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The Impact of Flexible Working Hours and Psychological Empowerment on Team Performance with the Mediating Role of Work Engagement

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Abstract

Companies that offer flex-time and empower its employees psychologically help to keep the employees engaged in their work effectively and ultimately ameliorates team performance. In this paper, we scrutinize how flexible working hours and psychological empowerment boosts team performance while observing work engagement as mediator. In order to carry out our study, we used cross-sectional method of survey and the data was collected from employees of construction project based organizations. Results of the experiment from 221 employees reveal that by initiating flexibility in working hours enhances the work engagement of employees, which ultimately enhances team performance. Similarly, by empowering the employees psychologically increases the work engagement level which enhances team performance. There is evidence that work engagement enhances team performance and as the engagement level of employees enhances, so team performance also increases. Hence, our results indicate that work engagement of employees enhances by initiating flexibility in working hours and by empowering the employees psychologically in an organization. Due to high engagement level of employees in their work, team performance increases.

Keywords: Flexible working hours; Psychological Empowerment; Work Engagement; Team performance; Project based organizations

committed to their organization. Happiness of employees depends upon the work environment, psychological empowerment, flexible work options, appreciation for work, reward for remarkable performance and good relationship with supervisors etc. Happiness of employees lead to a high level of work engagement and team performance is enhanced. Team achieves its objectives within time frame, allocated budget while maintaining the quality of deliverables. In order to attain the team leader's baselines, the employees need to work in teams. Team work is an important factor affecting the overall reputation and profit of organizations. Companies that provide flexibility in working hours to its employees are said to perform well in a team work environment. In project based organizations and especially in the construction industry, employees have to work for long hours and are too much stressful due to a lot of work burden. Due to this fact, the engagement level of employees is not up to the expectations and definitely leads to low performance. Flex time enhances productivity, job satisfaction, reduce stress level of employees, improves quality of lives of employees, reduce absenteeism and lessens organizational overtime costs [45]. Flexible working hours have recently been fully considered by companies and researchers as a family-friendly approach [2]. Flexible working hours enhances productivity and profitability of organizations [3]. In order to attain good team performance, the team needs to carry out all the necessary activities so to achieve the specific objectives of team [4]. Flexibility in working hours leads to better work life balance and improves company performance [46]. In short, flexible working hours helps to reduce stress level and work burden of employees and enhances engagement level of employees and ultimately leads to improve team performance.

Introduction

Organizations are mostly dependent on teams. Project activities that need to be completed are too complicated and confusing to complete individually. Therefore, it is necessary to work together to achieve the goals and to complete the task [1]. As employees are the back bone of organization, and happy employees are more motivated, productive and

Empowerment means empowering employees to take decisions autonomously and becoming independent [47]. Empowerment refers to personal thinking, taking actions to control work and taking decisions autonomously [5]. In project based organizations the principal issue is that employee's decisions regarding work are intervened by senior management, due to which employees feel too low and their interest level is reduced. And low level of interest causes low level of engagement, which ultimately leads to low team

performance. Psychological empowerment has many metrics, such as impact (the level to which employee perceive that how his/her work influences his/her organization), competence (the capability of employee to do his/her assigned tasks efficiently), meaningfulness (the intrinsic caring about work-related tasks), and choice (autonomy of employee at work i.e. the decisions which an employee takes regarding work are not intervened) [48]. Empowerment enhances business profits, lessens the cost and improves quality of deliverable [49]. Empowerment of employees enhances employee performance [6]. Psychological empowerment has a positive effect on job performance and job satisfaction [7]. In a nutshell, if employees are psychologically empowered i.e. they are given the authority to take decisions without interference of anyone, so employees will work with interest and their work engagement level will enhance and ultimately team performance will ameliorate.

Employee engagement is the degree to which an employee involves himself in his assigned duties and tasks and put discretionary effort in his work. Engagement means utilizing your energy in cognitive, physical and mental work [8]. If employees are highly engaged in their tasks so the tasks will be completed within cost and time frame and the deliverable will be handed over to the end users within allocated cost and time frame. As in project based organizations the issue is that employees are not highly engaged in their assigned tasks due to which project completion time is extended and also variations in cost occurs. So in order to avoid such variations companies shall motivate its employees so to keep them highly engaged in their works. Employee engagement is an important factor of the company's performance and results in enhanced profitability, productivity, performance and customer ratings [9]. Employee engagement means to organize employees, not the mental state that individual's experience at work [10]. Organizations shall provide an ambient working atmosphere for its employee in order to enhance peer relationship and improve team performance [50]. Similarly, dedicated workers are enthusiastic and are of the feeling that they are working effectively [11]. Highly engaged employees are more productive to the organizations profitability and productivity as compared to less engaged employees [12]. In short, if employees are engaged in their work more effectively so team performance will enhance and team will achieve its goals within the schedule and assigned budget while maintaining the quality of deliverables.

LITERATURE REVIEW

Flexible working hours and Team Performance

Abid et al. studied influence of flexible working hours on performance of employees and noticed a positive association [3]. Flexible working hours boosts performance of employees and enhances organizations profitability. Flex time enhances productivity, job satisfaction, reduces stress level of employees, improves quality of lives of employees, lessens absenteeism and organizational overtime costs. Amstad et al. (2011) conducted a study on work flexibility and concluded

that flexibility in working time has a lot of benefits for the organizations which includes high performance, productivity, health improvement, decreased stress, better work life balance and less absenteeism [51]. Flex time is beneficial for both organizations and employees. The organizational benefits are enhanced productivity; less accidents and reduction in turnover rates [13], the benefits for employees are low work burden, well-being and a better work life balance. Hashim et al. studied the effect of time flexibility on employee performance: a study of teachers at the government management science school Peshawar and noticed a positive influence of time flexibility on employee performance [14]. Today, flexible working hours is becoming more and more important to the workplace. Many organizations offer employees the option of flexible working hours because of the benefits that flexibility brings to employees and employers. Mungania et al. carried out a study on the effect of flexible work arrangements on performance of Kenyan banking organizations [15]. The goal of this examination was to determine the influence of flexible work arrangements on the performance of Kenyan banking organizations. The results showed a positive association between flexible working arrangements and performance of Kenyan banking organizations. Bijsterveldt studied the impact of socially-led flexible work arrangements on employee well-being [16]. The motivation for this exam was to explore whether flexible work arrangements are related to mental, social and physical health. The results showed that there was a positive relationship between flexible work arrangements and mental health. In addition, the results showed that there was a negative relationship between flexible work arrangements and social well-being, and also showed an anxiety of physical health. Michael (2015) carried out a study on the effect of flexible work arrangements on individual performance and ended up with results that performance of individual enhances by introducing flex time [52]. Hence our proposed hypothesis is;

H1: Flexible working hours has a positive impact on team performance.

Flexible working hours and work engagement

The flexibility in working time means the policies and practices offer the employees to have some freedom of choice in working hours which meet their preferences [17]. More importantly, researchers showed that the notion of organizational efforts to support work/life balance was positively impacting employee commitment to work, satisfaction with work, and the ability to manage their assignments at work and duties at home. Anderson et al. inferred from their study that flexible working hours affected employee engagement through positive relationships with organizational commitment, job satisfaction, and employee discretion [18]. Organizations with flexible working strategies give employees the opportunity to work according to their preferences, which increases employee organizational commitment and increases employee engagement level. There were other benefits of initiating flexible working hours like productivity, reducing work errors and turnover [13]. Ivanauskaitė studied the effect of flexible work arrangements

on engagement of employees and organizational commitment through mediating role of work family progress and inferred that engagement level of employee enhances by initiating flexible work arrangements [19]. Shagvaliyeva et al. studied the effects of flexible working hours on work-life balance and found a positive relationship between the two [2]. Wisely and Sinead (2017) conducted a study on flexible working hours as an effective tool for organizational commitment, motivation and productivity and concluded that by introducing flexibility in working hours for employees enhances organizational commitment, motivation for work and productivity of organization [53]. Many organizations offer employees flexible working hours because of the benefits that flexibility brings to both employees and employers. More prominently employee engagement level, employee productivity and customer satisfaction were the well-known benefits. And all these lead to organizational profitability. Hence our proposed hypothesis is:

H2: Flexible working hours has a positive impact on work engagement.

Psychological empowerment and team performance

Psychological empowerment was characterized by the perception of the sense of control, the impression of ability, and the disguise of organizational objectives [20] carried out a study on the impact of empowerment on employee performance with the mediating effect of employee loyalty and inferred that empowerment and employee performance are positively associated. Similarly loyalty has a positive effect on employee performance while loyalty mediates partially the association between empowerment and employee performance. Jawad et al. conducted a study on the effect of empowerment on team performance [21]. Empowerment was measured by autonomy, responsibility, information and creativity. The results of this study revealed positive associations of autonomy, responsibility, and creativity with team performance while a negative relationship between information and team performance. Indradevi studied the influence of psychological empowerment on job performance and job satisfaction in Indian software companies [7]. Psychological empowerment was measured by four components i.e. meaningful work, competence, autonomy and impact. From the results, it was confirmed that if employees are empowered their performance enhances. Similarly if employees are empowered they are highly satisfied from jobs. Ayoub and Al-Akhras (2018) carried out a study on the relationship between psychological empowerment and creative performance of employees with the mediating role of job satisfaction in international non-governmental organizations in Jordan. From the results it was concluded that psychological empowerment has positive impact on performance [54]. Tetik (2016) studied the effects of empowerment on job performance and job satisfaction and found positive relationship between empowerment and job performance and between empowerment and job satisfaction [54]. Wang et al studied the influence of empowerment on performance of employees in the Malaysian automotive industry [22]. This research was conducted to investigate

about the association between empowerment and performance of employees in the Malaysian automotive industry and inferred that empowerment has positive effect on employee performance in Malaysian automotive industry. Hence our proposed hypothesis is:

H3: Psychological empowerment has a positive impact on team performance.

Psychological empowerment and work engagement

Empowerment refers to personal thinking, taking actions to control work and taking decisions autonomously [5]. Empowering teams leads to improved organizational productivity and employee quality of life [23]. Researchers had proposed that job satisfaction is the most important factor because of its association to different variables, like organizational commitment, willingness to quit, and organizational citizenship [24, 25]. It has been examined that in most organizations the empowered employees are highly engaged in their work and definitely are satisfied from their job. In contrast, the employees whose decisions are intervene by seniors are less engaged in their work and are not satisfied from their job [56]. Moura conducted a study on the role of work engagement and psychological empowerment as predictors of job satisfaction in Portuguese hotel staff. It was inferred that psychological empowerment has positive association with work engagement and both psychological empowerment and work engagement leads to job satisfaction [26]. Hashish et al. conducted a study on psychological empowerment nurse perception of psychological empowerment and its linkage to work engagement and job insecurity [27]. Results revealed that psychological empowerment has a positive association with work engagement, while job insecurity has negative association with psychological empowerment and work engagement. Nawrin studied the effect of psychological empowerment on employee work and organizational engagement targeting the manufacturing sectors in Bangladesh [28]. The aim of this study was to inspect the relationship between psychological empowerment and employee work engagement and the relationship between psychological empowerment and organization engagement. The results showed that the work engagement was affected by the psychological empowerment by 62.4%, and organization engagement was affected by psychological empowerment by 41.6% respectively. Kosar studied the effect of psychological empowerment on organizational citizenship behaviour and knowledge sharing behaviour through the mediating role of employee engagement and the moderating role of leader-member exchange [29]. Results revealed that psychological empowerment positively has positive association with organizational citizenship behaviour and knowledge sharing behaviour. Furthermore, employee engagement partially mediates the association between psychological empowerment and organizational citizenship behaviour. Similarly employee engagement fully mediates the association between psychological empowerment and knowledge sharing. Hence our proposed hypothesis is:

H4: Psychological empowerment has a positive impact on work engagement.

Work engagement and team performance

Work engagement is a positive, fulfilling and work-related state of mind characterized by vigor, dedication and absorption [30]. The concept of engagement at work was first introduced by (Kahn, 1990) and defined it as the harness of organization member's selves to their work roles, in engagement people employ and impress themselves physically, cognitively and emotionally [57]. Employee engagement is a mode of working where dedicated employee had experienced a comprehensive self-work in the process of fully understanding their well-being [57]. Employee engagement is the means of organizing and managing the workforce, not the mental state that employees experienced at work [10]. Engagement of employees was positively associated with customer reliability, productivity, profitability and consumer loyalty, and was negatively correlated with turnover [31]. Perrin carried out a study and inferred that firms which recruit highly dedicated employees had a good productivity in terms of work and net margins, in contrast to the companies that recruit indifferent employees [12]. Gast studied the effects of employee engagement on individual performance and noticed a positive link between the two variables [32]. Yongxing studied the effect of work engagement on job performance with the moderating role of perceived organizational support [33]. The results showed that work engagement and objective task performance are positively associated. Furthermore, perceived organizational support positively moderates the association between work engagement and objective task performance. Torrente studied that how the team work engagement mediates between social resources and team performance [34]. Results revealed that team work engagement mediates between social resources (supportive team atmosphere, coordination, teamwork) and team performance (in-role and extra-role performance), as predicted by JD-R model. Aditirani (2018) conducted a study on strengths coordination and team performance: To explore the mediating role of team work engagement and the moderating effect of task complexity. The study concluded that there was positive association between team work engagement and performance of team. The study concluded that higher level of coordination led to higher team performance, and the team work engagement mediated this relationship [58]. Hence our proposed hypothesis is:

H5: Work engagement has a positive impact on Team performance.

Work engagement as mediator

Employee engagement was positively correlated to customer reliability, productivity, profitability and consumer loyalty, and was negatively correlated with employee turnover [31]. Salanova studied the effect of job resources on pro-active behaviour with the mediating role of work engagement [35]. Work engagement was measured by its two constructs i.e. Vigour and dedication, while job resources by measured by three constructs i.e. job control, feedback and variety. Samples

for this study was collected from Spain (n=386) and Netherlands (n=338). The results of the two samples confirmed that work engagement completely mediated the effect of job resources on pro-active behaviour. Sulea studied work engagement in mediating role between characteristics of job and positive and negative extra role-behaviours [36]. This inspection was based on the JD-R model and was used to make clear the role of work engagement as mediator between job resources (perceived organizational support) and positive extra role behaviour (Organizational citizenship behaviour), between demands of job (interpersonal conflicts) and negative extra-role behaviour (counterproductive work behaviour) and between personal resource (conscientiousness) and both positive and negative extra role-behaviour. Results revealed that work engagement plays a partial mediating role between both organizational citizenship behaviour and counterproductive work behaviour but for organizational citizenship behaviour the effect was stronger in comparison with counterproductive work behaviour. Bernt conducted a study in which he used work engagement as mediator between HRM practices and performance of employees and concluded that work engagement acts as a partial mediator between HRM practices and performance of employees [37]. Yalabik studied work engagement as mediator between affective commitment to job performance and intentions to quit and between job satisfaction to job performance and intentions to quit [38]. From the results it was inferred that work engagement played a mediating role between affective commitment to job performance and intentions to quit. Similarly work engagement mediated the association from job satisfaction to job performance, and partially mediated the association between job satisfaction and intentions to quit.

H6: Work engagement mediates positively between flexible working hours and team performance.

H7: Work engagement mediates positively between psychological empowerment and team performance.

Theoretical Support

This study has the support of broaden and build theory of positive emotions stated by Barbara Fredrickson in 1988 in a way that if there will be positive emotions like love, joy, interest and contentment so employees will engage in their work effectively [59]. So employee positive emotions lead to high engagement level of employees which ultimately enhances team performance. The current study has also the support of Leader-members exchange theory, in a way that if managers offer flexibility in working hours to employees and give them psychological empowerment, so employees will engage in their work more effectively and will lead to enhance team performance.

Research Methodology

To test the following research hypothesis, the research methodology is as under:

H1: Flexible working hours has a positive impact on team performance.

H2: Flexible working hours has a positive impact on work engagement.

H3: Psychological empowerment has a positive impact on team performance.

H4: Psychological empowerment has a positive impact on work engagement.

H5: Work engagement has a positive impact on Team performance.

H6: Work engagement mediates positively between flexible working hours and team performance.

H7: Work engagement mediates positively between psychological empowerment and team performance.

Questionnaires were distributed to 425 employees of construction project based organizations in two cities i.e. Rawalpindi and Islamabad cities of Pakistan in January 2019. The organizations included were EA consulting (Pvt) Ltd, NESPAK, Ghulam Habib Construction Company, Employee Housing Foundation Progressive (EHFPRO), FWO and NLC. Data was collected through several modes of communication such as through email, whatsapp, and personal meeting. Of the distributed questionnaires, the overall useable response rate was 52% (221). Five point Likert scale was followed for conducting the survey. Flexible working hours was measured by 7 items adopted from Fransman [39,40]. The sample item was: "I currently make use of flexible work hours in my organization". Psychological empowerment was measured by 11 items adopted from Spreitzer [41]. It included four categories which measured psychological empowerment. First category is meaning sample question and sample item was "the work I do is meaningful" The second category is competence sample and the sample item is "I am confident about my ability...." The third category is self-determination sample and the sample question is "Can decide on my own how to....." And last one is impact sample and the sample item is "my impact is large what....." Work engagement was measured by 09 items and was followed from Schaufeli et al. [42]. The sample item included "I am proud of the work that I do". Team performance was measured by 07 items and was followed from Zhang et al. [43]. The sample item was "Has high employee satisfaction". The convenient sampling technique was used and those employees who were suitable for this study were approached for their well thought participation. After collection of data different analytical tools like correlation analysis, regression analysis was carried out to investigate the association of the proposed study. For the reliability of the items, Cronbach's alpha was calculated which was introduced by Cronbach [44]. A correlation test was carried out to ascertain the association between flexible working hours, psychological empowerment, work engagement and team performance. Regression tests were carried out and hypothesis was accepted or rejected using significance values. Similarly to inspect about the mediating role of work engagement Preacher and Hayes (2004) bootstrap method was used [60].

Result

Age

The age was divided among the intervals of 25-30, 31-35, 36-40, 41-45, 46-50 and above 50. There were 19 respondents from 25-30 which is 8.6% of the total. 56 respondents were in the interval of 31-35 which is 25.3% of the total. 39 respondents were in the age among 36-40 which is 17.6% of the total. 48 respondents were in the age among 41-45 which is 21.7% of the total. 32 respondents were in the age group 46-50 which is 14.5% of the total. Similarly 27 respondents were more than 50, which is 12.2% of the total. The results are shown in **(Table1)**

Table 1: Age

	Frequency	Percent	Cumulative Percent
25-30	19	8.6	8.6
31-35	56	25.3	33.9
36-40	39	17.6	51.6
41-45	48	21.7	73.3
46-50	32	14.5	87.8
Above 50	27	12.2	100
Total	221	100	

Gender

The sample was comprised of 221 personnel's. So, in the following study, there were 191 males (86.4%) and 30 female's (13.6%) respondents. **(Table 2)** shows the distribution of male and female.

Table 2: Gender

	Frequency	Percent	Cumulative Percent
Male	191	86.4	86.4
Female	30	13.6	100
Total	221	100	

Education

In this category, 29.4% were bachelors; 58.4% were masters; 10.4% were from M.S/M.PHIL; and 1.8% was from others category. **(Table 3)** shows the categories of education of the collected data.

Table 3: Education

	Frequency	Percent	Cumulative Percent
Bachelor Degree	65	29.4	29.4
Masters	129	58.4	87.8
MPHIL	23	10.4	98.2

Others	4	1.8	100
Total	221	100	

Experience

In experience category, an experience of less than 5 years was 24.4%, 6-10 years were 21.7%, 11-15 years were 27.6% and experience of 16 years or above were 26.2%. (Table 4) shows the experience of the collected sample.

Table 4: Experience

	Frequency	Percent	Cumulative Percent
Less than five year	54	24.4	24.4
6-10yrs	48	21.7	46.2
11-15 yrs	61	27.6	73.8
16 or above	58	26.2	100
Total	221	100	

Reliability Analysis

The Cronbach's Alpha coefficients for all the variables were calculated. The minimum threshold of Cronbach's Alpha is 0.70

Table 6: Correlation Analysis

Predictors	Mean	SD	1	2	3	4	5	6	7	8
Age	3.45	1.518	1							
Gender	1.14	0.343	.136*	1						
Education	1.85	0.67	-0.017	-0.008	1					
Experience	2.56	1.125	.269**	-0.02	-0.013	1				
TP	4.05	0.5088	0.091	0.02	0.094	0.042	1			
FWH	4.07	0.5728	0.073	0.023	0.004	0.079	.291**	1		
PE	4.14	0.37	0.033	-0.028	0.049	0.013	.348**	.363**	1	
WE	3.96	0.4442	-0.091	0.045	0.023	-0.055	.427**	.261**	.289**	1

n=221;

Correlation between flexible working hours and team performance

It has been inferred from correlation i.e. table 4.6, that Flexible working hours (IV) is positively associated with Team performance (DV) i.e. ($r=.291^{**}$, $p \leq 0.001$) which supported the first hypothesis i.e. flexible working hours is positively associated to team performance.

Correlation between flexible working hours and work engagement

[61]. The values of Cronbach's Alpha for all the variables were greater than 0.70. As evident from the table 4.5, the Cronbach's alpha for all the measures is above 0.7 which shows that the scale is highly reliable.

Table 5: Reliability Analysis

Variable	No of items	
Team Performance	7	0.794
Flexible working Hours	7	0.8
Psychological Empowerment	11	0.792
Work Engagement	9	0.797

Correlation Analysis

Correlation analysis was performed to inspect the relationship of variables with each other i.e. whether variables are positively or negatively correlated to each other. The outcomes are shown by table 4.6. Hence, the correlation is described individually as below:

Insert table 6

Flexible working hours is positively associated with mediator i.e. work engagement ($r = .261^{**}$, $p \leq 0.001$) as shown by results from table 4.6, which supported the second hypothesis i.e. flexible working hours is positively correlated to work engagement.

Correlation between Psychological empowerment and Team performance

It has been inferred from correlation analysis as shown by results from table 4.6, that Psychological empowerment (IV) is positively associated with Team performance (DV) i.e. ($r = .$

348**, $p \leq 0.001$) which supported the third hypothesis that Psychological empowerment is positively associated to Team performance.

Correlation between Psychological empowerment and work engagement

Work engagement (Mediator) is positively associated with Team performance (DV) as shown by results from table 4.6, ($r = .427^{**}$, $p \leq 0.001$) which supported the fifth hypothesis i.e. work engagement is positively correlated with team performance.

One-way ANOVA

Demographic variables most of the time affect dependent variables; therefore those variables need to be controlled. For the purpose of observing the impact of demographic variables on dependent variable, author conducted one-way ANOVA test. Demographic variables taken into consideration were: age, gender, education and experience. One-way ANOVA test was carried out to see the effects of these variables on team performance (DV).

Table 7: One-way ANOVA

Age	Sum Squares	of	D f	Mean Square	F	P
Between Groups	32.883		17	1.934	0.829	0.659
Within Groups	473.769		203	2.334		
Total	506.652		220			
Gender	Sum Squares	of	D f	Mean Square	F	P
Between Groups	4.477		17	0.263	2.492	0.001
Within Groups	21.451		203	0.106		
Total	25.928		220			
Education	Sum Squares	of	D f	Mean Square	F	P
Between Groups	5.367		17	0.316	0.686	0.815
Within Groups	93.402		203	0.46		
Total	98.769		220			
Experience	Sum Squares	of	D f	Mean Square	F	P
Between Groups	21.591		17	1.27	1.003	0.456

Within Groups	256.952	203	1.266		
Total	278.543	220			

DV= Team performance

Results from table 4.7 show that age, experience and education has no significant impact on team performance while, gender ($p=.001$) has significant impact on team performance so that needs to be controlled.

Age	Sum Squares	of	D f	Mean Square	F	P
Between Groups	46.223		18	2.568	1.127	0.33
Within Groups	460.429		202	2.279		
Total	506.652		220			
Gender	Sum Squares	of	D f	Mean Square	F	P
Between Groups	2.069		18	0.115	0.973	0.49
Within Groups	23.859		202	0.118		
Total	25.928		220			
Education	Sum Squares	of	D f	Mean Square	F	P
Between Groups	3.764		18	0.209	0.445	0.98
Within Groups	95.005		202	0.47		
Total	98.769		220			
Experience	Sum Squares	of	D f	Mean Square	F	P
Between Groups	19.497		18	1.083	0.845	0.65
Within Groups	259.046		202	1.282		
Total	278.543		220			

Table 8: One-way ANOVA

Mediator= Work engagement

Also from table 4.8 it is obvious that demographic variables i.e. age, gender, education and experience has no significant impact on work engagement .So these variables don't need to

be controlled when observing the impact of independent variables (flexible working hours and psychological empowerment) on mediator i.e. work engagement.

Regression Analysis

Hypothesis were accepted or rejected based on regression analysis test. If $\beta=0$ then we accept the null hypothesis and reject alternate hypothesis and vice versa. So regression analysis was performed in order to accept or reject hypothesis of current study. From One way ANOVA test (**Table 7**) it was revealed that gender (demographic variable) has also significant effect on dependent variable (team performance) that's why multiple regression analysis was performed to see the impact of independent variable, mediator on dependent variable by controlling demographic variable i.e. gender. The results are shown in (**Table 9**).

Table 9: Multiple Regression Analysis

Predictors	β	R ²	ΔR^2
Step 1			
Controlled variable	0.012	0.0004	
Step 2			
Flexible working hours	.115*		
Psychological Empowerment	.285**		
Work Engagement	.383***	.252***	.251***
*** p ≤ 0.001, ** p ≤ 0.01, * p ≤ 0.05			

Controlled variable= gender

From the (**Table 9**) it is inferred that variation in team performance (dependent variable) explained by the gender (demographic variable) is .04% (R²= .0004). While gender, flexible working hours, psychological empowerment and work engagement jointly explained 25.2% variation in team performance (R²= .252***). Flexible working hours, psychological empowerment and work engagement altogether explained a variation of 25.1% as indicated by change in R² ($\Delta R^2 = .251^{***}$).

R²= .0004 (Variation in team performance explained by demographic variable i.e. gender).

R²= .252 (Variation in team performance explained by gender, FWH, WE, PE altogether).

ΔR^2 (Variation in team performance explained by FWH, WE, PE).

$\Delta R^2 = R^2 - R_1$

$\Delta R^2 = .252 - .0004$

$\Delta R^2 = .251$

Flexible working hours and team performance

Multiple regression analysis was performed to see the effect of flexible working hours on team performance by controlling demographic variable i.e. gender. The results are shown in the

table 4.9, it is evident that the first hypothesis which is flexible working hours has a positive impact on team performance has been supported. Beta value, i.e., ($\beta = 0.115^*$), showed that there was a positive association between flexible working hours and team performance and an increase of one unit in flexible working hours will cause 11.5% increment in team performance. The p-value which was ($p = 0.045$), confirmed the support of the first hypothesis.

Psychological Empowerment and Team performance

The second hypothesis, i.e. Psychological empowerment has a positive effect on team performance has been supported as shown by the results from (Table 9). Beta value, i.e., ($\beta = 0.285^{**}$), showed that there was a positive association between psychological empowerment and team performance, and an increase of one unit in psychological empowerment will cause an increase of 28.5% in team performance. The p-value which was ($p = 0.002$), confirmed the support of the second hypothesis.

Work Engagement and Team performance

The results from (**Table 9**) showed that the fifth hypothesis, i.e. Work engagement (MV) has a positive effect on team performance has been supported as shown by the results of regression analysis. Beta value, i.e., ($\beta = 0.383^{***}$), showed that there was a positive association between work engagement and team performance and an increase of one unit in work engagement will cause 38.3% increment in team performance. The p-value which was ($p = 0.000$), confirmed the support of the fifth hypothesis.

LINEAR REGRESSION

From (**Table 8**) shows One-way ANOVA test which was conducted to see the impact of demographics on work engagement. From the results it was concluded that no demographic variables have any significant impact on work engagement that's why no demographic variable has been controlled. Therefore linear regression analysis was performed to see effect of flexible working hours on work engagement and the effect of psychological empowerment on work engagement. The results are illustrated in (**Table 10**).

Table 10: Results of Regression Analysis

Predictors	Work Engagement		
	B	R ²	Sig
Flexible working hours	0.203***	0.068	0
Psychological Empowerment	0.351***	0.084	0
** p ≤ 0.01, *p ≤ 0.05			

Flexible working hours and work engagement

Linear regression analysis was performed to see the effect of flexible working hours on work engagement. From the results of regression test as illustrated in (**Table 10**), it is inferred that the third hypothesis i.e. flexible working hours has a positive impact on work engagement has been

supported. Beta value i.e. ($\beta = 0.203^{***}$), shows that there was a positive link between flexible working hours and work engagement and an increase of one unit in flexible working hours will cause 20.3% increment in work engagement. The value of R2 i.e. ($R^2 = 0.068$), shows that flexible working hours is considered for variability of (6.8%) in the work engagement. The p-value which was ($p = 0.000$), confirmed the support of the third hypothesis.

Psychological Empowerment and Work engagement

Linear regression analysis was performed to see the effect of psychological empowerment on work engagement. Results from table 4.10 revealed that the fourth hypothesis i.e. psychological empowerment has a positive effect on work engagement has been accepted. Beta value, i.e., ($\beta = 0.351^{***}$), showed that there was a positive association between psychological empowerment and work engagement and one unit increase in the psychological empowerment will cause 35.1% increase in work engagement. The value of R2 i.e. ($R^2 = 0.084$), showed that psychological empowerment is accounted for 8.4% variability in work engagement. The p-value which was ($p = 0.000$), confirmed the support of the fourth hypothesis.

Work engagement as a Mediator between flexible working hours and team performance

Work engagement was used as mediator in this study to see the impact of flexible working hours and psychological empowerment on team performance. Preacher and Hayes (2004) bootstrap method of mediation analysis was performed to see direct effect of flexible working hours on team performance by controlling the mediator, indirect effect of flexible working hours on team performance by introducing mediator (work engagement), and the total effect of flexible working hours on team performance [60].The indirect effect of

flexible working hours on work engagement (indicated by path a) and that of work engagement on team performance (indicated by path b) in (Figure 1), were highly significant with beta values of .203*** and .432*** respectively. Similarly controlling for the work engagement (mediator), flexible working hours was still a significant predictor of team performance with (Beta=.171**) as indicated by path c' in (Figure 1).

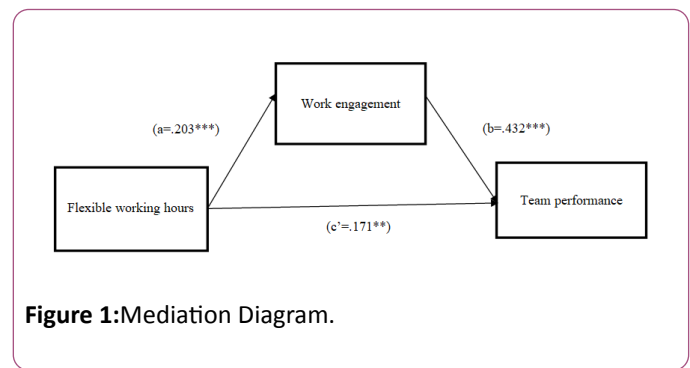


Figure 1:Mediation Diagram.

Mathematical calculations from Figure 1:

Path a= .203***

Path b=.432***

Path c'=.171**

Indirect effect= Path a × Path b

=.203×.432

=.0876

Direct effect = .171**

Total effect (c) = Direct effect + Indirect effect

=.171+.0876

=.259

Table 11: Testing for Mediation: Work Engagement (WE) as Mediator between FWH and TP.

Predictor	Effect of IV on M	Effect of M on DV	Direct Effect	Indirect Effect of IV on DV	Total Effect	Bootstrapping results for indirect effects	
						LL	UL
						95%	95%
						CI	CI
Flexible Working Hours	0.203***	0.432***	0.171**	0.0876	0.259***	0.0256	0.1624

IV= Independent Variable, DV= Dependent Variable, M= Mediator, LL= Lower Limit, UL= Upper Limit, CI= Confidence Interval

The hypothesis six i.e. work engagement positively mediates the association between flexible working hours and team performance. The hypothesis is supported by the results from (Table 11) which revealed that, controlling for the mediator (work engagement), flexible working hours scores were still a significant predictor of team performance scores($\beta = 0.171^{**}$). The finding indicates partial mediation as the effect of flexible working hours on team performance reduces to (.0876) by introducing work engagement (mediator). To check whether

indirect effect is significant or non-significant, we have to see the bootstrap interval i-e Boot LLCI and Boot ULCI, if zero includes in the interval then the indirect effect is said to be non-significant otherwise significant. The results from table 4.11 revealed that (Boot LLCI =.0256 and Boot ULCI=.1624) which means that the interval is [.0256, .1624]. As this interval doesn't include zero so the indirect effect is significant and work engagement exists as a mediator between flexible working hours and team performance. From results in (Table

11), it is evident that direct effect of flexible working hours on team performance by controlling for mediator is .171** while, the effect of flexible working hours on team performance after introducing work engagement (mediator) reduces to .0876** which indicates partial mediation. As indirect impact < direct impact (partial mediation)

Work engagement as a Mediator between Psychological Empowerment and team performance

Preacher and Hayes (2004) bootstrap method of mediation was carried out to see the direct effect of psychological empowerment on team performance by controlling the mediator, indirect effect of psychological empowerment on team performance by introducing mediator (work engagement), and the total effect of psychological empowerment on team performance [60]. The indirect effect of psychological empowerment on work engagement (indicated by path a) while work engagement on team performance (indicated by path b) as shown by (Figure 2), were highly significant with β values of .351*** and .408*** respectively. Similarly controlling for the work engagement (mediator), psychological empowerment was still a significant predictor of team performance with ($\beta=.34***$) as indicated by path c' in (Figure 2).

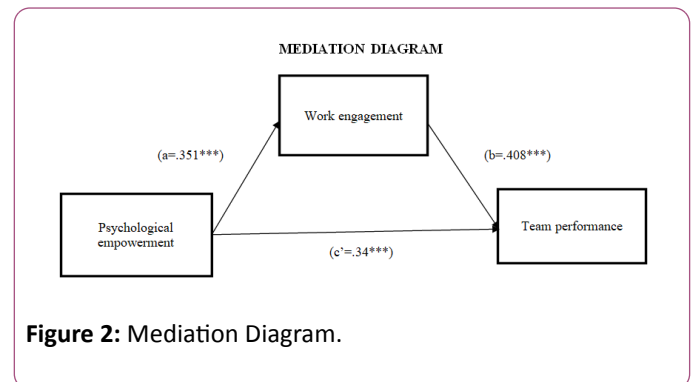


Figure 2: Mediation Diagram.

Mathematical calculations from Figure 2:

Path a = .351***

Path b = .408***

Path c' = .34**

Indirect effect = Path a * Path b

= .351 x .408

= .1434

Direct effect = .34***

Total effect (c) = Direct effect + Indirect effect

= .34 + .1434

= .484

Table 12: Testing for Mediation: Work engagement (WE) as Mediator between PE and TP.

Predictor	Effect of IV on M	Effect of M on DV	Direct Effect	Indirect Effect of IV on DV	Total Effect	Bootstrapping results for indirect effects	
						LL	UL
						95%	95%
						CI	CI
Psychological Empowerment	0.351***	0.408***	0.34***	0.1434	0.484***	0.06	0.2488

IV= Independent Variable, DV= Dependent Variable, M= Mediator, LL= Lower Limit, UL= Upper Limit, CI= Confidence Interval

n=221

The hypothesis seven i.e. work engagement positively mediates the association between psychological empowerment and team performance is supported by the results of mediation analysis. Results from table 4.12 revealed that controlling for the mediator (work engagement), psychological empowerment was still a significant predictor of team performance ($\beta= 0.34***$). The finding indicates partial mediation as the effect of psychological empowerment on team performance reduces to (.1434) when work engagement was introduced as mediator. To examine whether indirect effect is significant or non-significant, we have to see the bootstrap interval i.e. Boot LLCI and Boot ULCI, if zero is inclusive in the interval then the indirect effect is said to be non-significant otherwise significant. The results from (Table 12) revealed that (Boot LLCI =.0600 and Boot ULCI=.2488)

which means that the interval is [.0600, .2488]. As this interval doesn't include zero, so the indirect effect is significant and work engagement exists as a mediator between psychological empowerment and team performance. From results as illustrated in table 4.12, it is clear that direct effect of psychological empowerment on team performance by controlling mediator is .34** while, the effect of psychological empowerment on team performance reduces to .1434 when work engagement was used as mediator which indicates partial mediation. As indirect impact < direct impact (partial mediation)

DISCUSSION

This investigation is an effort to empirically scrutinize the impact of flexible working hours and psychological empowerment on team performance with work engagement as mediator. The results from this study are consistent with past empirical studies. In this investigation besides direct effect of flexible working hours and psychological empowerment on team performance, mediation effects have also been deeply examined. Moreover, the mediating effect of work engagement on the relation between flexible working hours and team performance, psychological empowerment and team performance were also empirically tested and found highly significant. The research results have evidently shown that work engagement positively mediates between flexible working hours-team performance and psychological empowerment-team performance relationships.

Flexible working hours and team performance

From the results of this investigation (**Table 9**), it is clear that flexible working hours positively impact the team performance. The team performance increases as the flexibility in working hours increases. So it is necessary to introduce flexibility in working hours in the organizations to boost the performance of the employees. Previously research was conducted by Hashim et al. to see the impact of flexible working hours on employee performance and noticed that flexible working hours has a positive impact on employee performance [14]. Current study also concludes that flexible working hours has a positive impact on team performance. Hence our proposed hypothesis is accepted.

H1: Flexible working hours has a positive impact on team performance (Accepted)

Flexible working hours and work engagement

The results in (**Table 10**) show that flexible working hours has a positive impact on work engagement ($\beta = 0.203^{***}$, $r^2 = 0.068$). So in order to enhance work engagement of employees it is necessary to introduce flexibility in working hours for employees. Previously study was conducted by Ugargol and Patrick (2018) to see the impact of flexible working arrangements on employee engagement and reported a positive relationship [62]. Current study also concludes that flexible working hours has a positive impact on work engagement. Hence our proposed hypothesis is accepted.

H2: Flexible working hours has a positive impact on work engagement (Accepted)

Psychological empowerment and team performance

Similarly from (**Table 9**) it is evident that psychological empowerment has a positive impact on team performance. The team performance increases as the psychological empowerment increases. So it is necessary to introduce psychological empowerment in the organizations in order to

enhance the performance of the employees. Jawad et al. conducted a research on empowerment impacts the team performance and concluded that empowerment has a positive impact on team performance [21]. Current study also infers that psychological empowerment has positive and significant impact on team performance. Hence our proposed hypothesis is accepted.

H3: Psychological empowerment has a positive impact on team performance (Accepted)

Psychological empowerment and work engagement

Similarly, from the results in (**Table 10**) it is well concluded that psychological empowerment has a positive impact on work engagement ($\beta = 0.351^{***}$, $r^2 = 0.084$). Previously Nawrin conducted a study on the impact of psychological empowerment on employee work involvement and deduced that psychological empowerment has a positive impact on employee work involvement [28]. Current research study also infers that psychological empowerment has a positive and significant impact on work engagement. Hence our proposed hypothesis is accepted.

H4: Psychological empowerment has a positive impact on work engagement (Accepted)

Work engagement and team performance

The results from (**Table 9**) showed that Work engagement has a positive effect on team performance. Therefore, if engagement level of employee will enhance so team performance will boost. So organizations should motivate its employees in order to enhance engagement level of employees which will improve team performance. Harter concluded from their study that engagement of employees was positively associated with customer reliability, productivity, profitability and consumer loyalty, and was negatively correlated with turnover [31]. Current research study also infers that work engagement has a positive and significant impact on team performance. Hence our proposed hypothesis is accepted.

H5: Work engagement has a positive impact on Team performance (Accepted)

Work Engagement as mediator

In this study work engagement was used as mediator to see the effect of flexible working hours and psychological empowerment on team performance. It is observed that work engagement positively mediates between flexible working hours-team performance and psychological empowerment-team performance relationships. Bernt conducted a study on work engagement as a mediator between human resource management practices and employee performance and concluded that work engagement mediates positively between human resource management practices and employee performance [37]. Current study also infers that work engagement mediates positively between flexible working

hours-Team performance and psychological empowerment-Team performance. Hence our proposed hypothesis is accepted.

H6: Work engagement mediates positively between flexible working hours and team performance (Accepted)

H7: Work engagement mediates positively between psychological empowerment and team performance (Accepted)

Conclusion

There are a number of factors in the organization that allow people to accept and develop team Performance with the ultimate goal of improving performance and effectiveness. The organizational environment is working to motivate organizational standards and provide tools and routes for team Performance. In this study an effort has been made to observe the impact of flexible working hours and psychological empowerment on team performance. It can be well concluded that flexible working hours and psychological empowerment positively and significantly impact the team performance. Furthermore, performance of the team can be enhanced by initiating flexible working hours and psychological empowerment culture inside the organization. The results suggest that there is a noteworthy positive link of flexible working hours and psychological empowerment with team Performance, Similarly work engagement positively mediates between flexible working hours-team performance and psychological empowerment-team performance relationships. By initiating flexible working hours and empowering employees psychologically in the organization, the work engagement level of employee will enhance, which will boost up the team performance.

Theoretical Implications

As this study is supported by Leaders Members Exchange (LMX) theory which describes the relationship between employees and leaders [63]. If manager offers flexibility in working time and psychological empowerment to employees so employees will be engaged in work more effectively and ultimately team performance will be increased. The outcomes for employees from LMX theory will be job satisfaction, reduced level of stress, high productivity of employees) [63]. Our findings add to LMX theory by providing evidence from construction project based organization in this regard. Results generally confirmed the theoretical basis.

- This research study has similar findings as stated by the theory that flexibility in working hours will enhance the performance of the team and study carried out by previous researchers [14] concluding that flexible working hours enhances employee performance.

- The results of this study concluded that by initiating flex time in an organization will engage employees in work and employees will work with zeal and ultimately team performance will enhance.

- Current study infers that if flex time is introduced in an organization, the work burden and the level of stress of employees will reduce.

- This study concludes that if flex time is initiated in organization, employees will obtain work life balance and their quality of life will be enhanced. While overtime cost of organization will get lessen.

- Current study concludes that if flexible working hours are initiated in organization, employees will work with zeal and they will engage in their work due to which the performance of team will be enhanced.

- This research study concluded that by introducing flex time in an organization, work errors of employees will reduce.

- Current study infers that by initiating flex time to employees, work engagement of employees will ameliorate and employees will work with enthusiasm.

- This research shows evidence that in an organization, if employees are psychologically empowered i.e. they will take decision themselves without interference of anyone. By doing so, employees will engage in their work more effectively and ultimate profit will be for organization.

- This research shows evidence that if employees are empowered psychologically, the employees will take decisions themselves which will lead to enhance team performance (as previous study was conducted by Indradevi which shows that psychological empowerment increases employee performance) [7].

This study has also the support of broaden and build theory of positive emotions stated by Barbara Fredrickson in 1988 in a way that if there will be positive emotions like love, joy, interest and contentment so employees will engage in their work effectively. So employee positive emotions lead to high engagement level of employees which ultimately enhances team performance. In broaden and build theory researchers emphasized on employee's positive emotions which lead to performance (e.g. team performance). Our findings add to broaden and build theory by providing evidence from construction project based organizations in this regard. Results generally confirmed the theoretical basis.

- The results of this study concluded that by empowering employees psychologically in an organization will engage employees in work and performance of the team will increase as broaden-and-build theory states.

- Current study shows evidence that if employees are engaged in their work more effectively and efficiently so team performance will increase. And team will attain its target within time frame, allocated budget while maintaining quality of deliverables.

- Current study infers that by empowering team members psychologically, their interest for work will increase which will help them achieve the objectives.

Managerial Implications

The role of managers in the past was to give orders and things must be done as per the orders but in today's environment, the role becomes diverse as the manager needs to focus on the potential needs of employees and achieve the best output regarding their assignment. This research has been aimed to provide repercussions for managers by throwing light on the potential means of focusing Team Performance.

- Leaders should initiate flex time for all employees, as by doing so; the employees will engage in their work more effectively and will work hard to achieve organization objectives.

- Managers should introduce flexibility in working time for all the employees in an organization so that the employees can work with zeal which will enhance their performance and ultimately productivity of organization will increase.

- Leaders need to focus on flex time for employees as by introducing this concept employees can obtain a work-life balance and will obtain a quality life.

- Managers should fix the start and end time of work for all his team members and in case if any employee has given an assignment out of the working time, he should be given overtime pay.

- Managers should empower its employees psychologically i.e. the authority to take decisions by themselves, which will definitely boost their engagement and will add to the profit of the company.

- Leaders should empower his team members, which will keep employees engage in their work. And employees will spend more time on their work interestedly rather than on some non-value added activities.

- Managers should psychologically empower his team members, as by doing so; the interest level of members will increase. And members will work hard to achieve the organization goals.

- Managers should empower his team psychologically due to which his team members will involve in extra- role performance in addition to in- role performance.

- As in some industries, especially construction industry, employees have to work without any end time and a lot of work burden is put on them due to which employees are too stressed and their performance is poor. So if leaders focus on the flex time working arrangements, their stress level will decrease and their performance will ameliorate.

- Managers should motivate their employees so to keep them engaged in their work and generate best results regarding their assignments.

LIMITATIONS

- The sample which selected for this study was chosen in Pakistan; therefore, our inferences were contrived from an external setup. Researchers can regenerate this study in other countries with culture or settings not exactly similar as

Pakistan to perceive and reinforce the generalizability of this examination.

- The size of sample selected was low therefore researchers can carry out this study with large sample size so as to generalize this study.

- The outcomes of this study were constrained to construction project based organizations so researchers can apply this study to other project based organizations too so to reinforce the generalizability of this research.

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