

**Impact of Flexible Work Arrangements and Job-Related Resources on Work
Engagement among Service Sector Employees of Georgia**

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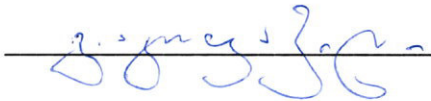
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Declaration

As the author of this paper, I declare that this thesis presented for the degree of Master of Business Administration is the original report of my research and has been written by me. Due references have been provided on all supporting literatures and resources. I also confirm that this work has not been submitted for any other degree or professional qualification. Some of the work described in this thesis was previously written and submitted as assignments in the course Research Methods (October 2021 – February 2022) at Ilia State University Business School.

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Abstract

Work engagement is an important concept that influences the success of organizations. Low engagement is linked to reduced employee performance and high turnover intention. The purpose of this quantitative study was to determine the impact of flexible work arrangements (FWAs) on work engagement among the service sector employees of Georgia. The study also aimed to examine the effect of job resources, namely, autonomy, performance feedback and participation in decision-making, on work engagement. Current research considered work-life balance and job satisfaction as mediating factors affecting the relationship between work engagement and its potential enablers. The theoretical framework of this study was Job Demands-Resources theory. Responses of 191 participants from fifteen organizations representing seven different industries were collected through an online survey. Correlation and regression analyses were conducted to measure the relationships between work engagement and its potential enablers. The study did not detect any causal relationship between FWAs and work engagement. The results, however, confirmed that autonomy, performance feedback and participation in decision-making positively impact work engagement, while job satisfaction strongly mediates the positive effect. Work-life balance was also found to improve engagement, but the effect was weaker compared to job satisfaction. The study detected a minor impact of job demands associated with FWAs, namely, perceived social isolation and expectation of availability, on work engagement. The main limitations of this research are convenience sampling, mono-method design, self-administered survey strategy, and cross-sectional timeframe. Current research recommends future studies to utilize probability sampling and mixed methods, perform longitudinal research and expand the focus to additional work-related and personal factors that may affect the level of work engagement.

Keywords: Work engagement, flexible work arrangements, autonomy, performance feedback, participation in decision-making, work-life balance, job satisfaction, Job Demands-Resources Theory