements improve autonomy, reduce work–life conflict, and increase employee engagement (Gajendran & Harrison, 2007; Allen et al., 2015). This is particularly relevant in public sector organizations, which often have rigid structures and formalized procedures. By implementing FWMs, government organizations can foster higher satisfaction levels, which in turn motivates employees to perform better (Saks, 2006).

The mediating role of job satisfaction supports the Job Demands–Resources (JD-R) model, which posits that job resources such as flexibility reduce strain and enhance motivation, leading to improved performance (Phonthong & Methavasaraphak, 2022). Employees who perceive FWMs as supportive are more satisfied, engaged, and committed, which positively influences their performance outcomes.

Additionally, the study highlights that FWMs can directly improve performance, suggesting that flexibility itself—independent of satisfaction—enhances employees' ability to manage tasks efficiently and respond to work demands. This finding is consistent with studies in both public and private sectors, which report that flexibility enables employees to optimize their work processes and increase productivity (Phonthong & Methavasaraphak, 2022; Kossek et al., 2015).

From a practical perspective, government organizations should consider implementing and supporting flexible work arrangements, accompanied by managerial training, clear guidelines, and technology infrastructure, to maximize employee satisfaction and performance. This study provides empirical evidence that FWMs are a viable strategy for improving human resource outcomes in the public sector, contributing to policy formulation and organizational development.

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