Setareh Zafari, Martina Hartner-Tiefenthaler, Sabine Theresia Koeszegi*

Flexible Work and Work-related Outcomes: The Role of Perceived Organizational Alignment**

Abstract

Recent developments in information and communication technology have led to renewed interest in the impact of flexible work on work-related outcomes such as job satisfaction, organizational identification and work engagement. Although there is a vast amount of literature indicating the positive association between job autonomy and work-related outcomes, there has been little discussion about the contextual conditions that strengthen this relationship. This paper analyzes the role of perceived organizational alignment as a conditional factor and shows that autonomy alone cannot explain an organization's success in improving work-related outcomes. An analysis of online survey from 481 employees shows that the perceived organizational alignment moderates the positive effect of autonomy on work-related outcomes in the context of flexible work. For employees who perceive organizational alignment to be high, the positive relationships are strengthened for work engagement and organizational identification, but attenuated for job satisfaction. Theoretical and practical implications of these findings are discussed.

Keywords: flexible work, autonomy, perceived organizational alignment, work engagement, organizational identification, job satisfaction
(JEL: J28, J80, M15, M54, O33)

Introduction

There is a large body of literature indicating a strong and reliable association between job autonomy and work-related outcomes (e.g., Goñi-Legaz & Ollo-López, 2017; Cotti, Haley, & Miller, 2014; Taipale, Selander, Anttila & Nätti, 2011; Chung-Yan, 2010; Tangirala, & Ramanujam, 2008; Spector, 1986). In response, organizations have aimed to increase autonomy by granting flexible working to employees. Flexible working is characterized by the employees' autonomous choice about when and where to carry out work-related tasks (Harker Martin & MacDon-

* Univ. Ass. Setareh Zafari, MSc: Theresianumgasse 27, 1040 Vienna, Austria, E-Mail: setareh.zafari@tuwien.ac.at.
Mag. rer. nat., Dr. phil. Martina Hartner-Tiefenthaler: Theresianumgasse 27, 1040 Vienna, Austria, E-Mail: martina.hartner-tiefenthaler@tuwien.ac.at.
Univ.-Prof. Mag. Dr. Sabine Theresia Köszegi: Theresianumgasse 27, 1040 Vienna, Austria, E-Mail: sabine.koeszegi@tuwien.ac.at.

** Article submitted: December 21, 2017
Article accepted: December 20, 2018

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

nell, 2012; Need, Steijn & Gesthuizen, 2005; Procter, 2006; Smith, 1997). In the EU, 25% of employees worked flexitime and 18% worked flexiplace to some extent in 2015 (European Foundation for the Improvement of Living and Working Conditions, 2017). Despite its increasing prevalence (Allen, Golden, & Shockley, 2015), organizations such as Yahoo!, Best Buy, and Hewlett Packard which previously offered flexible work arrangements to their employees have recently banned or significantly limited it (Lavey-Heaton, 2014; DePass, 2016; Kessler, 2017; Tkaczyk, 2013). This indicates that offering flexible work to employees may be a double-edged sword. On the one hand, there is relatively clear evidence that flexible working increases employees' job satisfaction (Gajendran & Harrison, 2007). On the other hand, its effects on performance are less clear (De Menezes & Kelliher, 2011; 2017). Performance can deteriorate, but also increase and there are indications that flexible working is associated with work intensification (Kelliher & Anderson, 2010), which could lead to health impairments in the long run. These examples show that while flexible working is generally regarded as an opportunity, it also is accompanied by challenges and risks (Allen, Golden & Shockley, 2015; Morganson, Major, Oborn, Verive, Heean, 2010; Nienhueser, 2005; Mann & Holdsworth, 2003; Voß & Pongratz, 1998). Due to the increasing awareness of flexible work brought on by the media and new policies, organizations have to decide whether to offer flexible work arrangements to their employees and thus need to understand the contextual conditions under which flexible work leads to positive work-related outcomes. There is empirical evidence that organizations have to re-align their managerial control when implementing flexible work (Taskin & Edwards, 2007) and ensure that individuals' activities are coherent and aligned with organizational strategies. Building on this, we investigate contextual conditions that strengthen the positive relationship between autonomy of flexible work and work-related outcomes. This may help to explain the weak and inconsistent findings of studies that have investigated flexible work outcomes (Spreitzer, Cameron & Garrett, 2017; Golden & Fromen, 2011).

Using a sample of 481 employees from various organizations, we test the moderating role of perceived organizational alignment in the relationship between flexible work and work-related outcomes. Our study advances the understanding of flexible work in several ways. First, based on the commonly agreed positive effect of employees' autonomy in the context of flexible work (De Menezes & Kelliher, 2016; Gajendran & Harrison, 2007) we investigate boundary conditions such as the role of perceived organizational alignment and show that autonomy alone cannot explain an organization's success in improving work-related outcomes. Rather, it is important to align employees' behavior with the organizational goals and ensure that employees receive some form of guidance on how to use their resources. Our study enriches the discourse on flexible work with a fresh perspective by investigating contextual conditions of flexible work and offers practical implications for organizations.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Theory and Hypotheses

Flexible Work: Availability of Temporal and Spatial Flexibility

Digitalization is changing job profiles in fundamental ways by enabling employees to work anytime and anywhere. In this regard, increased access to smartphones, laptops and other applications of digital technologies has shown a considerable impact on labor markets (Ottosson, Matiaske & Fietze, 2017). Surveys in Germany and Austria, for example, show that one third of the working population already works regularly from home (Feuchtl, Hartner-Tiefenthaler & Koeszegi, 2015; BITKOM 2013). Flexible work is defined as opportunities for employees to autonomously decide to a certain extent when, where and for how long they will carry out work-related tasks (Hill, Grzywacz, Allen, Blanchard, Matz-Costa, Shulkin, & Pitt-Catsouphes, 2008).

Flexible work is a central part of recent work and organizational research (e.g. Allen, Golden, & Shockley, 2015; Spreitzer, Cameron, & Garrett, 2017; Wärzner, Hartner-Tiefenthaler, & Koeszegi, 2017) and is often negotiated via idiosyncratic deals between employer and employees (Gajendran, Harrison & Delaney-Klinger, 2015). It encompasses a variety of forms, such as temporal and/or spatial flexibility, control over work schedules, and reduced-load working. In this study we investigate both temporal and spatial flexible work practices. Temporal flexibility refers to flexibility regarding the period and duration of work, whereas spatial flexibility refers to employees' flexibility regarding where work is carried out (Harker Martin & MacDonnell, 2012; Procter, 2006; Need et al., 2005; Smith, 1997). Combining temporal and spatial flexibility is a particular characteristic of flexible work arrangements that benefits both the individual employees and the organizations (Kratzer & Sauer, 2003; Hill, Hawkins, Ferris & Weitzman, 2001).

Traditionally, flexible work in the sense of temporal and spatial flexibility was designed to provide benefits for employees to achieve an adequate work-life balance (Demerouti, Derks, ten Brummelhuis & Bakker, 2014; Kelliher & Anderson, 2010; Hill et al., 2008). Numerous studies show a positive association between flexible work arrangements and work-related outcomes (e.g. Almer & Kaplan, 2002; Cotti, Haley & Miller, 2014; Maxwell, Rankine, Bell & MacVicar 2007). For example, a meta-analysis by Harker Martin and MacDonnell (2012) found that teleworking has a positive effect on organizational commitment, retention, productivity and performance, and thus encouraged organizations to implement telework practices. Similarly, flextime positively influenced productivity, job satisfaction, and absenteeism (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Hill, Jacob, Shannon, Brennan, Blachard & Martinengo, 2008b), as it reduced work-family conflict and fostered work-family enrichment (Shockley & Allen 2007; Carlson, Grzywacz, & Michele Kacmar, 2010).

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Existing research shows that the mere availability of flexible work is more predictive for reducing work-family conflict than the actual use of it (Allen, Johnson, Kiburz & Shockley, 2013) thereby highlighting the importance of the employees' perceptions rather than the actual usage of flexible working arrangements. The underlying rationale behind the positive effects is the mediating effect of autonomy (Gajendran et al., 2015). Research shows that an increase in autonomy is a key source of the positive effects of flexible work (e.g. De Menezes & Kelliher, 2016; Gajendran & Harrison, 2007; Hackman & Oldman, 1975). Thus, employees working flexibly often enjoy a certain level of freedom on how to carry out their tasks, which in turn has a positive impact on work-related outcomes (Gajendran & Harrison, 2007). This argumentation is in line with social exchange theory (Blau, 1964). With sufficient autonomy employees can match their individual preferences regarding work hours and workplaces. In exchange for these possibilities, they express their gratitude through reciprocal behavior and increase their effort and contributions to the organization (Gajendran & Harrison, 2007; Costa, Sartori & Akerstedt, 2006).

Psychophysical studies have shown that flexible work hours and workplaces can also cause work intensification (Kelliher & Anderson, 2010). Allowing employees to work anywhere and anytime leads to the autonomy paradox, a tendency to work all the time from everywhere (Mazmanian, Orlikowski & Yates, 2013). This may cause flexible employees to feel pressure to intensify their work effort and lead to undesired outcome. For instance, working remotely can lead to employees feeling lonely or less engaged (Spreitzer et al., 2017). A study by Golden & Fromen (2011) found that employees with managers who worked remotely reported more negative work experiences than those with co-located managers. Furthermore, Eldridge and Nisar (2011) found less job security among employees using flexible work arrangements than their counterparts without flexible work arrangements. They assume that this variation may be due to differences in the types of employees experiencing job security. Thus, to understand under what conditions flexible work can be effectively implemented, we investigate the role of contextual conditions surrounding flexible work and argue that merely offering flexible work arrangements on the organizational level is not sufficient.

The Role of Contextual Conditions: Perceived Organizational Alignment

We propose that the meaning and effectiveness of flexible work depends on the wider context in which it is provided. The contextual variable investigated in this paper is employees' perception of organizational alignment which plays a key part in understanding the outcome of flexible work. We integrate employees' perceptions (in line with Allen & Peters, 2001; Poutsma, Van der Heijden, Bakker, & de Bruijn, 2014) of structural practices into our analysis, thereby paying close attention to employees' perceptions of organizational contexts and its determinant for organizational alignment rather than only concentrating on the formal organizational structure and its design. Furthermore, we extend the common perspective

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access -

that autonomy leads to positive work-related outcomes by itself (Gajendran, Harrison, and Delaney-Klinger, 2015) as we believe that perceived organizational alignment plays an important role in determining these positive outcomes, which has largely been neglected in the literature.

In order to exploit the full potential of flexible work, organizations should shape the surrounding contextual conditions accordingly. However, providing a context suitable for flexible work can be challenging. Only a few studies focus primarily on organizational contexts for flexible employees. One seminal study in this area is the work of Kietzmann et al. (2013) which developed two dimensions, individual discretion and organizational alignment, for examining the context of mobile work (Kietzmann, Plangger, Eaton, Heilgenberg, Pitt and Berthon, 2013). Individual discretion refers to "the degree of freedom mobile employees exercise when they decide what should be done in a particular situation" (Kietzmann et al. 2013; p. 290). The second dimension, organizational alignment, refers to "the degree of fit of mobile employees' decisions and behavior in the field with organizational strategies, rules, etc." (Kietzmann et al. 2013; p. 290).

We view organizational alignment relative to managerial control. These are organization-wide systems and management processes that are used to increase the congruence between employees' behavior and organizational goals, by coordinating employees' efforts, by enabling agreement between managers at different hierarchy levels, and by providing motivation by setting up an incentive system (Goold & Quinn, 1990). Perceived organizational alignment is affected through an organization's context that ensures the conformity of employees' performance with the organizational rules and norms. In this study, organizational alignment describes the extent to which the perceived organizational context supports the pursuit of predefined goals which is often enacted via the supervisors.

The discussion above demonstrates that perceived organizational alignment focuses on the subjective realization of the possibilities created by the organizational context. Aligning mechanisms and practices are necessary for employees to be able to act autonomously and adapt their behavior. Drawn from resource theory (Foa & Foa, 1980) we assume positive effects on work-related outcome when employees perceive their behavior as being aligned with organizational goals since flexibility allows them to allocate their resources in a way that better suits them. However, when employees have trouble aligning their activities and resources in line with their organization, they might be confused about how to meaningfully contribute to their organization which potentially affects their work attitudes and behaviors. Thus, measures such as management by objectives (Drucker, 1954) might serve as guideline for steering employees' activities toward organizational goals and ensures that employees use their resources effectively. This is even more relevant in flexible work arrangement as mutual adjustments are rarer (Wärzner, Hartner-Tiefenthaler, &

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Koeszegi, 2017). Thus, organizational alignment might strengthen the positive effects of flexible work on work-related outcomes.

How Contextual Conditions affect the Outcome of Flexible Work

To study the effects of contextual conditions of flexible work, we incorporate a broad set of outcome variables that include cognitive, affective and behavioral aspects. In more detail, we use work engagement, organizational identification, and job satisfaction which are well-established concepts in work and organizational research (Karanika-Murray, Duncan, Pontes & Griffiths, 2015; Harker Martin & MacDonnell, 2012; De Menezes & Kelliher, 2011; Karia & Hasmi Abu Hassan Asaari, 2006). We use the construct of work engagement to capture the behavioral component, organizational identification to capture the affective component, and job satisfaction to capture the evaluative component. These constructs have been found to be especially relevant with regard to flexible work (Demerouti et al., 2014; Hill et al., 2008; Kelliher & Anderson, 2010).

Work engagement reflects how individuals experience their work and is therefore connected to the work itself. More precisely, it describes employees' personal energy investments, involvement in and concentration on their work (Schaufeli, Salanova, González-Romá, & Bakker 2002; Kahn, 1990). Studies show that work engagement is a major factor influencing high-quality work performance (Rich, Lepine & Crawford, 2010). In this regard, Bakker and Bal (2010) presented a compelling analysis and discussion using a weekly-diary study design (Bakker & Bal, 2010). They found that engaged employees can better manage and mobilize necessary personal resources (such as autonomy and colleagues' support) to perform well. Work engagement has recently also been found to be central for building the social relationships which are relevant for a positive experience of flexible work (Halgin, Gopalakrishnan & Borgatti, 2015).

According to Blau's (1964) social exchange theory, employees with flexible work arrangements feel obliged to return the experienced benefits by taking actions such as engaging more deeply in their work (Bauregard & Henry, 2009; Saks, 2006). Studies show that organizational practices enabling adaptation to new requirements (e.g. quality circle or job enhancement) increase employees' work engagement (Smith, 1997) because such workplaces facilitate and enable employees' autonomy and self-understanding processes (Peters, 2003). Thus, an increase in autonomy might result in higher employee engagement because it improves the fit among different (and sometimes even opposite) organizational practices (Eldrige & Nisar, 2011; Morgeson, Dierdorff & Hmurovic, 2010). However, the nature of autonomy calls for an increased need to align employees' individual activities. Recent theoretical developments encourage organizations to manage the context in which work is performed rather than managing performance per se in order to enhance employees' work engagement (De Clercq, Thongpapanl, & Dimov, 2013). Performance appraisals and

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

feedback systems are examples of how employees' behavior can be aligned with organizational goals. These forms of evaluations provide feedback and add informational value to the employees and positively affects their work engagement (Gruman & Saks, 2011). Thus, when employees perceive organizational alignment to be high, they are more likely to make their autonomous decisions in line with organizational goals resulting in more energy and willingness to devote to their work. These arguments lead us to the following hypotheses:

H1: The perceived organizational alignment strengthens the effect of autonomy via a) temporal flexibility and b) spatial flexibility on work engagement in such a way that this effect is stronger when the perceived organizational alignment is high.

H2: The perceived organizational alignment strengthens the direct effect of a) temporal flexibility and b) spatial flexibility on work engagement in such a way that this effect is stronger when the perceived organizational alignment is high.

Organizational identification is based on social identity theory (Tajfel & Turner, 1986) and refers to whether an employee defines her/himself as a member of the organization (Stinglhamber, Marique, Caesens, Desmette, Hansez, Hanin & Bertrand, 2015; Van Dick et al., 2004). When employees identify with their organization, they see similarities between their existing beliefs and those of the organization or adapt their beliefs to match the organization's (Pratt, 1998). An important factor affecting organizational identification is the extent to which the employee finds the organization's identity attractive. Employees who do not find their organization's goals and values appealing have a low likelihood of identifying with the organization. Strong identification with the organization has positive effects for organizations, such as increased employee internal motivation and greater willingness to cooperate and provide information (Ashforth, Harrison, & Corley, 2008).

Flexible work arrangements are perceived as attractive for employees and thus potentially increase their identification with their organization (Wiesenfeld, Raghuram, & Garud, 2001). While the sense of autonomy may be an important predictor of employees' organizational identification, identification may also be related to other factors. Previous research (Morganson, Major, Oborn, Verive, Heean, 2010; Golden, Veiga, & Dino, 2008) has found that telework causes employees to feel isolated and detached from the organization, making flexible employees less likely to identify themselves with their organization. We argue that perceived organizational alignment might counterbalance the isolation effect and signal to employees that they are valuable members of the organization. Perceived organizational alignment might empower employees to contribute to the success of the collective. Therefore, an increase in employees' autonomy in decision making would lead to high identification with the organization when they can align their activities with organizational goals. Thus, we hypothesize:

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access -

H3: The perceived organizational alignment strengthens the effect of autonomy via a) temporal flexibility and b) spatial flexibility on organizational identification in such a way that this effect is stronger when the perceived organizational alignment is high.

H4: The perceived organizational alignment strengthens the direct effect of a) temporal flexibility and b) spatial flexibility on organizational identification in such a way that this effect is stronger when the perceived organizational alignment is high.

Job satisfaction, the positive attitude stemming from an overall appraisal of one's work situation (Bernstein & Nash, 2008; Weiss, 2002; Locke, 1976), is the most widely researched work-related attitude (Judge & Church, 2000) and among the most extensively researched constructs with regard to flexible work (Allen et al., 2015). It encompasses satisfaction with the work itself, with co-worker relationships, and with working conditions (Hackman & Oldham, 1975). Many organizational outcomes have been linked to job satisfaction, such as employee performance (Jones, 2006; Saari & Judge, 2004), turnover, and absenteeism rates (Van Dick et al., 2004; Carsten, & Spector, 1987; Cheloha, & Farr, 1980).

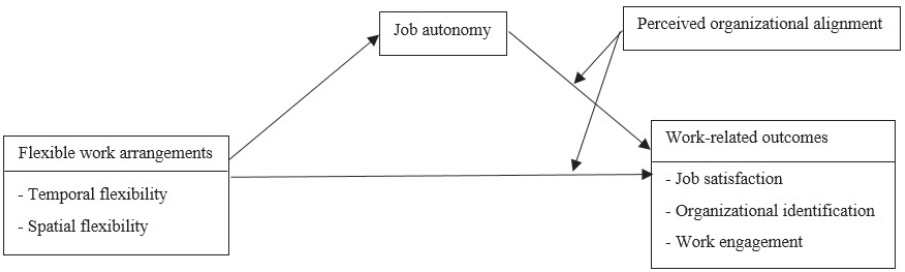
Several studies show that offering greater autonomy to employees increases their job satisfaction (e.g. Almer & Kaplan, 2002; Cotti, Haley, & Miller, 2014; Maxwell et al., 2007) since employees are able to adjust their work in accordance with their personal preferences. This is attributed to an increased sense of independence and greater perceived discretion over one's job (De Menezes & Kelliher, 2016; Baltes, Briggs, Huff & Wright, 1999). Moreover, there is widespread evidence that employees' job satisfaction is related to their performance (Jones, 2006). According to goal-setting theory (Locke & Latham, 1990), organizational alignment activities improve employees' ability to work towards certain goals and get feedback on the results, which is associated with higher job satisfaction as discrepancies in goals decrease job satisfaction (Peters et al., 2014). Several studies have shown that the achievement of set goals positively influences not only working conditions but also employees' relationships with their supervisor, with other colleagues (Janssen & Van Yperen, 2004; Thompson, Luthans, & Terpening, 1981) and increases job satisfaction (Janssen & Van Yperen, 2004; Cook & Wall, 1980). Thus, we argue that the impact of autonomy on job satisfaction depends on perceived organizational alignment and assume that:

H5: The perceived organizational alignment strengthens the effect of autonomy via a) temporal flexibility and b) spatial flexibility on job satisfaction in such a way that this effect is stronger when the perceived organizational alignment is high.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

H6: The perceived organizational alignment strengthens the direct effect of a) temporal flexibility and b) spatial flexibility on job satisfaction in such a way that this effect is stronger when the perceived organizational alignment is high.

Figure 1. Hypothesized relationships between variables



Note. Temporal and spatial flexibility was analyzed separately with the other form acting as a control variable.

Method

Procedure and Sample

Flexible employees in some ways represent a hidden population as flexible work commonly takes the form of informal agreements between employees and their supervisors (De Menezes & Kelliher, 2017) and they are difficult to distinguish from the general population. For this reason, we employed respondent-driven sampling (Salganik & Heckathorn, 2004) and selected participants via snowball sampling through targeted participants' personal networks to attract participants from different sectors in both Austria and Spain. The survey was presented online, and data collection took place between autumn 2013 and spring 2014. Survey instruments were provided in the national language of the countries and thus in German for the Austrian participants and in Spanish for the Spanish participants. A total of 481 employees participated in the survey. While respondent-driven sampling was applied to target flexible employees, non-flexible employees also participated in the survey. They are also considered in all further analyses in order to avoid an unnecessary reduction of variance. Including non-flexible employees in our dataset increases the variance, however, as the used scales have the option "strongly disagree", non-flexible employees are captured by the possible value range of these measures (i.e., non-flexible employees mark the lower end of the scales). Across both countries, 232 men (49.6 %) and 236 women (50.4 %) participated in the study. On average, they were 45 years old (*SD* = 10.4) and ranged from 23 to 69 years of age. Furthermore, 48% of respondents held a leadership position. Almost three-quarters of the respondents were employed in Spain (75%), and approximately a quarter were employed in Austria (25%).

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Measures

All variables, except for perceived organizational alignment, were measured using existing scales from previous studies. Participants were asked to indicate their level of agreement using a 7-point Likert-type scale ranging from 1 (= strongly disagree) to 7 (= strongly agree). The variables were measured as follows:

Flexible work arrangement: To assess the availability of flexible work, we used two separate scales, temporal flexibility and spatial flexibility from Gerdenitsch (2014). Each scale was assessed by three items. A sample item for temporal flexibility is "I can decide myself when my daily/weekly working time starts." (Cronbach's α =.85). A sample item for spatial flexibility is "I can choose suitable work locations in accordance with different tasks." (Cronbach's α =.86). Consistent with other researchers (McNall, Masuda, & Nicklin, 2009), we measured access to rather than usage of flexible work arrangements. A two-factor model including temporal flexibility and spatial flexibility had a good fit (χ^2 (8) = 32.16; p <.001; CFI =.98; TLI =.96; RMSEA =.08; SRMR =.03).

Job Autonomy: Job autonomy was assessed using four questions about how employees perceive their discretion provided by their workplace's organizational design. These items were taken from the questionnaire of the intercultural research project 'Psychological Contracts across Employment Situations' (PSYCONES, 2014). A sample item is "I can plan my own work." (Cronbach's α =.79).

Contextual work conditions: We assessed the perceived organizational alignment and asked five questions about how the management systems/control defined by the organizational design support the employees in working coherently towards overarching objectives. It consists of activities such as goal setting, performance monitoring, incentive setting, and the provision of feedback. A sample item is "My supervisor assigns clearly measurable goals to me" (Cronbach's α =.75).

Work engagement: Work engagement was assessed using six items from the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003). These items measure the dimensions of vitality, dedication and absorption. A sample item for vitality is "At my job, I feel strong and vigorous." A sample item for dedication is "I am enthusiastic about my job." A sample item for absorption is "I get carried away when I'm working." (Cronbach's α =.90).

Organizational identification: Items from the Social Identity-Specific Collectivism scale (Reid, 2004) were used to measure identification with the organization. This scale can be used with reference to any social group to predict group-directed behavior (Reid, 2004). Three items asking about participants' identification with the organization that they were employed were used. A sample item is "Working at my organization is central to who I am." (Cronbach's α =.88).

Job satisfaction: We measured job satisfaction using a single global rating. A one-item measure was tested and confirmed to be sufficient for job satisfaction

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

(Wanous, Reichers & Hudy, 1997; Scarpello and Campbell, 1983). The item used is "Generally, how satisfied are you with your current job?"

Control variables: We controlled for a number of variables that have been found to be influential in previous studies of flexible work (De Menezes & Kelliher, 2016; McNall et al., 2009), including respondents' age, gender (0 = female, 1 = male), leadership position (0 = no, 1 = yes), and country of employment (0 = Spain, 1 = Austria).

Results

Measure Validation

Table 1 presents the means, standard deviations and intercorrelations among all study variables. As expected, flexible work arrangements, organizational context, and work-related outcomes are positively related.

We assessed the reliability and validity of our measures. Each coefficient exceeded the commonly accepted standard of.70, indicating that the measurements are reliable. To further assess the validity of the newly constructed perceived organizational alignment scale, a confirmatory factor analysis (CFA) was conducted using the statistical program Mplus (Muthén & Muthén, 2017). The fit of the measurement model was assessed by the following incremental fit indices: Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA) and Standardized Root Mean Square Residual (SRMR). RMSEA and SRMR were below the.08 cut off value (Browne & Cudeck, 1993; Hu & Bentler, 1999), and CFI and TLI were above.90 cut off value (Hu & Bentler, 1999; Kline, 2016) (Table 2). The model achieved a good model fit with χ^2 = 711.535, *df* = 258, p <. 001, *CFI* =.934, *TLI* =.924, *RMSEA* =.060, *SRMR* =.067.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Table 1. Means, standard deviations, and intercorrelations

	M	*SD*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
1. Temp. flexibility	*3.63*	*1.84*	*1*										
2. Spat. flexibility	*2.51*	*1.61*	*.62****	*1*									
3. POA	*3.95*	*1.39*	*.23****	*.28****	*1*								
4. Job autonomy	*3.43*	*.91*	*.42****	*.39****	*.28****	*1*							
5. Work engagement	*4.46*	*1.25*	*.26****	*.24****	*.35****	*.46****	*1*						
6. Org. identification	*4.62*	*1.52*	*.24****	*.20****	*.35****	*.35****	*.55****	*1*					
7. Job satisfaction	*5.03*	*1.28*	*.26****	*.22****	*.38****	*.45****	*.76****	*.57****	*1*				
8. Age	*45.27*	*10.50*	*-.14***	*-.15***	*-.05*	*.06*	*.04*	*.09*	*.03*	*1*			
9. Gender	*.50*	*.50*	*.17****	*.14***	*.03*	*.12**	*.03*	*.10**	*.01*	*.09*	*1*		
10. Country	*.25*	*.44*	*.43****	*.25****	*.01*	*.15***	*.15***	*.16****	*.25****	*-.28****	*.10**	*1*	
11. Leadership	*.48*	*.50*	*.06*	*.08*	*.02*	*.28****	*.18****	*.24****	*.16****	*.27****	*.07*	*-.09*	*1*

Note. POA = perceived organizational alignment
*p <.05, **p <.01, ***p <.001

Table 2. Confirmatory Factor Analysis of flexible work arrangement (6 items)

	χ^2	*df*	Scaling	$\Delta\chi^{2*}$	Δdf	sig $\Delta\chi^2$	CFI	TLI	RMSEA	SRMR
Null model	1135.46	15								
1 factor model [1]	250.50	9	1.1566	884.96	6	p<.001	.784	.641	.239	.077
2 factor model [2]	32.60	8	1.0809	217.90	1	p<.001	.978	.959	.081	.029

Note.[1] Temporal flexibility and spatial flexibility; [2] Temporal flexibility and spatial flexibility as separate constructs

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

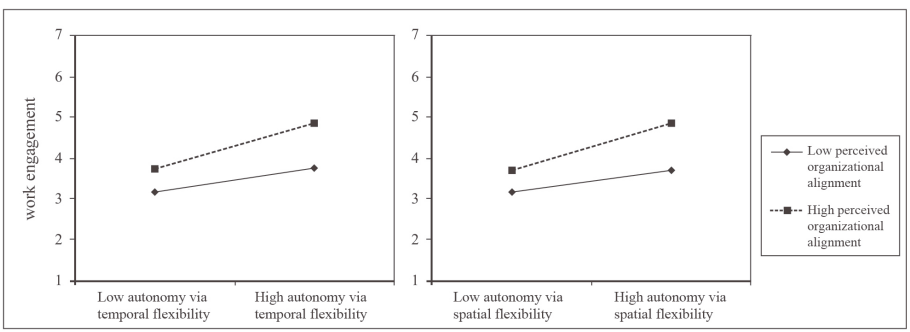
Common Method Assessment

In order to assess whether common method bias exists, we carried out a common latent methods factor as described by Liang, Saraf, Hu, and Xue (2007). This approach creates a specific method factor that includes all indicators used in the different measurement models and calculates each indicator's variance explained by the method factor. Our analysis shows that common method bias is unlikely to be a particular concern, since the indicators' substantive constructs all explain a substantially greater amount of the indicators' variances than the method factor does (Williams, 2003); (Table A1).

Hypotheses Testing

To investigate whether perceived organizational alignment moderates the relation between flexible work arrangements and work-related outcomes, the SPSS script (Model 15) by Preacher and Hayes (2004) was used. The results were tested using 1000 bootstrapping samples and 95 percent confidence intervals.

Figure 2. Interaction of autonomy (via temporal and spatial flexibility) and perceived organizational alignment on work engagement



Work engagement: Perceived organizational alignment moderated the relationship between work engagement and autonomy via temporal flexibility (*coeff.* =.11, p <. 01, *see Table 3)*, and via spatial flexibility (*coeff.* =.12, p <.01, *see Table 4*), when controlling for the other form of flexibility and the socio-demographics indicated in the measures section. Thus, our results support Hypothesis 1a and also 1b. Figure 2 shows that the positive association between autonomy via temporal flexibility and work engagement strengthened for employees who perceive organizational alignment to be higher. Similarly, the positive association between autonomy via spatial flexibility and work engagement becomes stronger for employees who perceive organizational support to be higher.

The moderating effect on the direct link between temporal flexibility (*coeff.* = -.02, *n.s., see Table 3*) and work engagement as well as spatial flexibility and work engage-

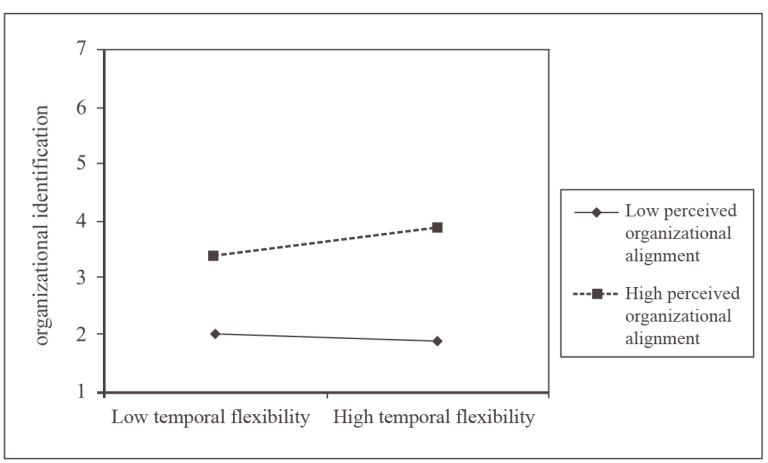
https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

ment (*coeff.* = -.03*, n.s., see Table 4*) were not significant. Thus, Hypothesis 2a and 2b are not supported.

Organizational identification: The moderating effect of perceived organizational alignment on organizational identification and autonomy via temporal flexibility (*coeff.* = -.07*, n.s., see Table 3*), and via spatial flexibility (*coeff.* = -.03*, n.s., see Table 4*) were not significant, when we controlled for the other form of flexibility and the socio-demographics. Therefore, Hypothesis 3a and 3b are not supported.

Perceived organizational alignment moderated the relationship between temporal flexibility and organizational identification (*coeff.* =.06*, p* <.05, see Table 3), providing support for Hypothesis 4a. Figure 3 shows that the positive association between temporal flexibility and organizational identification strengthened for employees who perceive organizational alignment to be higher. The moderating effect on the direct link between spatial flexibility and organizational identification was positive but not significant (*coeff.* =.01*, n.s., see Table 4*). Thus, Hypothesis 4b is not supported.

Figure 3. Interaction of temporal flexibility and perceived organizational alignment on organizational identification



Job satisfaction: Perceived organizational alignment moderated the relationship between job satisfaction and autonomy via spatial flexibility (*coeff.* =.08*, p* <.05*, see Table 4*), but not via temporal flexibility (*coeff.* =.06*, n.s., see Table 3*), when controlling for the other form of flexibility and the socio-demographics indicated in the measures section. Thus, our results support only Hypothesis 5b. Figure 4 shows that the positive association between autonomy via spatial flexibility and job satisfaction is stronger for employees who perceive organizational alignment to be higher.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Table 3. Moderation analyses results for temporal flexibility as independent variable

	Work engagement			*Organizational identification*			*Job satisfaction*		
Variable	*Est.*	*SE*	*t*	*Est.*	*SE*	*t*	*Est.*	*SE*	*t*
Intercept	2.57	.54	4.74***	1.11	.71	1.55	2.28	.54	4.21***
Spatial flexibility	.00	.04	.02	-.03	.05	-.65	-.03	.04	-.71
Age	.01	.00	1.50	.01	.01	2.38*	.01	.00	1.57
Gender	-.10	.10	-1.01	.16	.13	1.25	-.16	.10	-1.61
Country	.34	.13	2.63**	.52	.16	3.19**	.71	.13	5.50***
Leadership	.16	.11	1.52	.54	.13	3.99**	.20	.11	1.89
Temporal flexibility	.10	.09	1.10	-.18	.11	-1.55	.13	.09	1.49
Job autonomy	.04	.16	.25	.48	.21	2.31*	.19	.16	1.23
Perceived org. alignment	-.08	.13	-.61	.39	.17	2.24*	.18	.13	1.44
Temp. flexibility *Perceived org. alignment	-.02	.02	-.96	.06	.03	2.21*	-.03	.02	-1.65
Job autonomy *Perceived org. alignment	.11	.04	2.93**	-.07	.05	-1.33	.06	.04	1.70
R^2		.29			.26			.33	

*p <.05, **p <.01, ***p <.001

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/agb - Open Access - (cc) BY

Table 4. Moderation analyses results for spatial flexibility as independent variable

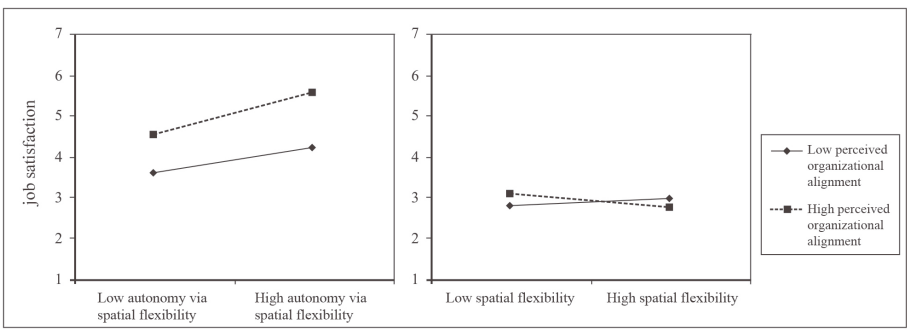
	Work engagement			*Organizational identification*			*Job satisfaction*		
Variable	*Est.*	*SE*	*t*	*Est.*	*SE*	*t*	*Est.*	*SE*	*t*
Intercept	2.64	.53	4.96***	.93	.71	1.31	2.39	.53	4.53***
Temporal flexibility	.02	.04	.64	.05	.05	1.08	.01	.04	.16
Age	.01	.00	1.51	.01	.01	2.34*	.01	.00	1.58
Gender	-.10	.10	-1.03	.14	.13	1.11	-.16	.10	-1.63
Country	.34	.13	2.63**	.54	.16	3.28**	.71	.13	5.52***
Leadership	.17	.11	.64	.53	.13	3.93**	.21	.11	1.95
Spatial flexibility	.12	.11	1.09	-.06	.14	-.46	.19	.11	1.76
Job autonomy	.01	.16	.08	.32	.21	1.51	.13	.16	.83
Perceived org. alignment	-.10	.12	-.80	.43	.17	2.43**	.14	.12	1.17
Spat. flexibility *Perceived org. alignment	-.03	.02	-1.24	.01	.03	.39	-.05	.02	-2.35*
Job autonomy *Perceived org. alignment	.12	.04	3.03**	-.03	.05	-.55	.08	.04	2.07*
R^2		.29			.28			.33	

*p <.05, **p <.01, ***p <.001

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

The moderating effect on the direct link between temporal flexibility (*coeff.* = -.03, *n.s*, see Table 3) and job satisfaction was not significant. Thus, Hypothesis 6a is not supported. Perceived organizational alignment moderated the relationship between spatial flexibility (*coeff.* = -.05, *p* <.05*; see Table 4*) and job satisfaction, but the moderation effect was negative. Our findings do not support Hypothesis 6b. Figure 4 demonstrates that for employees who perceive organizational alignment to be higher, the association between spatial flexibility and job satisfaction weakens.

Figure 4. Interaction of autonomy via spatial flexibility, spatial flexibility and perceived organizational alignment on job satisfaction



Discussion

This study provides empirical support that perceived organizational alignment moderates the positive effect of autonomy on work-related outcomes in the context of flexible work. In line with existing research (De Menezes & Kelliher, 2017; Gajendran & Harrison, 2007; Hackman & Oldman, 1980), our results reveal positive relationship between autonomy of flexible work and outcomes towards one's work and one's organization. Although most literature about flexible work focuses on the positive effect of autonomy on work-related outcomes (e.g. Gajendran & Harrison, 2007) we know little about contextual conditions of this effect.

Prominent examples of organizations such as Yahoo! that have changed their long-established flexible work policies by decreasing employees' autonomy indicate the need for further inspection. However, statistical evidence regarding contextual conditions is scarce. De Menezes and Kelliher (2016) for example, showed that it is necessary to distinguish the type of flexible work arrangements. Building on qualitative studies that show the need for an adaptation of managerial control when introducing flexible work (Bailey & Kurland, 2002; Sewell & Taskin, 2015; Taskin and Edwards, 2007), we demonstrate that the need for setting clear goals and aligning employees' activities is crucial for flexible employees.

Taking the perceived organizational alignment into account, our results reveal that the positive relationships are strengthened for work engagement and organizational

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

identification, but attenuated for job satisfaction. We argue that merely offering flexible work arrangements is not sufficient to achieve the desired work outcomes. Organizational alignment of employees' activities is an important factor to fully utilize the positive potential of flexible work arrangements. In the following, we summarize and discuss the results achieved for work engagement, organizational identification, and job satisfaction.

Work engagement. When the perceived organizational alignment is high, the relationship of job autonomy which mediates both temporal and spatial flexibility is stronger on work engagement. This result clearly shows that providing autonomy does not suffice to employees. Employees' work behavior needs to be perceived as aligned with organizational goals in order for them to feel active, vigorous and dedicated to their work. Direct links between flexible work or autonomy with work engagement are not significant when considering perceived organizational alignment. This is in line with Langfred (2004) who found that a high level of autonomy combined with a low level of monitoring leads to low team performance. When employees perceive that the process of organizational alignment is beneficial in providing informational value, they are more engaged in their work. Employees then become aware of their contribution to the organizational goals and attribute meaning to their work which is also reflected in Hackman and Oldham's (1975; 2005) job characteristics model. Thus, perceived organizational alignment is important to fully benefit from the autonomy linked to flexible work with regard to work engagement.

Organizational identification. Generally, our results show that employees identified stronger with their organization the more autonomy they perceived in their job. However, the direct link of flexible work on organizational identification was not significant when taking the other variables into account. When perceived organizational alignment is high, the link between temporal flexibility and organizational identification becomes stronger. Employees who do not perceive their activities to be aligned with the organizational goals show no significant relationship between temporal flexibility and organizational identification. Thus, employees' alignment of their activities with the organizational goals might be interpreted as such that they represent an important part of the organization. For spatial flexibility, no clear results were found, which might be due to confounding effects with other aspects such as professional isolation. Spatial flexibility causes employees to feel isolated and detached from the organization, making flexible employees less likely to identify themselves with their organization (Golden, Veiga, & Dino, 2008).

Job satisfaction. Job satisfaction was influenced with regard to spatial flexibility, but not with regard to temporal flexibility. We assume that nowadays temporal flexibility is a common scheme for office employees and thus, offering temporal flexibility does not additionally contribute to job satisfaction. For spatial flexibility, our results show that perceived organizational alignment strengthens the relationship between

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

the mediated job autonomy and job satisfaction. However, with regard to the direct link between spatial flexibility and job satisfaction, an unexpected negative moderation of perceived organizational alignment was found. When alignment was perceived to be high, a negative relationship between spatial flexibility and job satisfaction was revealed. In light of this result, we argue that employees perceive their alignment as an additional demand within their job which includes the need to deliver goals that might be challenging to reach. When employees work outside the office their continuous work efforts are less visible to their direct supervisors and thus, supervisors' evaluation rely more on achievement of goals than in co-located arrangements, which potentially leads to self-exploitation (Kelliher & Anderson, 2010; Voß, & Pongratz, 1998). This emphasizes the need to carefully design alignment measures and formulate employees' goals that are attainable and within employees' control.

Theoretical Implications

Our research contributes to the literature by highlighting how contextual conditions affect the relationship between flexible work and work-related outcomes and follows a recent call for a stronger integration of work and organizational research to better understand complex empirical phenomena such as flexible work (Phillips & Lawrence, 2012). Our results demonstrate that the association between flexible work arrangements and work-related outcomes depends on perceived organizational alignment. Therefore, we suggest considering individuals' perceptions when evaluating structural design measures (e.g. Allen, 2001; Peters et al. 2014).

Investigating organizational contexts that foster high autonomy and organizational alignment reminds on ideas of contextual ambidexterity. Contextual ambidexterity is usually measured by asking employees' perception of the organization's management systems with regard to adaptability and alignment (Gibson & Birkinshaw, 2004). Drawn on contextual ambidexterity, Kietzmann et al. (2013) have developed a typology of mobile communities of practices and argue that to achieve high performance in organizations employees' high individual discretion has to be combined with a high level of organizational alignment. This is in line with Sorensen (2011) who argues that formal and personal support for decision making requires providing a high degree of individual discretion but also organizational alignment. Our study ties in well with their suggestions. Flexible work inherently includes greater autonomy or discretion for employees compared to traditional arrangements. Thus, our study provides support that it is additionally important to re-align employees' activities. However, the achieved relationships between flexible work and work-related outcomes differed based on the extent of perceived organizational alignment. Therefore, organizations need to thoughtfully reflect their alignment measures when implementing flexible work. Although Kietzmann et al. (2013) argue in favor for high individual discretion and high organizational alignment, we question its linearity and ask ourselves whether there is a limit of intensity. Thus,

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

future research needs to investigate the optimal level of adaptability and alignment measures in the flexible work context and investigate whether there is a potential boomerang effect of too high discretion and alignment.

Managerial Implications

Apart from the theoretical implications, our study also has implications for managers. Our findings suggest that organizations need to become aware about the underlying process of adaptation for flexible work in order to foster beneficial outcomes in flexible work arrangements. Offering flexible work arrangements provokes a process of re-regulation (Taskin & Edwards, 2007). Supervisors need to make sure that employees' tasks are aligned with organizational goals when offering flexible work arrangements. We illustrate that if managers are looking for ways to impact work-related outcomes of flexible employees, then fostering a suitable context that aligns employees' behavior to organizational rules and norms is essential.

Strategic planning is required to assure the efficient development of organizational context in an organization that supports flexible work (Gusenleitner, 2016; Havermans, Den Hartog, Keegan, & Uhl-Bien, 2015; Klaußner, 2013; Kietzmann et al., 2013). An important step in this process is identifying potential tensions between individual discretion and organizational alignment. For example, managers should consider whether such tension is due to a lack of flexibility, lack of trust between employees, shared vision, or incentive to align employees' autonomy with organizational goals. Therefore, organizations aiming to implement flexible work arrangements should consider mechanisms that balance these tensions.

Furthermore, managers can make use of human resources policies to support flexibility on the individual and organizational levels. It can be seen as challenging to design a supportive work environment that provides both individual discretion and alignment. Therefore, greater attention needs to be paid to the dynamics between managers and employees regarding the control systems in place and how they are implemented (McCarthy & Gordon, 2011). Since market-based control practices such as "Management by Objectives" (Drucker, 1954) are commonly used in organizations and place an increased focus on results in organizations, it is important in exchange to also equip employees with adequate freedom of action. This can be implemented on an organizational level, but also organized informally within an organizational unit.

Limitations and Suggestions for Future Research

This study is subject to several limitations. First, the results are based on only one data collection method. Participants were recruited on a voluntary basis through a snowball technique that may limit the generalizability of our results. Respondent-driven sampling procedures reduce the confidentiality usually associated with sampling from a population but cannot lead to completely unbiased effect size and ran-

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

dom sampling. To reduce these biases, we attempted to attract a heterogeneous sample, with participants from a wide range of sectors in two countries. However, future research should replicate our findings in representative samples or employ a multi-modal approach to gain a better understanding of the effects of flexible work.

Second, we assumed a causal link which cannot be fully verified with the cross-sectional nature of data. However, since this study was mainly aimed to test for the moderation effect of perceived organizational alignment, we feel that we are able to make a meaningful contribution to existing literature. We believe future research can build on our contribution and extend the view on flexible work using different designs. For instance, using a longitudinal design to analyze the development or changes in outcomes of flexible employees over time, would enable researchers to investigate the processual nature of the proposed model in sequence. Furthermore, future studies on the relationship between organizational contexts and flexible work may consider the role of leadership to develop a more comprehensive picture of flexible work arrangements.

Finally, as we were mostly interested in the relationship between the autonomy of flexible work arrangements and work-related outcomes in this study we held the country variable constant in order to control for effects that are related to societal differences (e.g., rate of unemployment). Further research may wish to expand this study to investigate cross-national differences for understanding the effects of flexible work.

With regard to future studies, the optimal level of adaptability and alignment needs to be investigated since the right balance of autonomy and alignment seems hard to specify and remains a challenge for organizations – even more so as employees differ in interpreting organizational contexts. Furthermore, researchers might integrate dispositional factors to understand when job autonomy translates into better work-related outcomes. Studies have shown that certain dispositional factors (such as self-evaluation) may affect employees to select flexible work arrangements, as they can determine whether the demands related with work and family are considered as controllable or as conflicting (Salleh, Bakar, & Memon, 2018; Friede & Ryan, 2005). Thus, future studies might integrate personality traits of flexible workers to determine their effects on work-related outcomes.

Conclusion

This study enhances our understanding of when the autonomy of flexible work arrangements leads to positive work-related outcomes by addressing the role of perceived organizational alignment as a contextual factor. Results indicate that the autonomy of flexible work arrangements is positively associated with work engagement and organizational identification when employees' perception of organizational alignment is high. With regard to job satisfaction, however, our results indicate that alignment weakens the positive effect of spatial flexibility. Thus, we suggest that

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access -

organizations need to carefully design their alignment measures as they can also be perceived as too intense and hamper employees' job satisfaction which might result in demotivation or exhaustion on the long run. Thus, future research needs to address how to optimally design and implement organizational alignment measures.

References

Allen, T. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414-435.

Allen, T. D., Johnson, R. C., Kiburz, K. M. and Shockley, K. M. (2013). Work–Family Conflict and Flexible Work Arrangements: Deconstructing Flexibility. *Personnel Psychology*, 66(2), 345–376.

Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40-68.

Almer, E. D. & Kaplan, S.E. (*2002).* The Effects of Flexible Work Arrangements on Stressors, Burnout, and Behavioral Job Outcomes in Public Accounting. *Behavioral Research in Accounting*, 14(1), 1-34.

Ashforth, B.E., Harrison, S.H., & Corley, K.G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325-374.

Bakker, A.B. & Bal, P.M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189-206.

Bailey, D. E., & Kurland, N. B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23(4), 383-400.

Baltes, B. B., Briggs, T. E., Huff, J. W., & Wright, J. A. (1999). Flexible and compressed workweek schedules: A meta-analysis of their effects on work-related criteria. *Journal of Applied Psychology*, 84(4), 496-513.

Bauregard, T.A. & Henry, L.C. (2009). Making the link between work–life balance practices and organizational performance. *Human Resource Management Review*, 19(1), 9-22.

Bernstein, D. A., & Nash, P. W. (2008). *Essentials of Psychology*, Boston: Cengage Learning. Retrieved 3.11.2015, from http://books.google.com/books?id=4Do-bFrt9tUC.

BITKOM; Arbeit 3.0: Arbeiten in der digitalen welt. *Bitkom*. Retrieved 5.5.2017, from https://www.bitkom.org/noindex/Publikationen/2013/Studien/Studie-Arbeit-3-0/Studie-Arbeit-30.pdf

Blau, P.M. (1964). *Exchange power in social life*. New York: Wiley.

Browne, M. W., & Cudek, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (Eds.), *Testing structural equation models,* 136–162. Newbury Park, CA: Sage.

Büssing, A., & Glaser, J. (1998). Arbeitszeit und neue Organisations-und Beschäftigungsformen: Zum Spannungsverhältnis von Flexibilität und Autonomie. *Mitteilungen aus der Arbeitsmarkt- und Berufsforschung*, 31(3), 585-598.

Carlson, D. S., Grzywacz, J. G., & Michele Kacmar, K. (2010). The relationship of schedule flexibility and outcomes via the work-family interface. *Journal of Managerial Psychology*, 25(4), 330-355.

Carsten, J. M., & Spector, P. E. (1987). Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model. *Journal of Applied Psychology,* 72(3), 374-381.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Casper, W. J., & Harris, C. M. (2008). Work-life benefits and organizational attachment: Self-interest utility and signaling theory models. *Journal of Vocational Behavior*, 72(1), 95-109.

Cheloha, R. S., & Farr, J. L. (1980). Absenteeism, job involvement, and job satisfaction in an organizational setting. *Journal of Applied Psychology*, 65(4), 467-473.

Chung-Yan, G. A. (2010). The nonlinear effects of job complexity and autonomy on job satisfaction, turnover, and psychological well-being. *Journal of Occupational Health Psychology,* 15(3), 237-251.

Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfi lment. *Journal of Occupational Psychology*, 53(1), 39-52.

Costa, G., Sartori, S., & Akerstedt, T. (2006). Influence of flexibility and variability of working hours on health and well-being. *Chronobiology International*, 23(6), 1125-1137.

Cotti, C.D., Haley, M.R., & Miller, L.A. (2014). Workplace flexibilities, job satisfaction and union membership in the US workforce. *British Journal of Industrial Relations*, 52(3), 403-425.

De Clercq, D., Thongpapanl, N., & Dimov, D. (2013). Shedding new light on the relationship between contextual ambidexterity and firm performance: An investigation of internal contingencies. *Technovation*, 33(4–5), 119-132.

De Menezes, L.M. & Kelliher, C. (2011). Flexible working and performance: A systematic review of the evidence for a business case. *International Journal of Management Reviews*, 13(4), 452-474.

De Menezes, L. M., & Kelliher, C. (2017). Flexible working, individual performance, and employee attitudes: Comparing formal and informal arrangements. *Human Resource Management*, 56(6), 1051-1070.

Demerouti, E., Derks, D., ten Brummelhuis, L., & Bakker, A. (2014). New ways of working: Impact on working conditions, work–family balance, and well-being. In: DePass, D. (2016). Honeywell ends telecommuting option. *Star Tribune*. Retrieved 15.11.2018 from: http://www.startribune.com/honeywell-ends-telecommuting-option/397929641/

Drucker, P.F. (1954). *The Practice of Management*. New York: Harper.

European Foundation for the Improvement of Living and Working Conditions. (2017). European Working Conditions Survey, 2015, [data collection]. 4th Edition. *UK Data Service*. SN: 8098. doi.org/10.5255/UKDA-SN-8098-4.

Eldridge, D., & Nisar, T. (2011). Employee and organizational impacts of flexitime work arrangements. *Relations Industrielles/Industrial Relations*, 66(2), 213-234.

Feuchtl, S., Hartner-Tiefenthaler, M. & Köszegi, S. (2015). Flexibles Arbeiten in Niederösterreich, Repräsentative Studie zur Verbreitung und Ausprägung flexibler Arbeitsformen. *Arbeiterkammer*. Retrieved 1.9.2017, from https://media.arbeiterkammer.at/noe/pdfs/hirschwang/Flexibles_Arbeiten_2015.pdf.

Foa E.B., Foa U.G. (1980). Resource Theory. In: K.J. Gergen, M.S. Greenberg, R.H. Willis (Eds.) *Social exchange*, Boston: Springer, 77-94.

Friede, A., & Ryan, A. M. (2005). The importance of the individual: How self-evaluations influence the work–family interface. In E. E. Kossek, & S. Lambert (Eds.), *Work and life integration: Organizational, cultural, and individual perspectives*. New Jersey: Lawrence Erlbaum Associates.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Gajendran, R.S. & Harrison, D.A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541.

Gajendran, R.S., Harrison, D.A., & Delaney-Klinger, K. (2015). Are telecommuters remotely good citizens? Unpacking telecommuting's effects on performance via i-deals and job resources. *Personnel Psychology*, 68(2), 353-393.

Gerdenitsch, C., Scheel, T., & Korunka, C. (2014). Zeitliche und örtliche Flexibilität: Möglichkeit und/oder Forderung? [Time and spatial flexibility: Possibility and/or demand?] Oral presentation at the 49th Congress of the German Psychological Society [DGPs] (Bochum/ Germany, 22.-25.9.2014).

Gibson, C.B. & Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity. *Academy of Management Journal*, 47(2), 209-226.

Golden, T.D., Veiga, J.F., & Dino, R.N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, 93(6), 1412-1421

Golden, T. D., & Fromen, A. (2011). Does it matter where your manager works? Comparing managerial work mode (traditional, telework, virtual) across subordinate work experiences and outcomes. *Human Relations*, *64*(11), 1451-1475

Goñi-Legaz, S., & Ollo-López, A. (2017). Temporary contracts, participation in decision making and job satisfaction in European workers: Is there a buffering effect? *International Journal of Manpower, 38*(6), 875-892.

Goold, M., & Quinn, J. J. (1990). The paradox of strategic controls. *Strategic Management Journal*, 11(1), 43-57.

Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136.

Gusenleitner, N. (2016). Practical Implications of the Ambidexterity Concepts. *Junior Management Science*, 1(1), 138-187.

Hackman, J. R. & Oldham, G. R. (2005). How job characteristics theory happened. In:

Smith K.G., Hitt M.A. (Eds.), *The Oxford handbook of management theory: The process of theory development*. Oxford, UK: Oxford University Press, 151-170.

Hackman, J. R. & Oldham, G. R. (1975). Development of job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159-170.

Harker Martin, B. & MacDonnell, R. (2012). Is telework effective for organizations? *Management Research Review*, 35(7), 602-616.

Halgin, D.S., Gopalakrishnan, G.M., & Borgatti, S.P. (2015). Structure and agency in networked, distributed work: The role of work engagement. *American Behavioral Scientist*, 59(4), 457-474.

Havermans, L. A., Den Hartog, D. N., Keegan, A., & Uhl-Bien, M. (2015). Exploring the role of leadership in enabling contextual ambidexterity. *Human Resource Management*, *54*(S1), 179-200.

Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49-58.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Hill, E.J., Grzywacz, J.G., Allen, S., Blanchard, V.L., Matz-Costa, C., Shulkin, S., & Pitt-Catsouphes, M. (2008). Defining and conceptualizing workplace flexibility. *Community, Work and Family*, 11(2), 149-163.

Hill, E.J., Jacob, J.I., Shannon, L.L., Brennan, R.T., Blanchard, V.L. and Martinengo, G. (2008b). Exploring the relationship of workplace flexibility, gender, and life stage to family-to-work conflict, and stress and burnout. *Community, Work and Family*, 11(2), 165-81.

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1-55.

Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47(3), 368-384.

Jones, M.D. (2006). Which is a better predictor of job performance: Job satisfaction or life satisfaction. *Journal of Behavioral and Applied Management*, 15(6), 77-97.

Judge, T. A., & Church, A. H. (2000). Job satisfaction: Research and practice. In: C. L. Cooper & E. A. Locke (Eds.). *Industrial and organizational psychology: Linking theory with practice*, Oxford: Blackwell, 166-198.

Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.

Karia, N., & Hasmi Abu Hassan Asaari, M. (2006). The effects of total quality management practices on employees' work-related attitudes. *The TQM magazine*, 18(1), 30-43.

Karanika-Murray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. *Journal of Managerial Psychology*, 30(8), 1019-1033

Kärreman, D. & Alvesson, M. (2004). Cages in tandem: Management control, social identity, and identification in a knowledge-intensive firm. *Organization*, 11(1), 149-175.

Kelliher, C. & Anderson, D. (2010). Doing more with less? Flexible working practices and the intensification of work. *Human Relations*, 63(1), 83-106.

Kessler, S. (2017). IBM, remote-work pioneer, is calling thousands of employees back to the office. *Quartz*. Retrieved 15.11.2018 from https://qz.com/924167/ibm-remote-work-pioneer-is-calling-thousands-of-employees-back-to-the-office/

Kietzmann, J., Plangger, K., Eaton, B., Heilgenberg, K., Pitt, L., & Berthon, P. (2013). Mobility at work: A typology of mobile communities of practice and contextual ambidexterity. *The Journal of Strategic Information Systems*, 22(4), 282-297

Klaußner, S. (2013). Führung und feedback: Zwischen reflexion und retention – überlegungen zur konzeption von führungsgesprächen**. *Schmalenbachs Zeitschrift für betriebswirtschaftliche Forschung*, 65(2), 191-212.

Kline, R. B. (2016). *Principles and Practice of Structural Equation Modeling*, New York: The Guilford Press.

Kratzer, N. & Sauer, D. (2003). Entgrenzung von arbeit: Konzept, thesen, befunde. In: C.W. Langfred (2004). Too much of a good thing? Negative effects of high trust and individual autonomy in self-managing teams. *Academy of Management Journal*, 47(3), 385-399.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Lavey-Heaton, M. (2014). Working from home: how Yahoo, Best Buy and HP are making moves. *The Guardian*. Retrieved 15.11.2018 from https://www.theguardian.com/sustainable-business/working-from-home-yahoo-best-buy-hpmoves

Liang, H., Saraf, N., Hu, Q., & Xue, Y. (2007). Assimilation of enterprise systems: The effect of institutional pressures and the mediating role of top management. *MIS Quarterly*, 31(1), 59-87.

Locke, E. A. (1976). The nature and causes of job satisfaction. In: M. D. Dunnette (Eds.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally: 1297-1349

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.

Mann, S. & Holdsworth, L. (2003). The psychological impact of teleworking: Stress, emotions and health. *New Technology, Work and Employment*, 18(3), 196-2.

Maxwell, G., Rankine, L., Bell, S., MacVicar, A. (2007). The incidence and impact of flexible working arrangements in smaller businesses. *Employee Relations*, 29(2), 138-161.

Mazmanian, M., Orlikowski, W.J., Yates, J. (2013). The autonomyparadox: the implications ofmobile email devices for knowledge professionals. *Organization Science*, 24(5), 1337-57.

McCarthy, I. P., & Gordon, B. R. (2011). Achieving contextual ambidexterity in R&D organizations: a management control system approach. *R&D Management*, 41(3), 240-258.

McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible work arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *The Journal of Psychology*, 144(1), 61-81.

Meyer, A.D., Tsui, A.S., & Hinings, C.R. (1993). Configurational approaches to organizational analysis. *Academy of Management Journal*, 36(6), 1175-1195.

Morganson, V.J., Major, D.A., Oborn, K.L., Verive, J.M., & Heelan, M.P. (2010). Comparing telework locations and traditional work arrangements: Differences in work-life balance support, job satisfaction, and inclusion. *Journal of Managerial Psychology*, 25(6), 578-595.

Morgeson, F.P., Dierdorff, E.C., & Hmurovic, J.L. (2010). Work design in situ: Understanding the role of occupational and organizational context. *Journal of Organizational Behavior*, 31(2-3), 351-360.

Muthén, L. K., & Muthén, B. O. (2017). *Mplus* [Computer program]. Los Angeles, CA: Author

Need, A., Steijn, B., & Gesthuizen, M. (2005). Long-term effects of flexible work. In: B. Peper & A. van Doorne-Huiskes & L. den Dulk (Eds.), *Flexible working and organizational change: The integration of work and personal life,* Cheltenham: Edward Elgar, 164-179.

Nienhueser, W. (2005). Flexible Work= Atypical Work= Precarious Work?: Introduction to the Special Issue. *Management Revue*, 16(3), 299-303

Ottosson, M., Matiaske, W., & Fietze, S. (2017). Digital Working Life: Some Introductory Reflections. *Management Revue,* 28(3), 275-280

Patel, P.C., Messersmith, J.G., & Lepak, D.P. (2013). Walking the tightrope: An assessment of the relationship between high-performance work systems and organizational ambidexterity. *Academy of Management Journal*, 56(5), 1420-1442.

Peters, K. (2003). Individuelle autonomie von abhängig beschäftigten: Selbsttäuschung und selbstverständigung unter den bedingungen indirekter unternehmenssteuerung. In: M. Kastner (Eds.), *Neue Selbständigkeit in Organisationen: Selbstbestimmung, Selbsttäuschung, Selbstausbeutung*, München, Rainer Hampp, 77-106.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Peters, P., Poutsma, E., Van der Heijden, B. I., Bakker, A. B., & de Bruijn, T. (2014). Enjoying New Ways to Work: An HRM-Process Approach to Study Flow. *Human Resource Management*, 53(2), 271-290.

Phillips, N. & Lawrence, T.B. (2012). The turn to work in organization and management theory: Some implications for strategic organization. *Strategic Organization*, 10(3), 223-230.

Pratt, M.G. (1998). To be or not to be: Central questions in organizational identification. In: D.A. Whetten & P.C. Godfrey (Eds.), *Identity in organizations: Building theory through conversations*, Thousand Oaks: Sage, 171-207.

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717-731.

Procter, S. (2006). Organizations and organized systems: From direct control to flexibility. In: S. Ackroyd & R. Batt & P. Thompson & P.S. Tolbert (Eds.), *The oxford handbook of work and organization*, Oxford: Oxford University Press, 462-484.

PSYCONES, Psychological contracts across employment situations. *Psycones*. Retrieved 3.11.2015, from http://www.uv.es/psycon/documentacion/WP3_Appendix/WP3_Appendix_A.doc.

Raguseo, E., Paolucci, E., & Neirotti, P. (2015). Exploring the tensions behind the adoption of mobile work practices in SMEs. *Business Process Management Journal*, 21(5), 1162-1185.

Reid, A.(2004). Social identity-specific collectivism (siscol) and group behavior. *Self and Identity*, 3(4), 310-320.

Rich, B.L., Lepine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.

Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resources Management, 43*(4), 395-407.

Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

Salleh, R., Bakar, Z. A., & Memon, M. A. (2018). Impact of Situational and Dispositional Factors on Work-Family Conflict and Job Satisfaction: A Proposed Framework. *SHS Web of Conferences*, 56, 03001. EDP Sciences.

Salganik, M.J. & Heckathorn, D.D. (2004). Sampling and estimation in hidden populations using respondent-driven sampling. *Sociological Methodology*, 34(1), 193-240.

Scarpello, V., & Campbell, J. P. (1983). Job satisfaction: Are all the parts there?. *Personnel Psychology*, 36(3), 577-600.

Schaufeli, W. B., & Bakker, A. B. (2003). Test manual for the Utrecht Work Engagement Scale. Unpublished manuscript, Utrecht University, the Netherlands. *Wilmar Schaufeli*. Retrieved 3.11.2015, from http://www. https://www.wilmarschaufeli.nl/publications/Schaufeli/Test%20Manuals/Test_manual_UWES_English.pdf.

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.

Shockley, K. M., & Allen, T. D. (2007). When flexibility helps: Another look at the availability of flexible work arrangements and work–family conflict. *Journal of Vocational Behavior*, 71(3), 479-493.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Sewell, G., & Taskin, L. (2015). Out of sight, out of mind in a new world of work? Autonomy, control, and spatiotemporal scaling in telework. *Organization Studies,* 36, 1507-1529.

Smith, V. (1997). New forms of work organization. *Annual Review of Sociology*, 23(1), 315-339.

Sorensen, C., (2011). Challenges: Manaiging mobile performance. *Enterprise Mobility: Tiny Technology with Global Impact on Work*. Palgrave Macmillan, 158-167.

Spector, P. E. (1986). Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work. *Human Relations,* 39(11), 1005-1016.

Spence, A. (1973). Job market signaling. *Quarterly Journal of Economics*, 87, 355-379.

Stinglhamber, F., Marique, G., Caesens, G., Desmette, D., Hansez, I., Hanin, D., & Bertrand, F. (2015). Employees' organizational identification and affective organizational commitment: An integrative approach. *PloS one*, 10(4), doi.org/10.1371/journal.pone.0123955.

Spreitzer, G. M., Cameron, L., & Garrett, L. (2017). Alternative Work Arrangements: Two Images of the New World of Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 473-499.

Taipale, S., Selander, K., Anttila, T., & Nätti, J. (2011). Work engagement in eight European countries: The role of job demands, autonomy, and social support. *International Journal of Sociology and Social Policy*, 31(7/8), 486-504.

Tajfel, H. & Turner, J.C. (1986). The social identity theory of intergroup behavior. In: S. Worchel, W.G. Austin (Eds.). *Psychology of intergroup relations*. Chicago: Nelson-Hall, 7-24.

Tangirala, S., & Ramanujam, R. (2008). Exploring nonlinearity in employee voice: The effects of personal control and organizational identification. *Academy of Management Journal*, 51(6), 1189-1203.

Taskin, L., & Edwards, P. (2007). The possibilities and limits of telework in a bureaucratic environment: lessons from the public sector. *New Technology, Work and Employment,* 22, 195-207.

Thompson, K. R., Luthans, F., & Terpening, W. D. (1981). The effects of MBO on performance and satisfaction in a public sector organization. *Journal of Management*, 7(1), 53-68.

Thompson, R. J., Payne, S. C., & Taylor, A. B. (2015). Applicant attraction to flexible work arrangements: Separating the influence of flextime and flexplace. *Journal of Occupational and Organizational Psychology*, 88(4), 726-749.

Tkaczyk, Ch. (2013). Marissa Mayer breaks her silence on Yahoo's telecommuting policy. *Fortune*. Retrieved 15.11.2018 from http://fortune.com/2013/04/19/marissa-mayer-breaks-her-silence-on-yahoos-telecommuting-policy/

Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., Hauptmeier, M., Höhfeld, C., Moltzen, K. & Tissington, P. A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British Journal of Management*, 15(4), 351-360.

Voß, G.G. & Pongratz, H.J. (1998). Der arbeitskraftunternehmer: Eine neue grundform der ware arbeitskraft? *Kölner Zeitschrift für Soziologie und Sozialpsychologie*, 50(1), 131-158.

Wanous, J. P., Reichers, A. E., & Hudy, M. J. (1997). Overall job satisfaction: how good are single-item measures? *Journal of Applied Psychology*, 82(2), 274-252.

Wärzner, A., Hartner-Tiefenthaler, M., & Koeszegi, S. T. (2017). Working Anywhere and Working Anyhow?: A Tension-Based View on ICT and the Coordination of Work. *Anywhere Working and the New Era of Telecommuting,* IGI Global, 90-112.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12(2), 173-194.

Wiesenfeld, B. M., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: the role of need for affiliation and perceived work-based social support. *Journal of Management*, 27(2), 213-229.

Williams, L. J. (2003). Recent advances in causal modeling methods for organizational and management research. *Journal of Management*, 29(6), 903-936.

Appendix

Items for measuring the organizational context:

Perceived organizational alignment:

My supervisor supports me that I can work optimally at my home office.

My supervisor assigns clearly measurable goals to me.

My performance is directly visible for my supervisor.

The achievement of goals leads to rewards.

My supervisor helps me to learn from mistakes.

Job autonomy:

I can plan my own work.

I can choose my job assignments.

I can vary how I do my work.

I can influence the way my section is organized.

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY

Table A1. Latent method factor

Construct	Substantive factor loading (R1)	$(R1)^2$	Method factor loading (R2)	$(R2)^2$
1. Temporal flexibility	.65***	.42	.175	.03
2.	.66***	.44	.103	.01
3.	.59***	.35	.225*	.05
1. Spatial flexibility	.67***	.45	.287***	.08
2.	.53***	.29	.252**	.06
3.	.78***	.61	.191	.04
1. Perceived organizational alignment	.31***	.09	-.061	.00
2.	.62***	.39	-.073	.00
3.	.67***	.44	.030	.00
4.	.60***	.36	-.052	.00
5.	.74***	.55	.102	.01
1. Job autonomy	.70***	.48	.031	.00
2.	.69***	.48	.228*	.05
3.	.80***	.64	.153	.02
4.	.46***	.21	.234	.05
1. Work engagement	.76***	.58	-.218	.05
2.	.88***	.77	.208	.04
3.	.84***	.70	.212	.04
4.	.75***	.56	.246	.06
5.	.80***	.65	.272	.07
6.	.57***	.32	.362*	.13
1. Organizational identity	.73***	.53	.194	.04
2.	.89***	.80	.254	.06
3.	.85***	.72	.179	.03
1. Job satisfaction	.98***	.96	.210	.04

*p <.05, **p <.01, ***p <.001

https://doi.org/10.5771/0935-9915-2019-1-63 https://www.inlibra.com/de/page/agb - Open Access - (cc) BY