



A ROBUST ANALYSIS OF MULTINATIONAL COMPANIES FLEXIBLE WORKING CONDITION AND JOB SATISFACTION

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Abstract:

In this research work examines the connection between flexible work arrangements and how they affect productivity and job satisfaction among employees. Organizations are embracing flexible work arrangements, including shorter workweeks, flexi time, and remote work, more often as a result of the changing nature of work. The study investigates the effects of these flexible circumstances on workers in a variety of sectors and organizational contexts, drawing on prior research as well as empirical studies. It concludes that increased autonomy, work-life balance, and productivity are some of the ways in which flexible working arrangements may improve output and job satisfaction. Greater job satisfaction is fostered by remote work because it offers greater flexibility, and better performance is achieved when individuals may customize their work schedules to suit their preferences. Additionally, reduced workweeks provide workers with longer vacation times, which enhance wellbeing and job satisfaction. Nonetheless, issues like poor communication and trouble preserving work-life balance must be addressed. In summary, this research emphasizes how crucial it is to strategically establish and manage flexible work policies in order to optimize their positive effects on both corporate performance and employee well-being.

Keywords: Flexible, working condition, job, Satisfaction, work life balance, work from home.

Introduction

The Flexible working conditions have gained significant attention in recent years as organizations strive to create a more conducive and inclusive work environment. Traditionally, employees were expected to adhere to rigid schedules and work within the confines of a traditional office setting. However, with advancements in technology and a changing workforce dynamic, the concept of flexible working has emerged as a viable alternative.

Flexible working conditions refer to arrangements that allow employees to have more control over their working hours, work location, or work patterns [9]. These arrangements may include telecommuting, flextime, compressed workweeks, or job sharing. Such flexibility enables individuals to balance their personal and professional lives more effectively, leading to potential benefits for both employees and organizations [20].

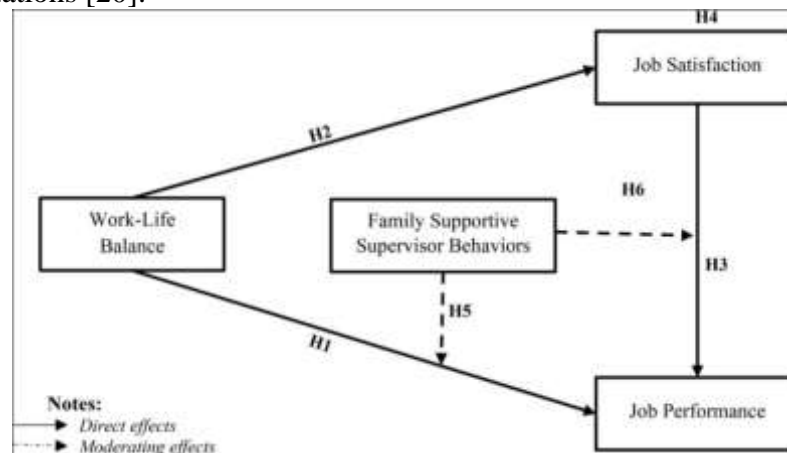


Fig.1 Job Satisfaction and Job Performance

This essay aims to explore the impact of flexible working conditions on employee performance



and job satisfaction. By analyzing relevant research findings and case studies, we will examine how flexible work arrangements can influence employee productivity, engagement, and overall job satisfaction. Furthermore, we will discuss the potential challenges and drawbacks associated with flexible working conditions and highlight strategies for effectively implementing and managing such arrangements.

Understanding the relationship between flexible working conditions, performance, and job satisfaction is crucial for organizations seeking to optimize their workforce and create a positive work environment [10]. As more companies recognize the value of accommodating diverse work styles and individual needs, it becomes essential to evaluate the benefits and potential drawbacks of flexible working arrangements in order to make informed decisions that promote both employee well-being and organizational success.

The environment is man's immediate surrounding which he manipulates for his existence [11]. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Flexible working condition affects how employees in an organization interact, perform tasks, and are led. Flexible working condition as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and performance level. The physical workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of flexible working condition studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace performance, they are lighting, ventilation rates, access to natural light and acoustic environment (Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glen cross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on worker's/people's physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviors, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998).

Job satisfaction is defined as the effective orientation that an employee has towards his or her work (Saari,&Judge.2004).It describes the feelings or preference of individuals regarding work. Job satisfaction is a very important component to employees in any organization (Frank & Vecera, 2008) Many researchers and administrators have noticed the importance of job satisfaction on a variety of organizational variables (Kreisman, 2002). Dissatisfied employees are likely to leave their jobs, thus understanding of employee job satisfaction and its contributing variable are important for any organization to exist and prosper (Majidi,2010). Similarly Oplatka & Mimon, (2008) noted that the principal reason as to why job satisfaction is to extensively researched is that it relates to significant association with life satisfaction (Buitendach & Dewitte, 2005), organizational commitment (Cullinah, 2005) and job performance (Buitendanch & Dewitte, 2005).



2. Objective

The objective of this research is to investigate the impact of flexible working conditions on employee performance and job satisfaction [8]. Specifically, the research aims to:

- Study to determine whether flexible work alternatives (e.g., remote work, reduced workweeks) positively or negatively affect employee performance. It will examine if self-scheduling helps workers meet their objectives and stay productive.
- The research will examine if flexible working arrangements increase job satisfaction among workers. It will examine how workplace flexibility influences job satisfaction, work-life balance, and organizational support.
- Offer advice for companies: The research intends to help firms create and manage flexible working circumstances based on its results. It will provide ways to create a friendly and flexible workplace that boosts performance and job happiness.

By examining the impact of flexible working conditions on employee performance and job satisfaction, this study aims to contribute to the understanding of how organizations can optimize their work arrangements to meet the needs of their employees and ultimately improve organizational outcomes.

3. Literature Survey

Martina Hartner-Tiefenthaler et.al (2023) “The double-edged sword of online access to work tools outside work: The relationship with flexible working, work interrupting nonwork behaviors and job satisfaction” We conclude that OAWT is a double-edged sword. We found that OAWT increases work satisfaction by increasing flexibility. However, needed flexibility adversely impacts job satisfaction and favorably impacts work interrupting nonwork activities. We found that OAWT strengthens the beneficial connection between necessary temporal flexibility and work-interrupting nonwork activities. But it also mitigates the unfavorable link between work satisfaction and necessary temporal flexibility. We must closely evaluate the usage of ICTs for work outside of work hours. OAWT enhances the link between needed temporal availability and work-interrupting nonwork activities while helping workers deal with flexibility. This is especially important when creating company flexible working practices. Structural preventative techniques are often better than behavioral ones, however limiting OAWT limits boundary control, which may diminish employee autonomy. Boundary management mitigates the detrimental link between ICT demands and work ruminations after work. We recommend an open conversation regarding necessary temporal flexibility in businesses, since restricting OAWT might reduce its benefits for coping with flexibility [1].

Nemanja Berber et.al (2022) “The Mediating Role of Job Satisfaction in the Relationship between FWAs and Turnover Intentions” This study demonstrates FWAs may minimize company personnel turnover. This is important since most companies today list talent shortages, occupational stress, and high employee turnover as their major HRM issues. More flexibility in how, when, and where employees work boosts happiness, decreases stress, and lowers attrition. FWAs cannot accomplish this separately. Effective leadership, organizational culture, and HRM procedures impact employee happiness and turnover. Firms should assess, plan, and establish FWAs for employees as a retention tool. This is vital during emerging difficulties like the COVID-19 pandemic, which has enlarged virtual labor, digital firm and digital strategies, and teleworking. FWAs, job satisfaction, and turnover intentions in Serbia have never been researched using this method and data analysis. This article may be used to create and implement flexible working program ideas to increase HR outcomes including job satisfaction and company retention. Growing understanding of how job satisfaction impacts workers' perception of flexible working alternatives and turnover intentions has major theoretical implications. All three constructs are studied independently without mediation analysis by Azar et al. [16]. This study indicated that job satisfaction mediates the expected connection, corroborating earlier studies [16] and social interchange. The study adds to the data on FWAs' impacts on job satisfaction, turnover intentions, and relationships. This study may have downsides. Sample size matters. A small sample of 219 workers, however Smart PLS proved it was adequate to produce results



and check data quality. PLS-SEM accepted 219 responses because they met the ten-times rule: “ten times the largest number of inner model paths directed at a particular construct in the inner model”. The authors did not adjust for gender, age, or corporate sector, which may provide fascinating results. In future research, age, marital status, family status, gender, and other control characteristics may be valuable moderators. Managers implementing FWAs organizationally will understand the practical effects [2].

Austin-Egole et.al (2022) “Flexible Working Arrangements (Fwas) And Organizational Performance: An Empirical Comparative Analysis Of Production Companies” Globalization have brought changes in work trends and business practices with their attendant effects on organizational performance. This study has revealed that though some flexible work arrangements like flexitime and shift are yet to be put into practice in the organizations of study, employees of the organizations agree that its inculcation will enhance organizational performance. Thus, the study has added more credence to the research of other scholars, that flexible work arrangements have the potential of improving organizational performance if imbibed. In order for organizations to succeed, it is important that they invest in man and not in just a plan. Thus organizations should be mindful about the interest of their employees at all times to ensure that they have a choice in certain issues concerning them in the organization like their work-time and benefits. This, according to the self-determination theory, will give them the feeling that they have a relative measure of control over their affairs and motivate them for improved organizational performance. It is believed that this will make employees more satisfied with the organization, sustain organizational performance and increase profit [3].

Wasaf Inayat et.al (2021) “A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations, Peshawar” The study was conducted to find out the link between job satisfaction and performance of employees working in private organizations of Peshawar, Pakistan. While studying the relationship of job satisfaction with different variables such as qualification, gender, occupation, family system, and marital status, it is concluded that job satisfaction has no significant association with gender, qualification, and family system, as well as marital status. It is determined from the study that job satisfaction is significantly correlated with the occupation of employees. Hence, medical doctors are more satisfied in their jobs as compared to teachers and bankers. Furthermore, it is also concluded from the above results that the performance of satisfied employees is superior as compared to dissatisfied employees. Hence, the above results suggested that in order to improve the performance of employees such as quality of work, productivity, and leadership qualities, organizations should consider obvious factors of job satisfaction [4].

Aris Setiyani et.al (2019) “The Effect of Work Environment on Flexible Working Hours, Employee Engagement and Employee Motivation” Work environment have an influence on employee motivation and employee engagement. This means that good work environment can improve employee motivation and employee engagement for Y millenials generations. Employee motivation has the effect of mediating the relationship between work environments on employee engagement. Flexible working hours have an influence on employee motivation and employee engagement. This means that if the company applies flexible working hours, can improve employee motivation and employee engagement for Y millennia’s generations. Employee motivations have an effect of mediating the relationship between flexible working hours on employee engagement [5].

Sabiha Abid et.al (2017) “The Impact Of Flexible Working Hours On The Employees Performance” FWAs demonstrate that not all arrangements work, thus organizations must be adaptable. Flexible work options let workers balance work, life, and duties. Efficiency boosts corporate and career progress. We also discovered that flexible work hours improve productivity, performance, and work-life balance. These findings show that CEOs may know more about flexibility than medium and lower-level workers. Employees want flexible work but prefer other possibilities, according to the report. Executives understand flexi work arrangements better than middle and lower management, according to this poll. Most respondents claimed they would work for money anytime. Our results suggest Pakistan still desires flexible working hours, but we need to generalize and educate



management. Since employee happiness keeps customers, the company is responsible for their happiness and success. The corporation must provide a positive work environment for employees [6].

Aleksandra Wilczyn'ska et.al (2016) "Employment Flexibility and Job Security as Determinants of Job Satisfaction: The Case of Polish Knowledge Workers" A number of empirical studies have shown a positive influence of employment stability on job satisfaction. Employment stability, usually measured by the type of contract an individual has, may affect one's job satisfaction directly, as well as through its impact on other relative variables, such as job security, since a stable position seems to bring individuals a sense of security. The aim of our research is to investigate the relationships between job security, employment stability and job satisfaction of workers in Poland. In the study, we strive to show how these factors impact knowledge workers and other workers differently. In order to conduct analysis, we propose two logistic models, separate for these two groups, with job satisfaction as a dependent variable and type of contract and three items denoting different dimensions of job insecurity: an insecure source of income, too many duties to cope with and being treated unjustly at the workplace, as independent variables. The robustness of the models has been defended by the introduction of the time dimension. The results show that job insecurity is the most influential factor in the model of job satisfaction for all employees. However, this impact differs depending on the employment arrangements. Flexible workers are much more vulnerable to job insecurities in terms of job satisfaction. Another finding is that the job satisfaction of knowledge workers is more influenced by job security [7].

4. Methodology

4.1. Practical Implications

Flexible working conditions, such as telecommuting, flexible hours, and remote work, have gained significant popularity in recent years. These arrangements provide employees with greater control over their work schedules and locations [12]. The impact of flexible working conditions on performance and job satisfaction can have practical implications for both organizations and employees. Let's explore these implications further:

- **Improved work-life balance:** Flexible working conditions allow employees to better balance their work and personal lives. They can schedule work hours around personal commitments, resulting in reduced stress and improved job satisfaction [21]. As a practical implication, organizations that offer flexible working conditions are more likely to attract and retain top talent.
- **Increased productivity:** Research suggests that flexible working conditions can boost employee productivity. By eliminating commute time and providing a more comfortable work environment, employees may experience fewer distractions and have the opportunity to focus on tasks more effectively [13]. The practical implication is that organizations can benefit from higher productivity levels, leading to increased output and efficiency.
- **Enhanced job satisfaction and morale:** Flexible working conditions are often associated with higher levels of job satisfaction. When employees have the autonomy to choose when and where they work, they feel trusted and valued by their organization [15]. This sense of empowerment can result in improved morale and job satisfaction, leading to reduced turnover rates and increased employee loyalty.
- **Better employee well-being:** Flexible working conditions can positively impact employee well-being. The ability to work from home or adjust work hours can reduce stress levels, improve mental health, and promote a healthier work-life integration. Organizations that prioritize employee well-being through flexible arrangements may experience lower absenteeism and fewer health-related issues, resulting in cost savings.
- **Increased employee engagement:** When employees have more control over their work arrangements, they are more likely to be engaged in their work [22]. Flexible working conditions enable employees to align their work with their individual preferences and needs, leading to increased motivation and engagement. This practical implication can result in higher levels of



creativity, innovation, and overall job performance.

- Communication and collaboration challenges: While flexible working conditions offer numerous benefits, they can also present challenges in terms of communication and collaboration. When employees work remotely or have different schedules, effective communication becomes crucial [14]. Organizations need to implement suitable communication tools and establish clear guidelines to ensure smooth collaboration among team members.
- Managerial considerations: Implementing flexible working conditions requires effective management and supervision. Managers need to establish clear expectations, set goals, and regularly communicate with their remote or flexible employees. They should focus on outcomes rather than micromanaging work processes [23]. Training managers on how to effectively lead and support flexible teams is essential to ensure successful implementation.

Flexible working conditions have practical implications for both organizations and employees. By providing work-life balance, increasing productivity, enhancing job satisfaction, promoting employee well-being, and fostering engagement, organizations can reap the benefits of a flexible work environment [16]. However, organizations must also address communication challenges and provide adequate managerial support to ensure the success of flexible working arrangements.

4.2 Implications of theory

Flexible working conditions refer to arrangements that allow employees to have greater control over when, where, and how they work. This can include options such as flexible working hours, telecommuting, job sharing, and compressed workweeks [18]. The impact of flexible working conditions on performance and job satisfaction can vary depending on various factors, but there are several implications supported by relevant theories and research.

- Job Demands-Resources Model: The Job Demands-Resources (JD-R) model suggests that job demands and resources can affect employee well-being and performance. Flexible working conditions can be seen as a resource that provides employees with autonomy and control over their work, reducing job demands and enhancing job resources. This can lead to increased job satisfaction and improved performance as employees experience greater work-life balance and reduced stress levels.
- Self-Determination Theory: Self-Determination Theory (SDT) posits that individuals have innate psychological needs for autonomy, competence, and relatedness. Flexible working conditions align with the need for autonomy, allowing employees to have greater control over their work schedule and environment. When these needs are met, employees are more likely to experience higher levels of job satisfaction and intrinsic motivation, leading to improved performance.
- Social Exchange Theory: Social Exchange Theory suggests that the quality of the employee-employer relationship influences job satisfaction and performance. Offering flexible working conditions can be seen as a demonstration of trust and support from the employer, fostering a positive exchange relationship. In return, employees may feel more committed, engaged, and satisfied with their job, resulting in increased performance.
- Job Crafting Theory: Job crafting refers to the active modification of one's job to align with personal preferences and strengths. Flexible working conditions provide employees with the opportunity to craft their job by adjusting their work schedule or location to better suit their individual needs and preferences [24]. When employees have the freedom to shape their work, they are more likely to experience increased job satisfaction and engagement, which can positively impact their performance.
- Work-Life Balance Theory: Flexible working conditions are closely associated with work-life balance, which refers to the ability to effectively manage work and personal life demands [26]. When employees are able to balance their work and personal responsibilities through flexible arrangements, they experience reduced work-life conflict, improved well-being, and increased job satisfaction. This, in turn, can lead to higher levels of commitment and productivity.



It is important to note that the impact of flexible working conditions on performance and job satisfaction may vary depending on individual preferences, job characteristics, and organizational contexts [17]. While many studies suggest positive outcomes, it is essential for organizations to consider the specific needs and challenges of their employees when implementing flexible working conditions to ensure optimal performance and job satisfaction.

4.3 Limitations

Flexible working conditions, such as remote work, flextime, and compressed workweeks, has gained significant popularity in recent years. These arrangements provide employees with more control over their work schedules, allowing them to balance personal and professional commitments more effectively [25]. While flexible working conditions offer numerous benefits, there are also limitations to consider. Additionally, further research and exploration are needed to fully understand their impact on performance and job satisfaction.

Limitations of Flexible Working Conditions:

- **Communication and Collaboration Challenges:** Flexible working conditions can hinder effective communication and collaboration among team members. Physical distance and time zone differences may lead to delayed responses, difficulty in scheduling meetings, and reduced face-to-face interaction, impacting teamwork and coordination.
- **Reduced Social Interaction:** Traditional office environments foster social interaction and a sense of community among employees. Flexible working conditions, especially remote work, can result in feelings of isolation and reduced opportunities for casual interactions, which may impact employee engagement and satisfaction.
- **Blurred Work-Life Boundaries:** While flexible working conditions aim to enhance work-life balance, they can also blur the boundaries between personal and professional life. Without clear separation, employees may find it challenging to disconnect from work, leading to increased stress and potential burnout.
- **Lack of Access to Resources:** Remote workers or those on flexible schedules may face limitations in accessing necessary resources, such as specialized equipment, software, or documents. This could potentially hinder productivity and limit certain job tasks.

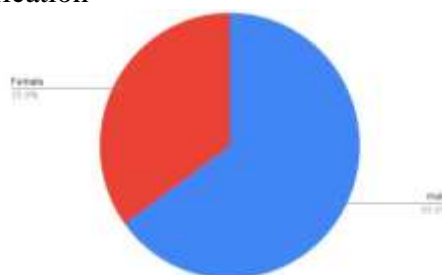
Monitoring and Performance Evaluation: Assessing the performance of employees in flexible working conditions can be challenging for managers [19]. Without direct supervision, evaluating productivity and ensuring accountability becomes more complex.

5. Analysis

Table 5.1: Gender Wise Classification

GENDER	No. of Respondents	Percentage (%)
Male	39	65
Female	21	35
Total	60	100

Figure 5.1: Gender Wise Classification



Interpretation: The above figure 5.1 show that most respondent in male category 65% and few come under female category 35%.

Table 5.2: Age Wise Classification

AGE	No. of Respondents	Percentage (%)
Below 20	7	11.5
20 - 30	40	66.7
30 - 40	7	11.7
40 - 50	5	8.3
Above 50	1	1.7
Total	60	100

Figure 5.2: Age Wise Classification

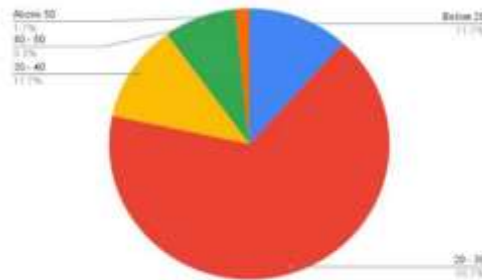
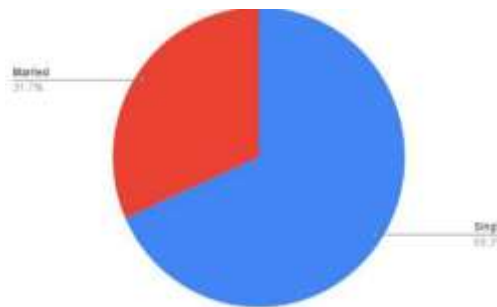


Table 5.3: Classification On The Basis Of Martial Status

MARTIAL STATUS	No. of Respondents	Percentage (%)
Single	41	68.3
Married	19	31.7
Total	60	100

Figure 5.3: Classification On The Basis Of Martial Status

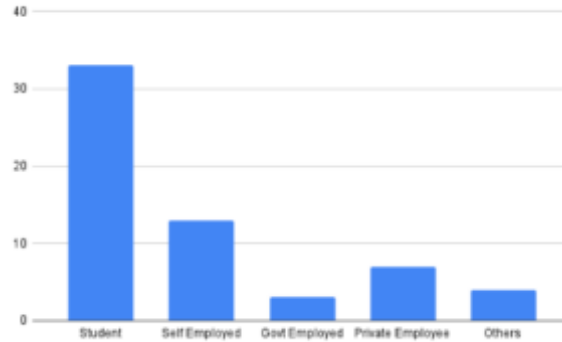


Interpretation: The above figure 5.3 shows that most respondent in category Single [68.3%] and few come under category Married [31.7 %].

Table 5.4: Occupation Wise Classification

OCCUPATION	No. of Respondents	Percentage (%)
Student	33	55
Self Employed	13	21.7
Govt. Employee	3	5
Private Employee	7	11.7
Others	4	6.7
Total	60	100

Figure 5.4: Occupation Wise Classification

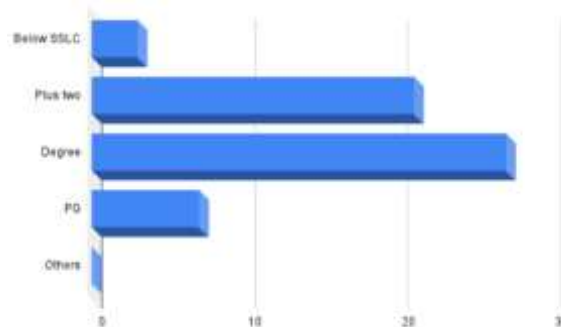


Interpretation: The above figure 5.4 shows that most respondent in Student category [35 %] and few come under Govt. Employee category [3 %].

Table 5.5: Classification On The Basis Of Educational Level

EDUCATIONAL LEVEL	No. of Respondents	Percentage (%)
Below SSLC	3	5
Plus two	21	35
Degree	27	45
PG	7	11.7
Others	0	0
Total	60	100

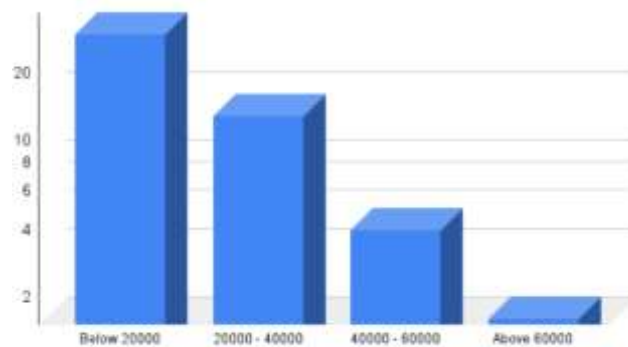
Figure 5.5: Classification On The Basis Of Educational Level



Interpretation: The above figure 5.5 shows that most respondent in Degree category [45 %] and few come under Govt. SSLC category [3.3 %].

Table 5.6: Classification under Annual Income

Annual Income	No. of Respondents	Percentage (%)
Below 20000	37	61.7
20000 - 40000	16	26.7
40000 – 60000	5	8.3
Above 60000	2	3.3
Total	60	100

**Figure 5.6:** Classification under Annual Income

Interpretation: The above figure 5.6 shows that most respondent in Below 20000 category [61.7 %] and few come under Govt. Above category [3.3 %].

6. Conclusion

The relationship between job satisfaction and flexible working arrangements highlights the dynamic interaction between possibilities and obstacles in modern workplaces. Flexible work schedules enable workers to balance work and personal obligations, promoting a feeling of independence and work-life balance that may increase job satisfaction. Furthermore, flexible working is seen as a beneficial resource for both people and companies due to the possibility of higher productivity and talent retention. But issues like poor communication, hazy work-life boundaries, and difficult performance reviews highlight the need for proactive management techniques. Organizations may lessen these difficulties and realize the full benefits of flexible work arrangements by emphasizing open lines of communication, putting in place strong rules, and cultivating an inclusive and trustworthy culture. In the end, companies may foster conditions where job satisfaction thrives by seizing the chances and resolving the obstacles, which will benefit both workers and the performance of the whole company.

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