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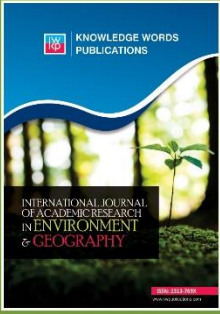
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Flexible Working Systems and Job Satisfaction in A Changing World Order: An Empirical Study

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Abstract

Working life, globalization and the new world, technological developments and increasing competition markets are changing rapidly as a result of developments in the markets. In this context, the working hours of the employees and their freedom in certain days and places are significantly limited. Flexible conditions also affect the job satisfaction levels of employees. In the literature, research on flexible working and job satisfaction has been scanned. The questionnaire, which was prepared in line with the content of the research, is an empirical study conducted with 384 people in Gaziantep. The questionnaires were analyzed with the SPSS 26 package program. According to the findings, it has been observed that flexible working systems have a significant effect on job satisfaction.

Keywords: Flexible Working Systems, Job Satisfaction

Introduction

The first emergence of Covid-19 was announced to the whole world by China after it was detected in a person in Wuhan, a city of China, in November 2019 (Ladikli, et al., 2020: 72). Before the coronavirus era, the world witnessed many developments and evolutions. The Covid-19 pandemic process has also had the greatest transformative effect on this development and change in the world. Everyone is aware that after the coronavirus, nothing will be the same as before. With this process, a new world, a new process, a new economy, the world has been deeply affected (Kaya, 2020: 263).

While globalization, which is increasing day by day in the world, is affected economically and socially by rapidly developing technological developments in the world, this change and interaction has brought disadvantages and many important risk situations as well as the benefits it provides to the society (Erdem, 2017: 15). interacted with their respective ideas. The scientific dimension of globalization arises from the increase of many individuals and institutions-organizations that have global interaction with knowledge values and beliefs. Globalization is the

whole of international and interpersonal interaction where there are many variations of ideas, cultures and worldviews on human. This phenomenon is both encouraged and restricted by various societies and cultures (Benli, 2021: 56).

With the increase in the variety of alternative products used as by-products in the markets with globalization, the competition and demand power in the markets has increased. Programs and plans applied in marketing are of great importance for businesses to continue their competition. As the products produced as alternative by-products have increased in addition to the manufactured products, the comparison of the products with each other has also increased. Today, in this age where technology is rapidly developing, it has become common for individuals to easily collect information about products and brands (Büyükkalaycı & Karaca, 2019: 464). The first was the agriculture and the second was the industrial revolution (Özsoylu, 2017: 42).

There have been three industrial revolutions up to the point reached today. Firstly, the industrial revolution, which was made in the direction of increasing production with the emergence of steam engines in the 18th century, is called industry 1.0. The second is the revolution called the industrial revolution that enables the use of electrical energy with the production called mass production at the beginning of the 20th century, this is also called industry 2.0. The third is the industrial revolution, which is the industry where production takes place in a digital system rather than data. This is called industry 3.0 for short. These revolutions were made to increase production efficiency in industry (Can & Kıymaz, 2016: 2).

The linking of the means of production and technological developments of the products produced economically, technologically and regionally, which shapes the future anxiety that affects the continuation of the world situation, has created the market situation in which many companies and enterprises, called industrial chains, are connected. In embedded systems, low-cost production can be made by analyzing data with an internet connection. These situations reveal other obsolete situations before long (Özsoylu, 2017: 45).

After the industrial revolution, the developments in the field of industry continued rapidly, and the concept of "internet of things", that is, industry 4.0, was used in the Hannover fair in 2011. In this fair, importance was given to the revolution called industry 4.0. These concepts are in the world of companies and brands, in October 2012, Bosch company official Siegfried Dias and Sap Ag brand official Hennig Kagermann gave his proposal, which is the industry 4.0 revolution, to the German Federal Government and Hannover Fair in April 2013. It has entered in with this working group presenting the Industry 4.0 report (TÜSİAD, 2016).

Industry 4.0 revolution, also known as the internet of things, expresses a new level of efficiency, quality, speed, production cost and creative production and market understanding, which is the last point reached with rapid technological developments. With Industry 4.0, it is aimed that all units in the production processes can communicate with each other, access big data in real time, and thus obtain outputs that will meet the expectations at the best level (Soylu, 2018: 44). The complexity, simplicity and intensity of production, resulting from the acceleration of information transfer in the world's economy and markets, has turned into market and market areas when

these situations are combined with a technological information transfer tool such as a computer. This situation has revealed new business approaches and models over time (Büyükkalaycı & Karaca, 2019: 469). The most important expectations of the activity areas of this industrial revolution are the newly developed business approach models and programs, as well as the developing services and the emergence of entrepreneurs and new business ventures. There are many important developments in this regard (Soylu, 2018: 49).

With the industrial revolution, there have been developments in many areas. First of all, there have been many important changes and developments such as business life and unemployment structure. The resources that people need will change over time and the search for quality people will increase day by day. In the past years, working people's labor was looked at, wrist strength was looked at. With this industrial revolution, people's quality, technology-related information and communication, learning different jobs are looked at, and the demands in this direction are increasing. With this revolution, unqualified workers with only wrist strength lost their importance. Occupations and workers, who are skilled but do not have the strength of the wrist, only considering the technological know-how, have gained importance. Especially data analysts, data mining, etc. such professions will come to the fore, energy and media sectors will gain importance (Özsoylu, 2017: 57).

In this sense, the developments and changes in the field of technology have had many important effects on the social and daily lives of consumers. In today's world, where the usage of Android, tablet and smart devices, telephone and internet WIFI is increasing, the concept called "consumer" in the age of technology has left its place to the concept of digital consumer. Today, the behaviors exhibited by the production, market and consumer roles in the field of technological developments have naturally caused a great change in the market and markets, as it is naturally reflected in marketing practices. With internet networks, consumer experiences have become increasingly important. With the spread of the Internet, the effect of the age of technology, and the increase in digital products in consumers, people can compare products and reach the comments and experiences of the people who buy the products. In addition, they can also indicate their complaints and suggestions about products and brands they do not like (Büyükkalaycı & Karaca, 2019: 464).

In the new world in the age of technology, it has become a known power world. Therefore, great changes have occurred. The internet, which is included in life with its sharing and simplicity in the internet age, has become responsible for these changing power changes. These changes were reflected in the consumer and industry area (Ertuğrul & Deniz, 2018: 168).

Formation of Theoretical Framework and Hypotheses

Flexible Working Systems

The point reached in the developing world with each passing day is the transition period to the information and communication age, globalization, individualization of goods and price laws, such changes and changes and developments in the field of technology are taking us to the digital economy age with each passing day. As a result, new levels of dynamic and competitive markets

and global environments have emerged. These structures and environments have revealed new job opportunities (Doğan, 2005: 93)

At the beginning of the 20th century, the harsh living and working conditions faced by workers increased the importance of employers' occupational health and safety. These situations have left their place to flexible working practices over time. Although flexible working first emerged for traffic problems in Germany in 1967, its spread was in the 1970s (Saraçoğlu, 2021: 6).

Flexible working system, extraordinary employment and alternative working practices are defined as the types of employees determined according to more flexible workforce, leaving the classical working system, which is 8 am to 5 pm, and which has a working order from Monday to Friday at the beginning of the week and at a certain place and time. This way of working is different from the classical working model. It is an extra working system in which the workers decide on which days they will work on a weekly basis, at the starting and ending times (Aydıntan & Kördeve, 2016: 29).

Advantages of Using Flexible Working System (Tozlu, 2011: 101):

- Technological Development and Decrease in Labor Demand
- Globalization and International Competition
- Unemployment
- Developments in the Service Sector
- Economic developments
- Inter-sectoral Reconciliation and Dialogue
- Wage Systems
- Labor Qualification

In line with all these, flexible working systems have allowed new varieties by getting rid of the classical working system. Classically, transparency and softness were chosen instead of strictness and prescriptive system instead of size.

Flexible working has advantages and disadvantages for both workers and businesses. Employees or business owners will want to choose the model that suits them in business life by using these advantages and disadvantages, taking into account their own interests and taking into account flexible working systems and approaches (Kördeve, 2016: 24). In the flexible working model, due to economic and technological developments and changes, it has been ensured that the needs of working life are met, employment is provided, family and business life is regular, and employer expectations are met (Merdan, 2021: 48).

Flexible working models have had reasons such as feeling autonomy and responsibility in business life, increasing motivation, increasing performance and leaving low-level jobs (Gürses, 2018: 16). It has been observed that there are no limits and limitations for social activities after the work life in which the work-life balance is established in an economic model where the workers can easily determine their working standards with flexible models.

Many opportunities have emerged such as the digital era in the economy, the use of technology, the implementation and support of a flexible working system, the quality of working life and life, and the establishment of work-life balance at the same time (Doğrul & Tekeli, 2010: 11).

To be successful in holistic life requires flexible working types. It has been an important initiative to adapt to the globalizing economy. At the point reached today, flexible working systems have become mandatory applications of today. With flexible working models, people have demonstrated efficient and quality performance by using technology and smart devices (Doğan, 2005: 98).

Job Satisfaction

The definition of job satisfaction as a whole has significantly increased personal well-being and increased life satisfaction. Especially with the increase in the influence of consumers in the production and service sector, the economic conditions that are developing today, the efficiency of personal resources that provide happiness and motivation, and the effect of working institutions on the input and output of the economic process have a significant impact (Zengin, 2019: 316).

Many studies and definitions of job satisfaction have been made. E.g; According to Locke, in 1983, job satisfaction is the success of one's job or professional experience and the creation of positive situations that satisfy people. Considering the practices that the workers continue and the work done, it is also important that they continue their work, apart from their job satisfaction being effective and productive on the workers. Job satisfaction includes important issues for employers in order to ensure continuity in order to ensure development and change within organizations and institutions for continuity (Özcan & Bayarçelik, 2020: 56).

Job satisfaction is an immeasurable situation that cannot be observed and felt spiritually, as it is an emotional and physical reaction to the events experienced in working life. Job satisfaction differs for everyone according to the level of meeting the expectations of the workers. Since this situation is relative, it affects behavior and attitudes, while also affecting people's satisfaction and levels. Job satisfaction, which the workers think and feel, can be examined differently (Ercan, Kazançoğlu, & Küçükaltan, 2019: 102).

Method of Research

In the research on the effect of flexible working systems on job satisfaction in the changing world order, firstly, information about the sample and scales is given. Then, analyzes were made on the model prepared in line with the data obtained. First of all, factor analysis was performed and correlation between variables was followed by simple regression analysis. With the findings obtained as a result of all these analyzes, suggestions were made to managers and researchers. The research model made within the scope of the hypotheses is presented in Figure 1.

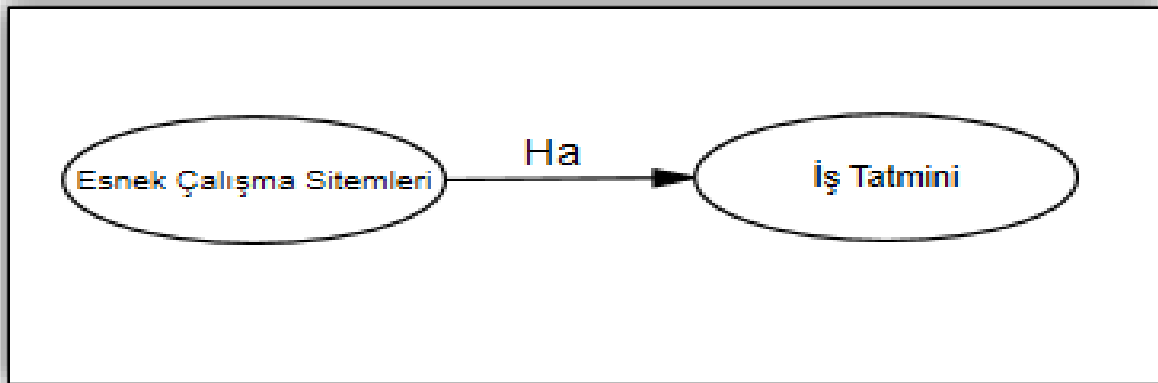


Figure 1. Research model and hypotheses

Ha: Flexible working systems are effective on job satisfaction.

H1 : Flexible working systems have an effect on the intrinsic dimension of job satisfaction.

H2: Flexible working systems have an effect on the outsourced dimension of job satisfaction.

Sample of the Research

The research is an empirical study conducted in Gaziantep. It is planned to conduct a survey to a total of 520 people working in randomly selected businesses. Of the questionnaires sent, 501 were returned and 384 were found suitable for analysis.

Table1 . Participant Demographic Findings

Participant Features	N	%
Age range	-	-
Those aged 25 and under	97	25,3
26-35 age range	159	41,4
36-50 age range	118	30,7
51and above	10	2,6
Gender		
Boy	250	65,1
Woman	134	34,9
Marital status		
The married	235	61,2
Single	149	38,8
education		
secondary education	40	10,4
High school	211	54,9
Licence	112	29,2
Master/PhD	21	5,5
Operation time		
8 hours	259	67,4
10 hours	12	3,1
12 hours	94	24,5
13 hours or more	19	4,9

In addition, 43.8% (n=168) had no children, 16.9% (n=65) 1, 21.6% (n= 83) 2, 12.8% (n) =49) 3, 4.9% (n=19) have 4 or more children. 63% (n=242) yes, 13% (n=50) no, 24% (n=92) partially

satisfied with their job. 58.6% (n=225) public, 41%, 4 (n=159) of them are private sector employees.

Scales of Research

Information on the scales used in the research on the effect of flexible working systems on job satisfaction in the changing world order is given below. The results of the validity and reliability studies for all scales used in the research are given at the end of the section related to each scale. Since the KMO values of all scales were above 0.70 and Bartlett's test was found to be significant, it was determined that the number of data was sufficient for factor analysis. Cronbach's alpha reliability coefficients of the scales, exploratory factor analyses, correlation and simple regression analysis were analyzed with SPSS 26 package program.

In the survey, there are 8 questions that determine the demographic characteristics of the employees, 17 questions for the flexible working systems scale, 20 questions for the job satisfaction scale, a total of 45 questions.

Flexible Working Systems Scale: The "Alternative Work Arrangements" (AWA) scale, which was developed by Charron and Lowe (2005) to reveal their evaluations and determinations about flexible work systems, was used. The scale has a single factor structure and consists of 17 5-point Likert type items (1: Strongly Disagree, 5: Strongly Agree). There is no reverse item in the scale. The Cronbach Alpha value of the scale is 0.81. This result shows that the reliability level of the flexible working systems scale is high (Ergün, 2019: 53-54).

In the research, exploratory factor analysis was first performed in order to test the construct validity of the scale. As a result of the exploratory factor analysis performed with the SPSS 26 package program, it was determined that the data were compatible with the single factor structure of the scale. As a result of the analysis, factor loads of the 17-item scale were found to be between 0.31 and 0.66. The Keiser-Meyer-Olkin analysis result of the scale was 0.79 and the Barlett test was found to be significant ($p=.000$). As a result of the reliability analysis, the total Cronbach alpha reliability coefficient of the scale was found to be 0.76.

Job Satisfaction Scale: In the second part of the questionnaire, there is the "Minnesota Job Satisfaction Scale".

The questionnaire was developed as 100 items in 1967. DJ Weiss, RV Davis England and LH The Turkish translation of this survey conducted by Lofquist was done by Deniz and Güliz Gökçura. The questionnaire has a two-factor structure, internal and external. Intrinsic factor dimension (1-12. Between questions) while representing Herzberg's motivating factors; hygiene factors represent the external factor dimension (between the 13th and 20th questions). The short-form job satisfaction scale consists of 20 5-point Likert-type items (1: Strongly Disagree, 5: Strongly Agree)(Bayram, 2020: 110). The Cronbach Alpha reliability coefficient of the intrinsic factor dimension was 0.77, and the Cronbach Alpha reliability coefficient of the exogenous factor dimension was 0.89, and it was concluded that it was reliable at a good level. (Bayram, 2020: 119).

In order to test the construct validity of the scale, exploratory factor analysis was performed. As a result of factor analysis, it was determined that the scale preserved its two-dimensional structure. It was determined that the factor load of the intrinsic dimension was between 0.38 and 0.72, and between 0.42 and 0.78 for the extrinsic dimension. Keiser-Meyer-Olkin analysis result for internal factor dimension and extrinsic factor dimension of the scale were found to be 0.84 - 0.90, respectively, and Barlett test was found to be significant for all ($p=.000$). As a result of the reliability analysis, the reliability of the internal source dimension was found to be 0.82 and the reliability of the external source dimension was found to be 0.80.

Findings

Correlation Analysis

Correlation analysis was conducted to reveal whether there is an existing relationship between flexible working systems and job satisfaction. Analysis results are given in Table 1.

Table 2. Mean, Standard Deviation and Correlation Results

Variables	n.	m.	SD.	1	2	3
1. Flexible C.	384	3.11	.55			
2. İ.T. inner K.	384	3.20	.72	.380**		
3. I.T. outer K.	384	3.15	.81	.342**	.614**	

* $p < .05$. ** $p < .01$

According to the results of the correlation analysis, it was found that there is a significant and positive relationship between flexible working systems and the dimension of internal factors of job satisfaction ($r(384) = .380, p < .01$). It was found that there was a significant and positive relationship between flexible working systems and the dimension of external factors of job satisfaction ($r(384) = .342, p < .01$). A significant and positive relationship was found between the dimensions of job satisfaction internal factors and job satisfaction external factors ($r(384) = .614, p < .01$). If we evaluate the results of the analysis, the reason for the significant value between flexible working systems and job satisfaction is that the employees participating in the study affect the protection of their job satisfaction level thanks to the applied flexible work. In today's conditions where flexible working has become widespread, the fact that most of the workers are among the young population is thought to have a positive and significant effect between flexible working systems and job satisfaction.

4.2. Regression Analysis

Simple regression analysis was conducted to examine whether flexible working systems have a significant effect on job satisfaction. Analysis results are available in Table 3 and Table 4.

Table 3. Flexible Working Systems and Internal Job Satisfaction Regression Results

Variable	B	SH	β
Flexible Working Systems	.50	.06	.38**

Note : Dependent D: Intrinsic Job Satisfaction, $R^2 = .14$; Straight. $R^2 = .14$; $F_{(1,382)} = 64,514$; ** $p < .01$

In Table 2, simple regression analysis was used to determine how effective flexible working systems are on job satisfaction. The analysis results are statistically significant [$F_{(1,382)} = 64,514$, $p < .01$]. The equation for the simple linear relationship between the variables is internal job satisfaction = $1.635 + 0.502$ (flexible work systems). The corrected R² value in the analysis results is 0.14. Accordingly, 14% variance of internally sourced job satisfaction is due to flexible working systems.

Table 4. Flexible Working Systems and Outsourced Job Satisfaction Regression Results

Variable	B	SH	β
Flexible Working Systems	.50	.07	.34**

Note : Dependent D:External Job Satisfaction, $R^2 = .11$; Straight. $R^2 = .11$; $F_{(1,382)} = 50,606$; ** $p < .01$

In Table 4, simple regression analysis was used to determine how effective flexible working systems are on external satisfaction. The analysis results are statistically significant [$F_{(1,382)} = 50.606$, $p < .01$]. The equation for the simple linear relationship between the variables is external job satisfaction = $1.579 + 0.506$ (flexible work systems). The corrected R² value in the analysis results is 0.11. Accordingly, 11% variance of outsourced job satisfaction is due to flexible working systems. According to all analysis results, Ha, H1, H2 were accepted.

Discussion and Conclusion

In this study, the effect of flexible working systems on job satisfaction was examined. For this purpose, it has been tried to be explained with the help of the empirical study, the models and hypotheses that have been made in Gaziantep. As a result of the analysis, the relationship between flexible working systems, job satisfaction and its dimensions was examined and it was seen in the results of our analysis that flexible working systems were effective on job satisfaction. In the changing world, it is not possible to survive with the old order. With the knowledge brought by the new world, change needs to take place. This change will bring new rules and practices. For this reason, businesses should acquire new missions. Since flexible working was not legal and the laws were not at a certain level, it delayed the use of this concept, as it caused abuse for both employers and employees. However, in today's increasingly competitive environment and difficult life conditions, flexible working systems have reached the place and value they need to be. It should be known that the more businesses improve the working environment of their employees, the more their job satisfaction levels will increase. In the new century, new models for flexible working systems should be developed and existing ones should be improved. Because the new order in working life is flexible working.

Limitations of Research and Suggestions for Future Studies

This study was carried out in Gaziantep, Turkey. Therefore, it is not possible to generalize the results of the study for the whole country. Therefore, future studies may expand the research universe with other cities to increase research accuracy. Different results can be obtained from research in different fields with the current research topic.

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