

# AN EMPIRICAL ASSESSMENT OF FLEXI-WORK SCHEDULE AND EMPLOYEE RETENTION WITH A MEDIATING ROLE OF OORGANIZATIONAL CITIZENSHIP BEHAVIOR IN CONTEMPORARY WORK ENVIRONMENT

Humeera Khursheed <sup>1</sup>, Nowshiba <sup>1</sup>, Insha Fayaz <sup>1</sup>, S. A. Mufeed <sup>2</sup>

<sup>1</sup> Research Scholar, Department of Management Studies, University of Kashmir, Srinagar, Kashmir, India

<sup>2</sup> Professor and Former Director and Dean of The Business School, University of Kashmir, Srinagar, Kashmir, India



## DOI

[10.29121/shodhkosh.v5.i1.2024.5251](https://doi.org/10.29121/shodhkosh.v5.i1.2024.5251)

**Funding:** This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

**Copyright:** © 2024 The Author(s). This work is licensed under a [Creative Commons Attribution 4.0 International License](#).

With the license CC-BY, authors retain the copyright, allowing anyone to download, reuse, re-print, modify, distribute, and/or copy their contribution. The work must be properly attributed to its author.



## ABSTRACT

The new age work environment is changing and since the advent of covid -19, corporates have changed the way they function like working in hybrid mode, work from home, flexi timings etc, many organisations have adopted work from home or blended processes permanently. In the present competitive business world, characterized with intense competition, changing employee aspirations and performance driven culture at workplaces has forced organizations to be more competitive and adaptive towards their business practices. Organization citizenship behavior (OCB) is considered important as it fosters social relationships for strengthening employee retention, and also to check in present times if the organisations are designing work as per the flexibility of employees. The objective of the current study is to assess the effect of flexitime on employee retention with the mediating role of organizational citizenship behavior (OCB) and to see how it relates in contemporary work environment. Moreover, the focus will be to examine the perception of employees in various organisations towards existing flexible working schedules, OCB and employee retention. The study will target 150 employees working in Online, Offline or hybrid mode. in various multinational corporations within India using convenient sampling technique. The participants are full-time employees of the organization. Moreover, SPSS 20 Version has been used to assess the perceptual differences of employees across demographic variables towards the Flexi-time schedule, employee retention & OCB in various organisations. The findings of the study will have greater implications for management in implementing favourable practices in context of flexi working schedule, OCB and employee retention which will further enhance better management practices for employee overall effectiveness in general and overall competitive advantage for organizations in particular.

**Keywords:** Organization Citizenship Behavior (OCB), Flexitime, Employee Retention, Hybrid Work Environment, Work from Home, Work from Office.

## 1. INTRODUCTION

The service value that a company wants to give its customers is communicated through the service behaviors of its frontline employees, and their attitude has a big effect on how satisfied customers are. A high level of job satisfaction not only results in a pleasant employee demeanor but also in an increase in the customer's overall happiness with the service obtained. Schneider and Bowen (1995) found that in most service organizations, service quality is significantly enhanced by the positive attitude and discretionary actions of frontline employees. The outlook and actions of front-line employees have a significant impact on the quality of service provided to customers and their overall satisfaction (Barroso et al. 2004, Dean 2004). The banking sector continues to suffer strong cost-control pressure, and many administrators have resorted to employee reductions and reorganizational restructuring. Yet, both staff reductions and structural redesigns will have a negative effect on employee morale and indirectly reduce operational efficiency in the short term.

Administrators need to look for a strategy that will not only keep employee morale high but also boost productivity in spite of the limited number of available staff members.

Bateman and Organ (1983) coined the term "organizational citizenship behavior" (OCB) to characterize any action that benefits an organization but is not mandated or enforced by that organization. Organizational citizenship behavior (OCB) is when people go above and beyond their tasks to help the organization. Organizational citizenship behavior is regarded as a factor that influences the effectiveness of an organization (Organ, 1990). Further Organ (1998) argues that there is no ideal management system and that it is impossible to achieve organizational objectives if employees solely perform their own tasks. A superior management system must motivate additional organizational effectiveness-enhancing behaviors. This additional behavior is known as OCB. Individual behavior that is voluntary, not immediately or openly recognized by the formal reward system, and that collectively contributes to the efficient operation of the organization is referred to as "organizational citizenship behavior" (OCB). It is essential for hospital administrators to have a comprehensive understanding of the idea of organizational citizenship behavior (OCB) and to make every effort to keep personnel who are capable of showing such behavior (Bolon 1997).

To a layperson, an organization's citizenship behavior is an activity that allows employees to exceed their obligations and authorities. Workers work at their own discretion without formal compensation. Hence, the absence of these actions is not punished. It involves being helpful, considerate, and concerned with other employees. This enhances the morale of the organization as a whole. Organ (1988) discovered that OCB consists of five dimensions:

- 1) **Altruism:** It is an employee's helping or helpful behavior toward other employees.
- 2) **Conscientiousness:** It entails executing one's tasks beyond the basic criteria, such as abiding by the rules and taking the initiative to complete a task.
- 3) **Courtesy** refers to the behavior of an employee who attempts to avoid conflicts with other employees.
- 4) **Civic virtue:** the employee's willingness to freely participate in the organization's governance.
- 5) **Sportsmanship:** Employees demonstrate sportsmanship when they are willing to suffer foreseeable inconveniences without complaining.

As employee turnover is costly for an organization, it would be helpful for the organization to recognize factors that encourage employees to remain with the organization. Tett and Meyer (1993) defined intention to stay as employees' willingness to remain with a company, and it regularly exhibits a stronger association with turnover. Armstrong (2007) defines employee retention as "an organization's capacity to retain its staff." Currently, recruitment is not an issue, but retention is. As a firm acquires competent people, retaining them becomes important. Employee retention mostly entails engaging employees in such a way that they get attached to the organization and refuse to leave. According to a number of studies, there is a favorable connection between organizational citizenship behavior and employee retention practices in the organization, which are designed to retain employees (Allen, 2011). There are numerous retention practices that help organizations retain their employees for longer periods of time. Several studies have shown that encouraging employees to engage in OCB is beneficial for businesses in many ways, including improved productivity and customer satisfaction as well as lower expenses, attrition rates, and absenteeism (Podsakoff et al., 2009). Evidence suggests that organizational citizenship behavior has a positive effect on employee retention (Chen, Hui, and Sego 1998; MacKenzie, Podsakoff, and Ahearne 1998; Chen 2005; Harrison, Newman, and Roth 2006; Coyne and Ong 2007; Lam, Chen, and Takeuchi 2009; Paille' and Grima 2011); but some studies have argued that more research is needed to better understand the relationships between OCB and the variables involved in the decision (Organ, Podsakoff, and MacKenzie 2006; Podsakoff and MacKenzie, Podsakoff,

The aim of this study is to examine the relationships between OCB and employee retention by examining the influence of variables typically involved in turnover decisions.

## 2. REVIEW OF LITERATURE

### 2.1. ORGANISATIONAL CITIZENSHIP BEHAVIOR:

OCB is a multidimensional concept, and there are five common dimensions of OCB: (a) altruism—providing help to others; (b) generalized compliance or conscientiousness—faithful adherence to rules and regulations and work conduct; (c) courtesy—gestures that help prevent problems for others; (d) sportsmanship—the willingness to forbear minor

impositions without fuss or protest; (e) civic virtue—responsible or constructive involvement in the governance issues of the organization (Organ 1988; Smith et al., 1983; VanYperen, et al., 1999).

According to Podsakoff (2000), organizational citizenship behavior is defined as discretionary individual action that is not directly or openly acknowledged by the formal incentive system and that, in aggregate, enhances the proper functioning of the organization. According to Podsakoff, MacKenzie, Paine, and Bachrach (2000), thirty distinct types of organizational citizenship conduct exist. To classify these citizenship practices, researchers have developed a number of taxonomies (Bateman & Organ, 1983; Organ, 1988, 1990; Smith, Organ, & Near, 1983; Van Dyne, Graham, & Dienesch, 1994; Williams & Anderson, 1991). One of the most prominent taxonomies was proposed by Organ (1988), who distinguished five components or characteristics: altruism, civility, conscientiousness, civic virtue, and sportsmanship. Afterwards, Organ (1990) added two new factors: peacekeeping and cheerleading. Several of the other elements, like benevolence, civility, peacekeeping, and cheerleading, are difficult to differentiate (Bachrach, Bendoly, & Podsakoff, 2001; MacKenzie et al., 1991; Podsakoff s. & MacKenzie, 1994). According to Podsakoff, Ahearne, and MacKenzie (1997), all of these elements may equate to a larger dimension that they refer to as aiding.

## 2.2. EMPLOYEE RETENTION

Employees are an organization's most valuable resource, and the corporation can't function without them in any meaningful way. The retention of employees is a large topic, and many businesses take this provision very seriously in order to maintain a healthy output with their workforce (Bisht, Chaubey, & Thapliyal, 2016). The Human Resources Department of an organization is directly responsible for the policies it develops and puts into effect, which have a direct correlation to the company's ability to keep its personnel. It is required for an organization that they provide all of their workers with the resources necessary to fulfill their requirements in a professional and ethical sense. In recent years, this impact on a company's bottom line has become increasingly apparent. When workers are content with their work, they don't give much thought to exploring other opportunities. Keeping high-performing workers on staff is a cost-effective way to boost productivity and morale while reducing employee turnover.

Mobley (1977) defined turnover intention as the reason to quit a job. Tett and Meyer (1993) defined turnover intent as a plan to leave. An employee's intention to quit involves thinking about resigning and declaring the wish to leave the current employer or organization. As stated by Samuel and Chipunza (2009), there are a number of factors that are critical in convincing employees to leave or remain with a firm. As stated by Samuel and Chipunza (2009), all of these factors, such as a competitive compensation package, job stability, opportunities for professional development, and public acknowledgement, are essential to retaining and motivating employees. However, in designing the retention policy, numerous other factors should not be ignored. In broader In a broader sense, turnover intention can be viewed as the employees' desire to consciously switch organizations, and they are interested in ending their membership with the organization that employs them.

When a lot of people leave their jobs on their own, especially if they are the best workers, it's bad for business. When employees leave, they take valuable tacit knowledge with them. This makes it harder for businesses to make money and hurts their bottom line (Amah, 2009). High employee turnover has been linked to low productivity (Huselid, 1995), higher costs for hiring and training (Rousseau, 1984), and low revenue growth prospects (Baron, Hannan, and Burton, 2001). Employee turnover intentions are directly impacted by factors such as job satisfaction, career satisfaction, and organizational commitment. These factors all demonstrate a positive attitude towards the organization, which in turn has a favorable effect on employee retention.

**Table 1 A Kaleidoscopic View on OCB and Employee Retention Adopted in the Past Research Studies**

S. No	Name of Author	Name of Journal/ Year	Topic	Sample Size/ Sample Study Organisation	Variable
1.	Paillé	The International Journal of Human Resource Management, (2012)	Organizational citizenship behaviour and employee retention: How important are turnover cognitions?	n=651 n2=226	<b>OCB:</b> helping, altruism, sportsmanship, and civic virtue, <b>ER:</b> Intent to search, Intent to leave, <b>Turnover cognition</b>

An Empirical Assessment of Flexi-Work Schedule and Employee Retention with A Mediating Role of Oorganizational Citizenship Behavior in Contemporary Work Environment

2	Jahagirdar & Bankar	Atlantis Highlights in Social Sciences, Education and Humanities (2021)	Critical Analysis of the Influence of Organizational Citizenship Behavior on Turnover Intentions of Generation Y Employees in it Firms in India	n= 100 IT professionals	<b>OCB, Turnover Intentions.</b>
3.	Halid et al.	Global Business Review, SAGE (2020)	Perceived Human Resource Management Practices and Intention to Stay in Private Higher Education Institutions in Malaysia: The Role of Organizational Citizenship Behaviour	323 lecturers	<b>HRM Practices-</b> recruitment and selection, training and development, performance appraisal, rewards & recognition and career opportunities <b>OCB, Intention to Stay</b>
4	Anatarajan	International Journal of Creative Research Thoughts (IJCRT, 2017)	Effectiveness of organizational citizenship behaviour on regarding retention: a study of employees of information technology sectors	n=100 IT professionals	<b>OCB, Employee Retention</b>
5	Mittal et al.	International Journal for Research in Engineering Application and Management (2018)	Impact of Organizational Citizenship Behavior on Employee Retention in Banking Sector	N= 132 banking employees	<b>OCB:</b> Altruism, Conscientiousness, Courtesy, Civic Virtue, Sportsmanship <b>EMPLOYEE RETENTION:</b> employee relations, realistic job preview, rewards and recognition, communication, training and development, work life balance, leadership skills and organization culture.
6.	Deotale and Naidu	Journal of Emerging Technologies and Innovative Research (JETIR) 2018	Analytical study on impact of Organisational Citizenship Behaviour on Retention of employees working in IT industry	N= 456 employees of IT industry	<b>OCB:</b> Altruism, Conscientiousness, Courtesy, Civic Virtue, Sportsmanship.  <b>EMPLOYEE RETENTION</b>
7.	Solomon	Global Journal of Arts Humanity and Social Sciences (2022)	Employee Retention Strategies & Employee Citizenship Behaviour (ECB) in Public Service Organizations, Yenagoa	N=187, employees of 5 public service organization	Employee Retention Strategy, Employee Citizenship Behavior, Altruism, Civic virtue, Pay Benefits
8.	Saoula et al.	International Journal of Financial Research (2019)	A Conceptualization of the Effect of Organisational Justice on Turnover Intention: The Mediating Role of Organisational Citizenship Behaviour	N= 382 ICT service sector	Organisational justice <b>OCB, Turnover Intention</b>
9	Shbaila et al.	Management Science Letters (2020)	Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan	N= 78 internal auditors of Jordanian private universities.	Organizational climate, Organizational Citizenship Behaviour, Turnover Intention

10	Gunawan &Widodo	Jurnal Konselingdan Pendidikan (2021)	Linking quality of work-life to turnover intention: The role of organizational citizenship behavior	n=224 Teachers	Quality of work-life Organizational citizenship behavior Turnover intention
----	-----------------	---------------------------------------	---	----------------	---

A thorough perusal of the research studies as mentioned in table-1 brings out the fact that almost in all cases separate studies have been carried out in huge number, but the majority of existing studies predominantly focus on direct relationships, often overlooking the indirect pathways by which flexible work time may impact employee retention. The above-mentioned studies revealed that flexible work schedules markedly enhance employee retention by improving job satisfaction, work-life balance, and organisational commitment.

OCB has a vital role in this connection. Employees who utilise flexible work time (FWT) are more inclined to participate in discretionary, pro-organizational behaviours, hence enhancing their desire to remain with the organisation.

### 3. OBJECTIVES OF THE STUDY

Keeping in view the aforementioned discussion, the study conducted has the following objectives.

- 1) To examine the impact of flexi time on employee retention in contemporary work environment
- 2) To investigate the effect of flexi time on OCB in contemporary work environment
- 3) To analyse the impact of OCB on employee retention in contemporary work environment
- 4) To assess the mediating role of OCB between flexi time conflict and employee retention in contemporary work environment

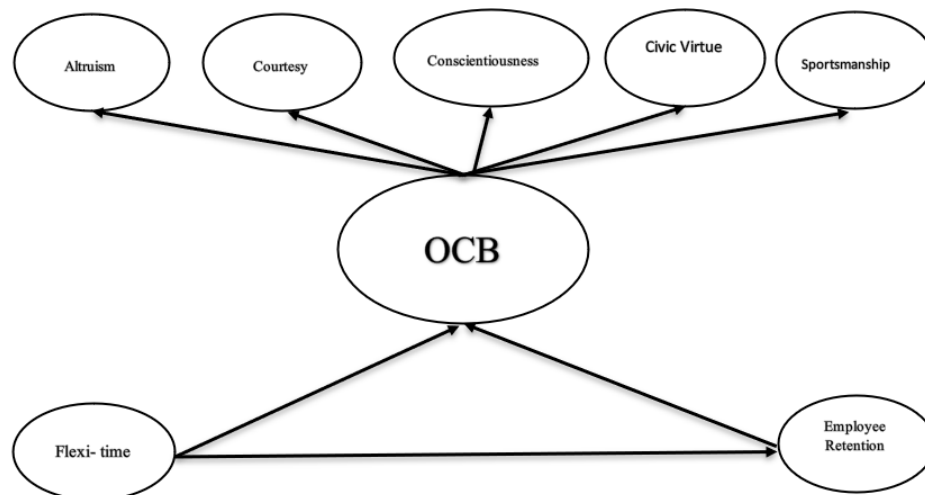
### 4. HYPOTHESES

In consonance with the above objectives, the hypotheses formulated for the present research are as under:

- 1) **H1:** Flexi time has significant relationship with employee retention
- 2) **H2:** Flexi time has significant relationship with OCB
- 3) **H3:** OCB has significant relationship with employee retention
- 4) **H4:** OCB mediates the relationship between flexi time and employee retention

### 5. CONCEPTUAL MODEL

**Figure 1**





## 6. RESEARCH METHODOLOGY

The study was conducted on 150 employees working in Online, Offline or hybrid mode. in various multinational corporations within India using convenient sampling technique. The participants are full time employees of the organization.

## 7. DATA ANALYSIS AND RESULTS

### 7.1. RELIABILITY RESULTS

In order to assess the reliability of the instrument Cronbach's alpha coefficient was employed. Cronbach's alpha value greater than 0.70 indicates that the instrument is reliable and consistent (Nunnally, 1978). For the present study the results of reliability statistics as shown in table 2 indicate that the Cronbach's alpha value for each construct is above the recommended threshold value of 0.70.

**Table 2 Results of Reliability Test**

Dimension	No. of items	Chronbach Alpha ( $\alpha$ ) Value
<b>Flexi Time Work</b>	<b>09</b>	<b>0.916</b>
Altruism	05	0.921
Courtesy	04	0.869
Conscientiousness	05	0.891
Civic Virtue	05	0.918
Sportsmanship	05	0.927
<b>Organizational Citizenship Behavior</b>	<b>24</b>	<b>0.951</b>
<b>Employee Retention</b>	<b>08</b>	<b>0.905</b>
<b>Overall Scale</b>	<b>41</b>	<b>0.934</b>
"Note: Cronbach Alpha ( $\alpha$ ) for all the constructs is above the threshold level <b>0.70</b> "		

## 8. MEASUREMENT MODEL

The Confirmatory Factor Analysis comprises of for steps. First the indicator loadings were assessed and were found above the recommended value of .60 (Chin, 1998). Next step is to check the composite reliability (CR). The Composite reliability of each construct was assessed and was found above the suggested value of 0.70 (Hair et al., 2006). The third step entails the assessment of convergent validity that was checked through Average Variance Explained (AVE). The value of AVE for each dimension of the model was also above the recommended value of 0.50 (Hair et al., 2006). The last step of CFA involves the assessment of Discriminant Validity which according to Fornell & Larcker (1981), is upheld "when the square root of the AVE (diagonal values) of each construct is larger than its corresponding correlation coefficients". Besides, discriminant validity was also assessed through Heterotrait-Monotrait (HTMT) ratio as suggested by Henseler et al. (2015), which is the "the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct". Problems of discrimination in validity occur when HTMT values are high. The values of HTM for all the constructs were found to be below the suggested value of 0.85 Henseler et al. (2015). The values of Fornell & Larcker and HTMT for all constructs were as per the recommended values and are shown in the tables 3, 4 and 5

**Table 3 Results of CFA**

Construct	Item Code	Item Loading	Sig.	CR	AVE
<b>Flexi Time Work</b>	<b>FT1</b>	0.756	***	0.931	0.599
	<b>FT2</b>	0.748	***		
	<b>FT3</b>	0.757	***		
	<b>FT4</b>	0.778	***		
	<b>FT5</b>	0.814	***		
	<b>FT6</b>	0.775	***		
	<b>FT7</b>	0.782	***		

		<b>FT8</b>	0.773	***		
		<b>FT9</b>	0.782	***		
<b>Altruism</b>		<b>AL1</b>	0.851	***	0.941	0.761
		<b>AL2</b>	0.874	***		
		<b>AL3</b>	0.905	***		
		<b>AL4</b>	0.860	***		
		<b>AL5</b>	0.869	***		
<b>Courtesy</b>		<b>CR1</b>	0.865	***	0.912	0.721
		<b>CR2</b>	0.865	***		
		<b>CR3</b>	0.824	***		
		<b>CR4</b>	0.840	***		
<b>Conscientiousness</b>		<b>CS1</b>	0.840	***	0.920	0.696
		<b>CS2</b>	0.840	***		
		<b>CS3</b>	0.814	***		
		<b>CS4</b>	0.856	***		
		<b>CS5</b>	0.822	***		
<b>Civic Virtue</b>		<b>CV1</b>	0.861	***	0.940	0.757
		<b>CV2</b>	0.888	***		
		<b>CV3</b>	0.889	***		
		<b>CV4</b>	0.866	***		
		<b>CV5</b>	0.846	***		
<b>Sportsmanship</b>		<b>SS1</b>	0.869	***	0.945	0.774
		<b>SS2</b>	0.894	***		
		<b>SS3</b>	0.903	***		
		<b>SS4</b>	0.880	***		
		<b>SS5</b>	0.851	***		
<b>Employee Retention</b>		<b>ER1</b>	0.747	***	0.924	0.605
		<b>ER2</b>	0.792	***		
		<b>ER3</b>	0.834	***		
		<b>ER4</b>	0.792	***		
		<b>ER5</b>	0.824	***		
		<b>ER6</b>	0.741	***		
		<b>ER7</b>	0.682	***		
		<b>ER8</b>	0.797	***		
<b>Organizational Citizenship Behavior</b>		<b>Altruism</b>	<b>0.884</b>	***	<b>0.897</b>	<b>0.637</b>
		<b>Courtesy</b>	<b>0.717</b>	***		
		<b>Conscientiousness</b>	<b>0.725</b>	***		
		<b>Civic Virtue</b>	<b>0.833</b>	***		
		<b>Sportsmanship</b>	<b>0.818</b>	***		

Table 4 HTMT Ratio Matrix

	AL	CV	CS	CR	ER	FTW	OCB	SS
AL								
CV	0.710							
CS	0.580	0.545						
CR	0.632	0.543	0.606					
ER	0.258	0.208	0.066	0.054				
FTW	0.179	0.134	0.060	0.080	0.592			
OCB	0.865	0.882	0.805	0.804	0.214	0.151		
SS	0.758	0.670	0.454	0.476	0.252	0.150	0.858	

**Table 5 Fornell Larcker Criteria**

	AL	CV	CS	CR	ER	FTW	OCB	SS
AL	<b>0.872</b>							
CV	0.654	<b>0.870</b>						
CS	0.533	0.500	<b>0.834</b>					
CR	0.567	0.487	0.538	<b>0.849</b>				
ER	0.241	0.188	0.050	0.013	<b>0.778</b>			
FTW	0.167	0.125	0.038	0.066	0.545	<b>0.774</b>		
OCB	0.584	0.533	0.725	0.717	0.199	0.117	<b>0.692</b>	
SS	0.501	0.519	0.419	0.428	0.235	0.138	0.818	<b>0.880</b>

## 9. STRUCTURAL MODEL/ HYPOTHESES TESTING RESULTS

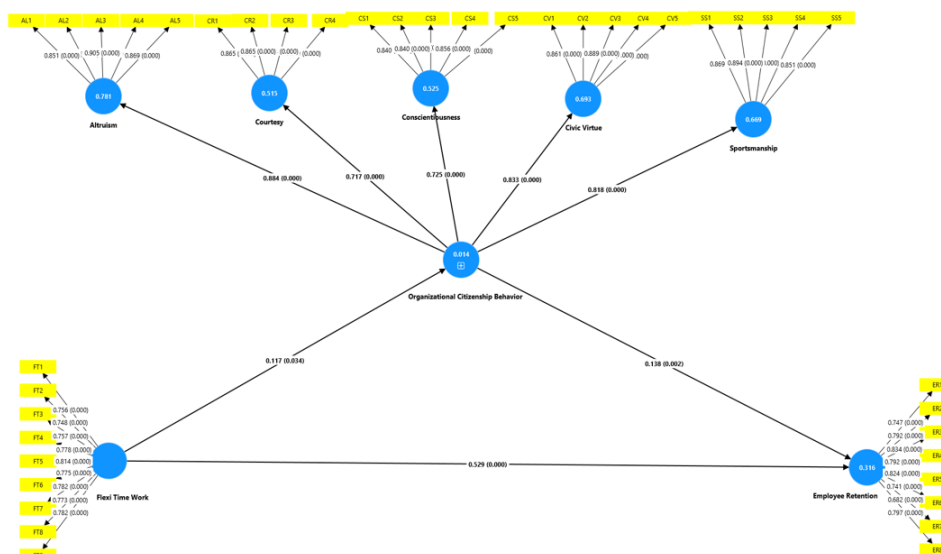
The next stage is to conduct hypothesis testing once confirmatory factor analysis has been completed. Using the Smart PLS 4.0.1 software, researchers conducted SEM in order to test the proposed hypotheses.

The findings of the study showed that flexi work schedule a significant impact on the employee retention as perceived by the respondents ( $\beta=0.529$ ;  $p < 0.05$ ). Also, the study's findings showed that there is a significant positive relation between flexi work schedule and Organizational Citizenship Behavior ( $\beta=0.117$ ;  $p < 0.05$ ); and there is a significant impact of Organizational Citizenship Behavior on employee retention ( $\beta=0.138$ ;  $p < 0.05$ ). Therefore, the study's findings supported hypotheses H1, H2 and H3. The results of the hypotheses are summarized in Table 6 and are shown graphically in figure 2.

**Table 6 Results of SEM**

HY		Original sample (O)	Sample mean (M)	T statistics ( O/STDEV )	P values	inference
H1	Flexi Time Work -> Employee Retention	0.529	0.530	11.483	0.000	Supported
H2	Flexi Time Work -> Organizational Citizenship Behavior	0.117	0.118	2.118	0.034	Supported
H3	Organizational Citizenship Behavior -> Employee Retention	0.138	0.137	3.068	0.002	Supported

**Figure 2**



**Figure 2 The Estimated SEM Path Model Source: Author's Elaboration**



## 10. MEDIATION RESULTS

Mediation analysis was conducted to examine the mediation effect of Organizational Citizenship Behavior in the relationship between flexi time schedule and employee retention in contemporary work environment. The specific indirect effects were examined and study's findings showed that in presence of Organizational Citizenship Behavior the direct effect of flexi time schedule on employee retention remained significant, thereby showing partial mediation of OCB in the relationship between flexi time schedule and employee retention. The specific indirect effects of mediation analysis are shown in table 6 and thus supported the proposed hypothesis H4.

**Table 7: Specific Indirect Effects**

HY		Original sample (O)	Sample mean (M)	T statistics ( O/STDEV )	P values	inference
H4	Flexi Time Work -> Organizational Citizenship Behavior -> Employee Retention	0.016	0.016	3.658	0.034	Supported

## 11. DISCUSSION AND CONCLUSION

There have been studies conducted to investigate the relationship between flexible work arrangement and employee retention, but many studies have ignored the mediating role of organisational commitment in aforementioned study. Apparently, the present study revealed that flexible work arrangements substantially improve employee satisfaction and commitment which eventually reduces their turnover intention. Furthermore, the study highlighted that flexible work arrangements are essential tools that mitigate employment constraints. Flexible workplace enables employees to more successfully manage their work-life balance, which is crucial for retention. Employees who experience flexibility in their work schedules are more inclined to exhibit commitment to their firm. The specific indirect effects were investigated, and the findings of the study demonstrated that the direct effect of flexi time schedule on employee retention remained significant even when Organizational Citizenship Behavior was present. This indicates that OCB plays a role in the relationship between flexi time schedule and employee retention, partially mediating the relationship.

In conclusion, our investigation shown that flexible working arrangements significantly predict enhanced employee organizational engagement and retention. Consequently, firms should prioritize the significance of flexible working arrangements and strive to provide a work environment that accommodates these arrangements to fulfil employee demands. High organizational commitment and retention are essential elements that many organizations need enhance to attain their aims. This research aims to furnish empirical information regarding these views, so assisting managers, practitioners, and decision-makers in their organizations to discern the actual origins of turnover intention. Previous research have attempted to associate flexible work time schedules with turnover intention, although they have overlooked the significance of organizational citizenship behavior (OCB) as a crucial predictor in this relationship. To mitigate turnover, organizations can enhance the degree of citizenship behavior among workers. Consequently, the use of Organizational Citizenship Behavior (OCB) in the correlation between flexible time schedules and turnover intention will facilitate the early prediction of turnover intention and enhance comprehension of the interrelations among the variables, so addressing the research gap identified by prior scholars. However the study has some limitations as well, the present study could not make a comparison WFH, WFO & hybrid mode. Therefore, comparative analysis could be considered for future studies. Second, the sample was limited, and cross-sectional study was conducted, future studies may focus on longitudinal study. Third probability sampling is suggested for future research.

## CONFLICT OF INTERESTS

None.

## ACKNOWLEDGMENTS

None.

## REFERENCES

- Al Shbail, M. O., & Al Shbail, A. M. A. (2020). Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan. *Management Science Letters*, 10(16), 3749-3756.
- Bolino, M. C., Hsiung, H.-H., Harvey, J., & LePine, J. A. (2015). Well, I'm tired of trying' ! organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), 56.
- Cho, S., & Johanson, M. M. (2008). Organizational citizenship behavior and employee performance : A moderating effect of work status in restaurant employees. *Journal of Hospitality & Tourism Research*, 32(3), 307–326.
- Chen, X.-P. (2005), 'Organizational Citizenship Behavior: A Predictor of Employee Voluntary Turnover,' in Handbook of Organizational Citizenship Behavior: A Review of 'Good Solder'.
- Chinomona, E., Dhurup, M., & Joubert, P. A. (2017). Organizational citizenship behavior, employee perceptions of equity, organizational commitment and intention to stay of employees in Zimbabwean SMEs. *International Journal of Business and Management Studies*, 9(1), 131–146.
- Don-Solomon, A. (2022). Employee Retention Strategies & Employee Citizenship Behaviour (ECB) in Public Service Organizations, Yenagoa. *Global Journal of Arts Humanity and Social Sciences ISSN*, 2583, 2034.
- Fasanmi, S. S. (2018). Effects of commitment, justice and empowerment on organisational citizenship behaviour and turnover intent among Nigerian bankers. *IFE Psychologia: An International Journal*, 26(1), 16–44.
- Gunawan, R. M., & Widodo, W. (2021). Linking quality of work-life to turnover intention : The role of organizational citizenship behavior. *Jurnal Konseling dan Pendidikan*, 9(4), 358-365.
- Griffeth, R., Hom, P., and Gaertner, S. (2000), 'A Meta-Analysis of Antecedents and Correlates of Employee Turnover : Update, Moderator Tests, and Research Implications for the Next Millennium,' *Journal of Management*, 26, 3, 463–488.
- Hom, P., and Griffeth, R. (1995), *Employee Turnover*, Cincinnati, OH : South-Western.
- Halid, H., Kee, D. M. H., & Rahim, N. F. A. (2024). Perceived human resource management practices and intention to stay in private higher education institutions in Malaysia : The role of organizational citizenship behaviour. *Global Business Review*, 25(1), 162-179.
- Hom, P., and Griffeth, R. (1995), *Employee Turnover*, Cincinnati, OH : South-Western.
- Iftikhar, M., Shahid, M. U., Shahab, M. H., Mobeen, M., & Qureshi, M. I. (2016). Exploring the relationship among organizational citizenship behavior, psychological empowerment and turnover intentions with the mediating role of affective commitment. *International Review of Management and Marketing*, 6(4S), 296–304.
- Jahagirdar, R., & Bankar, S. (2022, January). Critical Analysis of the Influence of Organizational Citizenship Behavior on Turnover Intentions of Generation Y Employees in it Firms in India. In *2nd International Conference on Sustainability and Equity (ICSE-2021)* (pp. 162-172). Atlantis Press.
- Khalid, S. A., Nor, M. N. M., Ismail, M., & Razali, M. F. M. (2013). Organizational citizenship and generation Y turnover intention. *International Journal of Academic Research in Economics and Management Sciences*, 2(4), 132.
- Lavelle, J.J. (2010), 'What Motivates OCB ? Insights from the Volunteerism Literature,' *Journal of Organizational Behavior*, 31, 918–923.
- Morrison, E.W. (1994), 'Organizational Citizenship Behavior as a Critical Link Between HRM Practices and Service Quality,' *Human Resource Management*, 35, 4, 493–512.
- Mittal, D. K., & Kaur, N. (2018). Impact of organizational citizenship behavior on employee retention in banking sector. *Int. J. Res. Eng. Appl. Manag*, 3(1), 103-112.
- Organ, D.W. (1988), *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: *Lexington Books*.
- Organ, D.W. (1997), Organizational Citizenship Behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
- Organ, D.W. (1990), The motivational basis of Organizational Citizenship Behaviour. *Research in Organizational Behaviour*, 12(1), 43-72.
- Podsakoff, S. B ; MacKenzie, J. B. P ; Daniel, G. B., Philip M., (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research, *Journal of Management*, 26(3), 513–563.
- Paillé, P. (2013). Organizational citizenship behaviour and employee retention : how important are turnover cognitions. *The International Journal of Human Resource Management*, 24(4), 768-790.

- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and Organ, W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547–557
- Smith, C.A., Organ, D.W., and Near, J.P. (1983), Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 645-653.
- Shanker, M. (2018). Organisational citizenship behavior in relation to employees' intention to stay in Indian organisations. *Business Process Management Journal*, 24(6), 1355–1366.
- Sengupta, S., & Dev, S. (2013). What makes employees stay ? Exploring the dimensions in context of urban-centric business process outsourcing industry in India. *Strategic Outsourcing : An International Journal*, 6(3), 258–276.
- Saoula, O., Fareed, M., Ismail, S. A., Husin, N. S., & Hamid, R. A. (2019). A conceptualization of the effect of organisational justice on turnover intention : The mediating role of organisational citizenship behaviour. *International Journal of Financial Research*, 10(5), 327-337.
- VanYperen, and N. W., Berg. (1999), "Towards a better understanding of the link between participation in decision making and organizational citizenship behavior: A multilevel analysis." *Journal of Occupational and Organizational Psychology* 72, 377-392.