

Human Resource Flexibility and job satisfaction

Empirical study



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Abstract

Flexibility is every day more important for organizations due to the environmental changes. One way for organization to get that flexibility is through human resources flexibility, so this is becoming essential for organizations. The main aim of this study is to examine the effects of flexible human resources practices, specifically quantitative flexibility, on job satisfaction. We will do a literature research in order to know what have been studied until now about that relationship and then we will make an empirical study. The empirical study will consist in an analysis with the program SPSS taking the data from a survey made by the Spanish government.

Keywords:

Flexibility, Job satisfaction, HR flexibility, Contract of choice, Psychological contract

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1. Introduction

In the last thirty years, social and economic changes have increased the need for companies to augment the flexibility in their management systems. Years ago, organizations could work with non-dynamic strategies as the environment was stable and competence was non-aggressive. However, currently, as a consequence of the fast progress in management and process area, the technological advances (Sáez et al, 2003), the globalization, internationalization etc, environment is turbulent, what means that it is unknown, dynamic and complex (Volverda and Van Bruggen, 1997); the competence has increased, and clients are commonly more demanding. In front of this situation, companies who want to survive in that environment have to become more flexible in their organizational structure, manufacturing and human resources. Flexibility is often seen as the necessary condition for the survival of labour markets and companies in a fast-moving world of growing global competition (Peiró et al, 2002)

In this study, we are going to deal with human resource flexibility, which is defined as the possibility to change the quality and the quantity of employees to suit changes in the market or the organization's ability to adapt through the use of labour (Peiró et al, 2002)

The term of human resources flexibility has been interpreted in different ways; to some authors, flexibility means that employers can hire workers easily and for the time they want to, without facing costs or any specific cause, what make easier for the firm adapt their workforce to changing demands (quantitative dimension). To others, it means that workers are able to adapt to changing demands for skills by training employees as they need within their working lives (qualitative dimension) (Michie and Sheehan-Quinn, 2001).

Given the relevance of quantitative flexibility in the Spanish labour market, in this study we are going to analyze the relationship between the quantitative human resource flexibility and job satisfaction through a quantitative study with a sample of Spanish workers. We are going to study both external and internal dimensions of quantitative flexibility (Time flexibility and contractual flexibility):

Time or temporal flexibility (Internal quantitative flexibility) refers to the variation in the number of hours worked by current employees. (E.g. part-time contracts)

Numerical or contractual flexibility (external quantitative flexibility) refers to the variation in the number of workers (e.g. temporary contracts)

We have chosen those two dimensions of flexibility to study in particular because of their implication in society, the large presence of temporal contracts during last 25 years in Spain after market deregulation, (only 7,7% of all the contracts in Spain are permanent), and the famous issue about flexible working hours (According to Adecco references from 2014, just a 29% of the organizations provide flexible schedules to over the 25% of their workforce) and work-life balance (time flexibility), which currently it is more valued by new generations.

There are not so many studies made about the relationship between human resource flexibility and job satisfaction, but we have found some essays which have studied this relationship indirectly through others factors as commitment, employee skills, employment insecurity...Through all these studies there are many opinions of different authors. While some of them have optimistic and positively opinion about flexibility within organizations (Kerr and Jackofsky, 1989; Snow and Snell, 1993; Thomas, 1993; Snell et al.,1996), another have a negatively concept about the effect it has in the labour markets, firm performance and job satisfaction (Rojot, 1990; James, 1990; Pollert, 1991; Kalleberg, 1997; Houseman and Polivka, 2000;) ; some others (Brewster et al., 1997) report that flexible working practices provide both, benefits for individuals and organizations, such as additional work and income and work-life balance, and negative effects for families as stress or insecurity etc. Guest (2004), who also studied the effects of flexible contracts on employees, included two more factors in the analysis, he really prized in his study the 'psychological contract' (defined by Sheing in 1978 as 'a set of unwritten reciprocal expectations between an individual employee and the organization') and the 'contract of choice' (being on contract of choice is associated with higher job security, and job security has a positive effect in job satisfaction), which it is really important for workers' satisfaction, and only around a third of those on flexible contracts are on their contract of choice.

So, what we can conclude is that the positive or negative effect of HR flexibility in workers' satisfaction will depend of what kind of human resource practices perform the organization, if it is by mutual agreement, and also of some employers' features.

We consider really important workers' satisfaction due to this one is going to affect to their performance, productivity...and therefore firms' results. Currently it is so important for organizations to get the commitment of their workers and if they are not satisfied at their job, they are not going to be engaged with the company. Williams and Hazer (1986) report that job satisfaction is an antecedent to organizational commitment, and it has been shown to be positively related to participation, power, team work, professionalism, performance etc. For that reason it is important to do this study, in

order to know what types of quantitative flexible human resources practices are good to get workers' satisfaction and which are not, as this is going to affect to the organization.

As there are little researches about job satisfaction within workers on different kind of employment contracts, and we consider really important this topic because of the importance of human resource flexibility in today's organizations, we are going to extend this field of study, providing direct evidence about the effects of time and numerical flexibility on the employees' satisfaction in the case of Spanish workers.

The research is structured as follows. In the theoretical frame, first of all it will be explain the relevance of human resource flexibility in organizations. Then we will explain the concept and types of human resource flexibility from the different points of view of some authors. Thirdly, we will expose the relationship between human resource flexibility and job satisfaction, and lastly we will see some variables or people features that have an effect in this relationship. After the theoretical frame, we will expose the empirical study, the results, and finally a discussion of those results

2. Theoretical framework

2.1-The relevance of human resource flexibility in today's organizations

Through the years, flexibility has been more and more important due to the big changes in the world and also in the market. As we mentioned before, organizations' environment have experienced a lot of changes. Currently organizations have to face with dynamic and complex environments, where the competence has increased, the clients are more and more demanding, the new technologies change really fast, it is harder to know what will be the new trend, the effects of the globalizations and internationalization, the consequences of the crisis etc. All of that, force organizations to have the capacity of response in front of the changes, having adaptability, what means to become flexible. In hyper competitive environments, there are big changes and a lot of pressure, so organizations need to be flexible to get new competitive advantages to face other companies; organizations also need that flexibility in order to be able to offer the new demands of the clients before and better than the competence; the new technologies are also forcing organizations to keep their knowledge update, and they get it also through skill flexibility; lastly, the economic crisis has led to unemployment crisis, and some authors propose flexibility as a solution for that situation. If the environment is dynamic, companies are not able to plan what they are going to do before something change, the more uncertain is a situation, more flexibility need the organization (Eppink, 1978; Medina, 2010). Flexibility raises the ability to cope quickly with changing circumstances or environmental uncertainty. It is considered to be a necessary response to global competition and of course, it has an impact on labour markets and organizations.

Organizations can face those situations through different types of flexibility: organizational structure flexibility, operational flexibility, manufacture flexibility, human resource flexibility, etc. Organizational structure flexibility refers to the organizations' capacity to adjust its structure and its decision and communication processes in response to fast and unpredictable changes in the environment; from this point of view, flexibility will be larger when decisions makers explore new ideas and assumptions about their company and its strategic context, and when they perform choices that are innovative or different from traditional responses (Beltrán, 2006). Within this framework it can be analyze the others types of flexibility: Operational flexibility is founded on the

modification of the volume and mix of activities that the organization execute ; Manufacture flexibility refers to the adaptation of the production capacity and product orientation to the market's demand; Human resource flexibility is related to a market where firms has the ability to make changes to their workforce in terms of the number of workers they hire, the number of hours worked by the employees and the tasks made by them.

In the case of Spain, there are not many current researches that analyse the relation between human resource flexibility and job satisfaction; however, as we will mention below, flexibility is an essential competence for workers nowadays. In our study we have chosen human resource flexibility to focus in because, as the rest types of flexibility, this ability has to help the company facing the complex environment where it operates, and as nowadays the environment is really dynamic, human resources flexibility it is too much important, however there are many theories about if the practices of HR flexibility are good or bad for the organizations' results (because of their effects on workers). For that reason, because currently HR flexibility is essential for organizations but it is not sure what results it has in their outcomes, we think it is quite interesting and important to study what effects human resource flexibility has within the organizations, specifically among workers' job satisfaction because of the reasons we explained above (to remember, job satisfaction it is a precedent for organizational commitment, and commitment is positively related to participation, power, team work, professionalism, performance; therefore, job satisfaction will affect the results of the firm)

HR Flexibility it is more and more present in organizations and it has changed the labour market structure and the firm's structure and performance. Labour market structure has been change through task flexibility, for example, in Europe, the jobs were usually closely made by detailed job descriptions and qualification requirements, so workforces were reluctant to change their tasks at job without pay inducements. However, currently more and more it is emphasised the importance of personal flexibility. There are a lot of experts who talk about that; for instance, Sparrow (1998) points out that the organizations are seeking to increase their versatility by heightening the adaptability of the workforce. Cascio explains that workers have to be able to adapt to changing circumstances and be ready for multiple careers. So, flexibility and polyvalence seems to be two essential competences for the 21st century worker.

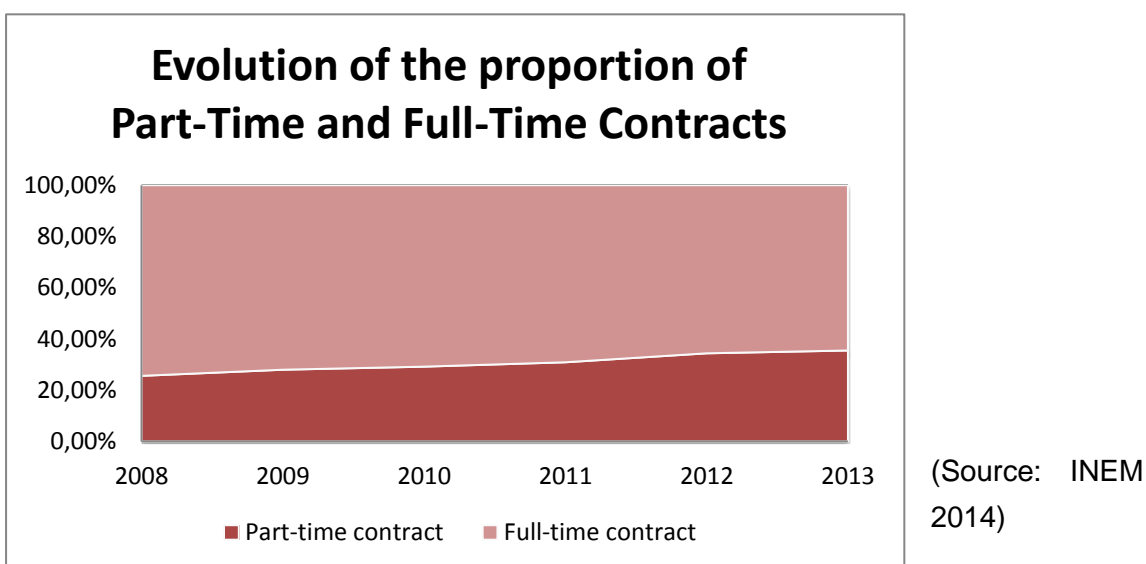
Also it has been changes in the labour market through contractual flexibility; for example the 'Standard employment packages' (the 9-5, Monday-Friday, permanent

employment contract...) is decreasingly common, and it is more common practices like temporary contracts, part-time workers, overwork etc.

In order to see clearly the changes in the labour market caused by the evolution of different types of contracts and consequently the importance of the flexibility within the organizations, we are going to show that evolution in Spain from 2008 to 2013.

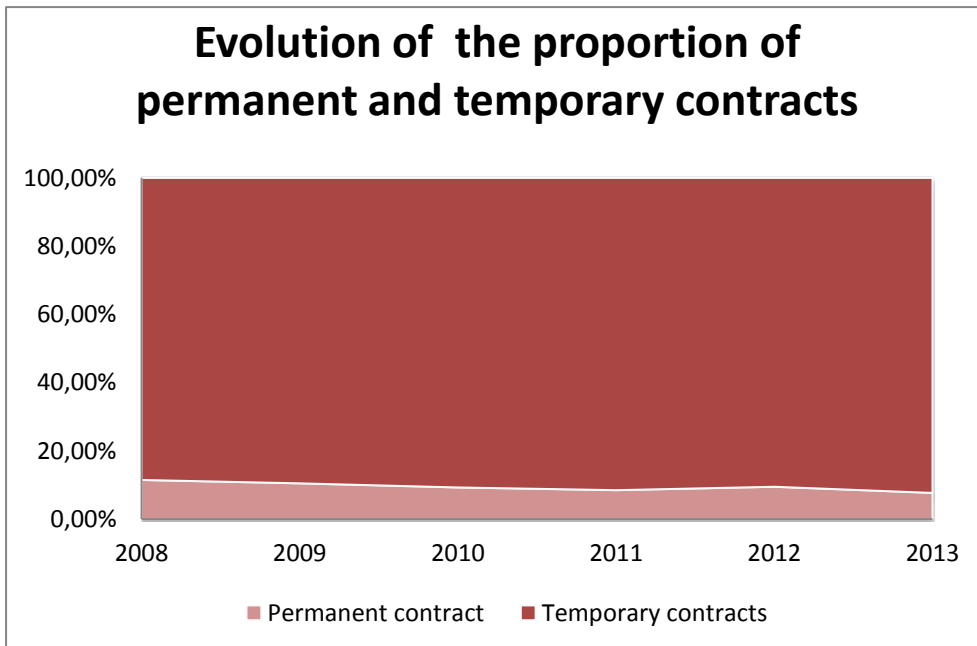
The first graphic shows the evolution of the temporary contracts vs. full time contracts. Since 2008 the proportion of temporary contracts has been increasing, while the full-time was decreasing. In 2008, the 74.4% of every firmed contract was full-time; this percentage fell until 64.5% at the end of 2013.

Considering that the quantity of contracts has decreased since 2008, the new ones have been part-time contracts mostly. The new employees work less hours per week.



Graphic 1- 'Evolution of the proportion of Part-time and full-time contracts'
Adaptation of INEM statistics

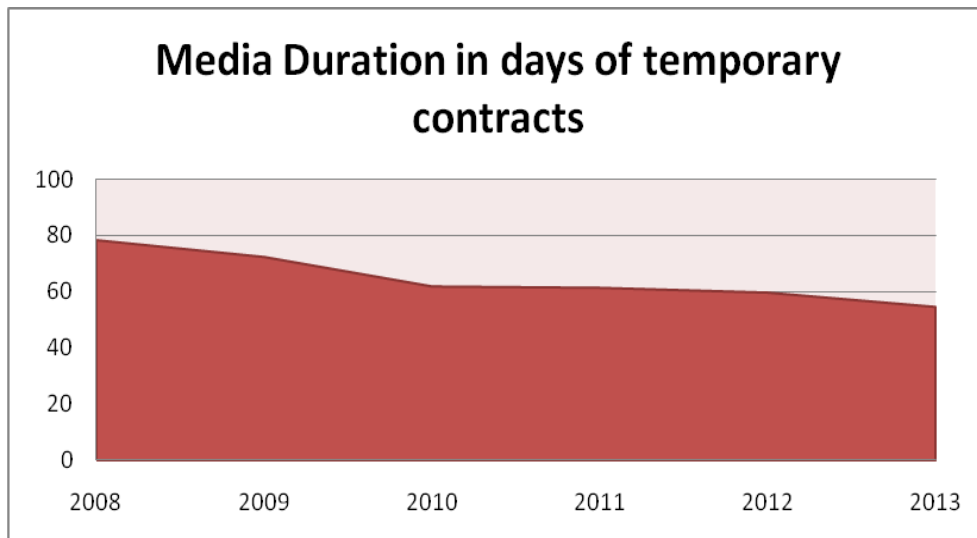
In the next graphic we can see the evolution of the permanent contracts vs. temporary contracts. From 2008, the proportion of temporary contracts has increased. In 2008, the 11,5% were permanent, while in 2013 it was the 7,7%.



(Source: INEM 2014)

Graphic 2-‘Evolution of the proportion of permanent and temporary contracts’- Adaptation of INEM statistics

The last graphic shows the media in days of the temporary contracts. In 2008 that media was of 78,5 days, meanwhile at the end of 2013, it was of 54.7 days.



(Source: INEM 2014)

Graphic 3-‘Media duration in days of temporary contracts’- Adaptation of INEM statistics

To summarize, the new Spanish employer, works less than 30 hours per week, and with a temporary contract every time shorter.

The increase of those temporary contracts in Spain started after some labour reforms (made during the crisis, as it is thought that labour market regulation was the main cause of a dramatic loss of jobs (Suarez, 2013)), which allowed increasing market flexibility incrementing temporary contracts as a formula to create employment. The

problem with that is usually those contracts are made under employers' interests and individuals and collectives are losing rights. (Campos et al., 2014)

Another point we think it is important in our choice of human resource flexibility for our study, is because of its effects through the company.

Human resource flexibility has an implication in the corporate performance. Depend on which practices are used by the company it is going to be a difference in the organization's performance.

According to a study, done by Michie and Sheehan-Quinn (2001), where they surveyed several hundred firms in UK, we can say that 'low-road' practices (short-term contracts, a lack of employee commitment to job security, low levels of training and low levels of human resource sophistications etc.) are negatively correlated with corporate performance. However, it was found that 'high-road' work practices ('high commitment' organizations or 'transformed' workplaces) are positively correlated with good corporate performance.

In the same study, they found that some flexible practices (e.g. high rates of labour turnover, part-time employment), while in sometimes is positively correlated with short-term financial performance, were negatively correlated with innovation. And it is important to know that innovation is where the firm's financial success ultimately depends. About functional flexibility, it was found that, the increase of this practice, is significantly positively correlated with both innovation and financial performance.

After that, we can assume that a wrong sort of flexibility could lead to lose a lot of money, while if we find the right sort of flexible practices it could pay dividends. So, managers should not ignore long-term strategies by favouring more short-term results, they have to be conscious that although some human resource flexible practice could be profitable in the moment they performed it, it could lead to losses in the future.

HR flexibility also affects productivity. In medium term perspectives the use of too many temporary contracts is expected to bring negative effects for productivity. One of the reasons is because temporary workers are less trained and have less influence on organization choices. Furthermore, even if temporary workers were more productive in order to get a permanent contract, the collaboration of the permanent workers is low due to they know that the possibility of renewal of temporary contract into permanent contract is very small (Sanchez and Toharia, 2000).

So organizations have to take into account that when they are going to use some practices of human resource flexibility, in order to not affect negatively its productivity.

Human resource flexibility became even more important since the flexibility of the US and UK labour markets were identified as an important point in the explanation for the high growth rates of these two economies. In the case of Spain, flexibility has been proposed, by some economists, as a possible solution for unemployment crisis, as the reduction of the length of the working day allows the distribution of jobs between more people and some other types of contracts as the 'zero-hour'¹ or seasonal contracts, allows the organization to have in each moment the right amount of workers they need (Galindo 2002; De la Garza 2000; Battistini, 2000).

Also, in a study proposed by Adecco last year, it was found that flexibility is the fourth preference for the employees in order to be satisfied at work; for women, specifically, flexibility is the aspect more important.

Moreover, the Europe Union, at the Lisbon summit in 2000, fixed an objective that implied that companies had to increase their flexibility rightly in order to take profit of the chances and changes in the global environment that promote competition. But also said that this flexibility had not to affect the labour security or the job quality, organizations have to found a perfect balance between flexible working, security and quality.

Summarizing after everything we exposed, we consider human resources flexibility really important in today's organizations due to it has an effect in their performance, their capacity of innovation, competitiveness...and therefore in their success; it also has changed the labour market. So it is important to understand and analyse which flexible practice are positive for the organization (in our case we will do it through job satisfaction) in that labour market where human resource flexibility is commonly increasing.

¹ A **'zero-hour'** contract is the name given to a contract, where the employer is able to change the number of employee's working hours, from full-time to 'zero-hours'

2.2-Concept and types of human resource flexibility

Human resources flexibility is a wide topic which is difficult to describe due to difference features in the markets relationships that are present in every country (Galindo 2002). However, one definition that summarizes the concept of human Resource flexibility, defined by Gouswaard and deNanteiul (2000), is as the ability to vary the quality and the quantity of personal to suit changes in the market or the organisation's ability to adapt through the use of labour.

Below we are going to expose some classification of human resource flexibility by different authors:

2.2.1 The model of the flexible firm

One of the most famous models of human Resource flexibility is the '*Model of the flexible firm*', developed at the Institute of Manpower Studies (Atkinson, 1984; Atkinson and Gregory 1986; Atkinson and Meager 1986); where he defined the 'flexible firm' as a workplace management and organization technique which optimizes HR through flexibility based on segmenting the workers into peripheral and core groups. The core groups of employees are difficult to replace as they have a specific skill set or experience, meanwhile the peripheral group consists of employees who could easily be replaces or who are only needed in the organization for either peak periods or on specific job.

As the definition of flexible firm says, Atkinson did a segmentation of the workforce into a 'core' and a 'periphery'.

The 'core group' of employees are full time, they show high levels of engagement within the organization and they have many different skills. They are also flexible in working time, in order to adjust more closely to production demands. These employees are usually managers, technicians, designers... The employees in the core group present 'functional flexibility', what means that they can move between different roles and tasks. Functional flexibility it is usually associated with the employees' abilities to

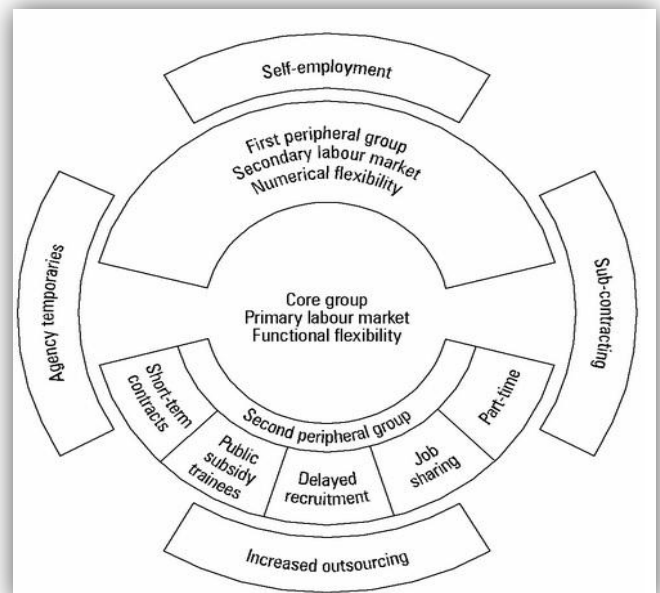


Figure 1- The flexible firm (Atkinson 1984)

undertake a set of tasks and utilize a whole of different skills (Blyton and Morris, 1992) in such a way that they get the capacity to work over traditional occupational boundaries (Cordery et al., 1993).

Regard 'periphery group', company can get another 'numerical flexibility' by changing the size of the workforce according to organization's needs. Atkinson distinguishes two types of groups within 'periphery group':

Firstly, there is the former group, which is made up by fulltime workers who only perform the activities specified in their job description. Secondly, there is a group made by fixed term or part time employees.

Employers can hire and fire peripheral workers without incurring in high costs, as these employees do not perform central activities of the organization (Mayne et al., 1996)

Another approach to define employment flexibility sees four wide categories: numerical flexibility, functional flexibility, distancing and pay flexibility (Olmsted and Smith 1989; Pinfield and Atkinson, 1988):

Numerical flexibility refers to the adjustment of the number of workers from the external market. With functional flexibility employees can be transferred to different activities and tasks within the firm. Regarding distancing flexibility, it is related with subcontracting activities (externalization of non-core activities). Lastly, pay flexibility is obtained by the variation and differentiation of pay.

On their side, Wright and Snell (1998), explained human resource flexibility composed by three sub dimensions: employee skill flexibility, employee behavioural flexibility and HR practice flexibility.

Flexibility of employee skills is the "number of potential alternative uses to which employee skills can be applied" (Wright and Snell, 1998: 764) and "how individuals with different skills can be redeployed quickly" (Whright and Snell, 1998; 765). The skill flexibility can be obtained by the firm in two different ways. First, organizations can have a narrow set of employees who possess a group of broad-based skills and are able to use them under different demand situations. Second, firms may employ a wide variety of "specialist" employees who provide flexibility by allowing the firm to reconfigure skill profiles to meet changing needs. With the last flexibility, when the need arises, the organization can reorganize its employees to get the desire skill profile to fit with the changed demand.

Employee behaviour flexibility is the capability of employees to adapt to different specific situation with their repertoire of behavioural scripts. We can differentiate behavioural flexibility from skill flexibility in the sense that employees may be skilled but

don't have the motivation to change, or may be they have the behavioural motivation but lack the necessary skills or knowledge to make change decisions.

Flexibility of HR practices is the degree to which the firm's HR practices can be adapted and applied throughout a diversity of situations, or across various sites or units of the firm, and the velocity with which these adaptations and applications can be performed. Firms that develop HR practice flexibility cause a capability that is difficult to imitate and organization will be able to respond quickly to environmental change.

Meanwhile, Reilly (1998) provides another categorization of HR flexibility.

Numerical flexibility→ allows change the number of staff used according to the needs of business. It includes fixed-period contracts, temporary, seasonal or casual employment, outsourcing, subcontracting...

Functional flexibility→ allows employers to achieve a more effective internal assignation of labour. It can result, for example, from removing work specifications or training staff to be able to undertake a widespread set of tasks.

Temporal/Time flexibility→ it involves oscillation in working hours. It includes overtime, shift working, flexitime, part-time working...

Locational flexibility→ explains the variety of ways of using employees outside the usual workplace. It includes types such as home-workers, tele-workers, relocation... It gives flexibility to the organization in terms of office space requirements, availability of skilled workers in multiple locations etc.

Financial flexibility→ let wages and benefits to rise and fall with economic conditions, for instance: profit-relates pay, performance-related pay.

The different types of flexibility should not be viewed as mutually exclusive, in a survey made by Michie and Sheehan-Quinn (2001), over 25% of employers interviewed used at least two types of flexible practices. Those human resources practices are usually combined by organization (e.g. time and location or functional and financial flexibility) in order to respond the market's demands.

The table below show us the relationship between the classifications of types of human resource flexibility explained above. In that table we can see that these definitions complement one another and also how some authors attach importance to some type of flexibility while some others does not. For instance, among those authors, the only one who mention the possibility to get flexibility through the variety of workplaces

outside the offices is Reilly (1998), and currently this kind of practice is getting more common. It is also interesting how Wrightt and Snell (1998) proposed two factors, the flexibility of employee skills and the employee behaviour flexibility, which explain the features that organizations have to get in order to obtain functional flexibility.

Atkinson (1984)	Pinfield and Atkinson (1988)	Wrightt and Snell (1998)	Reilly (1998)
Core group: <u>Functional flexibility:</u> employees in the core group can move between different roles and tasks	<u>Functional flexibility:</u> employees in the core group can move between different roles and tasks	<u>Flexibility of employee skills.</u> <u>Employee behaviour flexibility</u>	<u>Functional flexibility:</u> allow employers to achieve a more effective internal assignation of labour
Periphery group <u>Numerical flexibility:</u> the size of the workforce of the periphery group is modify by the company	<u>Numerical flexibility:</u> the size of the workforce of the periphery group is modify by the company <u>Distancing flexibility:</u> subcontracting		<u>Numerical flexibility:</u> allow change the number of staff used according to the need of business
Core group: <u>Numerical internal flexibility:</u> flexibility in working time			<u>Temporal flexibility:</u> allows oscillation in the number of working hours
			<u>Locational flexibility:</u> explains the variety of ways of using employees outside the usual workplace.
	<u>Pay flexibility:</u> is obtained by variation and differentiation of pay.	<u>Flexibility of HR practices:</u> *the capability to respond quickly to environmental change	<u>Financial flexibility:</u> let wages and benefits to rise and fall with economic conditions

Table 1- Relation of Human resources flexibility's definition by different authors

Despite the simplicity of the model and the lack of theoretical underpinnings (Pinch et al., 1991; Pollert 1988), the model of 'the flexible firm' has had large approval; and it is the most common taxonomy proposed; that is why we are going to make use of that model. As we said, Atkinson (1984) groups diverse forms of flexibility using two dimensions: 'scope of analysis': internal vs. external and 'nature of the variation in the workforce': quantitative vs. qualitative.

The quantitative dimension refers to the capacity to change the number of workers or the number of hours worked. On the other hand, the qualitative dimension refers to the modifications in the tasks performed by the workforce.

Internal forms of flexibility refers to how organizations are able to vary their own workforce, in quantitative (Time flexibility: for instance, overtime) or in qualitative terms (task and functional flexibility: e.g. job rotation). On the other hand, external forms of flexibility are associated with the ability of the company to change the number of staff employed. Numerical or contractual flexibility is external. It could be quantitative (for instance, seasonal employment to cover 'peaks' of work demands, self-employment, also the so-called 'zero hours' contracts), or qualitative (employing supra qualified people due to the labour market situation is difficult; subcontracting, outsourcing...).

Most of the traditional strategic HR management literature on the choice of employment models has focused on the 'bipolar' choices, internal as opposed to 'external employment'. However, that statement is too simple; organization may use multiple forms of contracts for different types of employees. In fact, the selection of the right type of employment contract mode is decisive because it will have implications for firm's performance.

Internal employment is usually connected with commitment to the firm, while outsourcing is associated with flexibility. Organizations had a dilemma with that, 'whether it should commit to a particular employment contract mode or stay flexible'; but as we said, this either-or model is too simplistic, there are authors who suggest that it is possible for a company to avoid that exchange between commitment and flexibility (Kulkarni and Ramamoorthy, 2005), they just have to find the right combination of employment contracts and try to commit those employees who have flexible contracts with another kind of motivation or either try to increase flexibility in those workers who are committed to the organization

The types of HR flexible practices that we are going to analyse in our following study of the relationship between HR flexibility and worker satisfaction will be based and chosen by the next classification:

Scope of analysis			
Nature		<i>Internal</i>	<i>External</i>
	<i>Quantitative</i>	Time/Temporal flexibility: Variation in the number of hours worked by current employees (e.g. overtime)	Numerical/Contractual flexibility: Variation in the number of workers (e.g. seasonal employment)
	<i>Qualitative</i>	Functional flexibility: variation in the content of work of the current workforce. (e.g. job rotation)	Contractual flexibility: variation in the content of work of the external employees (e.g. consultancy)

Figure 2- Types of flexibility (Atkinson, 1984)

Functional flexibility (qualitative internal flexibility): it can be defined as the process of increasing the skill repertoire of workers in such a way that in the outcome the employees acquire the capacity to work across traditionally distinct occupational boundaries (Tüselmann, 1996). This increasing pool of skills generates greater human resources flexibility. Organizations can enhance this kind of flexibility through practices like job rotation, semi-autonomous job work groups, job enlargement, job enrichment etc.

Time flexibility (quantitative internal flexibility): this flexibility is achieved by adjusting schedules of workers already employed within the firm. This type of flexibility includes part-time, flexible working hours, overtime, 'zero hours' contracts, annual hours contracts, shift work. This kind of flexibility may reduce the need for quantitative adjustments via the size of the workforce.

Contractual or numerical flexibility (quantitative external flexibility): This one focuses on employers' intention to reduce costs by using workers who are not their regular full-time employees (peripheral group). Organizations are able to limit the duration of employment through the use of short-term temporary workers who are hired for determinate periods where the firm needs them. It is defined also as 'the ability of firms to change the number of people they employ' by making use of temporary, seasonal employees, short fixed-term contracts, 'freelance work' and homework or 'outwork'.

Contractual flexibility (qualitative external flexibility): Organization can get contractual flexibility also by externalizing administrative control through the use of temporary help agency or contract workers.

In our study, as we mentioned above, we are going to examine the dimensions of quantitative flexibility: time and contractual flexibility. Specifically, we are going to study the relationship between job satisfaction and some practices of HR flexibility as we will specify in the following paragraphs.

Regarding time flexibility (internal flexibility) we will expose the effect on job satisfaction of the next practices:

Part-time workers, who are those that have not a full-time contract, there is no specific number of hours that makes someone with a part time contract but it is considered as a part time worker that people who work less than 30 or 35 hours per week.

Workers with flexible working hours (FWH) can choose the starting and finishing times, always working “x” hours/ period. Therefore, they also have more freedom to take a day off for family reason, or are able to one hour’s absence from work for solving personal issues. As well as the organization can vary the number of work’s hours in order to face the demand in each moment, workers also are able to have that flexibility.

Overtime means doing some extra hours in addition to those of a regular schedule. It is the amount of hours someone works beyond ‘normal working hours’. In Spain, doing overtime hours is voluntary, except for collective agreement or in exceptional cases, and it has to be paid economically or with vacations.

Shift work is an employment practice where it is designed a type of schedule in which groups of workers rotate through set periods throughout the day, typically performing the same kind of work; this term includes both long-term night shifts and work schedules in which employees change or rotate shifts during the day.

On the other hand, regarding contractual flexibility (external flexibility), we will study the following practices:

Temporary contracts are those made for a limit period in order to cover a specifically demand. The difference between these type of contracts and short fixed-term contracts is that the second one has pre-defined expire date, whereas in a temporary contract the employment term is intended to be for a limited period but the date of expiry is not known.

2.3-Relationships between human resource flexibility and job satisfaction

Having defined human resource flexibility and specifically the practices we are considering, we are going to clarify what means job satisfaction. It has been defined in many ways, one of the most widely used definitions in organizational research is 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences' (Locke, 1976). Another definition more recent of that concept is from Hulin and Judge (2003), who have marked that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioural components, and for that reason is quite difficult study worker's satisfaction. However, it is so important to take into account that concept, as for sure, worker's level of job satisfaction impacts their job performance and consequently their efficiency.

The first important point to understand how employee satisfaction is born inside the employment relationship is to explain psychological contract ('individuals beliefs, shaped by the organization, regarding the terms of an exchange relationship between the individual employee and the organization'- Beardwell et al., 2004; pg 520). In simple words, employees offer to the organization their labour, skills, loyalty etc., and in return they perceive the organization must comply with a set of obligations such as financial compensation, employment benefits, job security etc.

This psychological contract is affected by individual characteristics, organization climate and human resource policies. If the psychological contract is positive, then there is an increase on work satisfaction which leads to a positive influence on performance. And if it is violated, it will have negative effects on performance. A concept related with the psychological contract which may help us to understand it a little bit more, is the social exchange theory. That theory suggests that social behaviour is the result of an exchange process, which goal is to maximize profits and minimize costs. Exchange behaviour it is not only driven by economic needs, but also by psychological needs; so, the worker's behaviour regarding the organization will depend of their psychological needs (Wang et al., 2014), for that reason it is so important the psychological contract. According to this theory, people weigh the possible benefits and risks of social relationships in order to determine how much a relation is worth. So, depending on the worker's feelings about this exchange, job satisfaction will be greater or minor and that, as the theory says will affect their behaviour.

So as we said, if the psychological contract is affected by human resource policies, the flexible practices might affect the satisfaction of the worker, and we should keep them into account.

As we mentioned above, another important key to consider the relationship between job satisfaction and human resource practices is the contract of choice, (Guest, 2004) and that is why with some practices of HR we will make a difference if the contract is chosen by own decision or not.

So, in this paper we are going to analyze the relationship between job satisfaction and quantitative flexibility: time and contractual flexibility.

Below, we are going to explain the reasons why affect HR flexibility practices in the satisfaction of the worker and which effect has, but it is important to say that it will depend of many factors, of some personal features, and the changes in the labour market, as it is changing constantly.

2.3.1- The influence of time flexibility on job satisfaction.

The first practice we are going to study is part-time contracts (those who are less than 30 hours per week). Different studies have found contradictory findings. Part-time employees have been identified to be more satisfied (Barling and Gallagher, 1996; Jackofsky and Peters, 1987), to be less satisfied (Hall and Gordon, 1973; Miller and Terborg, 1979), and equally satisfied with their jobs as compared to fulltime employees (Krausz, 2000) We will make a distinction if it is impose by the employer or if it is a coordinate decision between the employer and the employee, further on we will introduce some variables that could affect also in that relationship. If it is imposed, this type of contract could be less satisfactory, e.g. for a worker who is looking for a better salary; in fact, surveys (from INE 2014) affirmed that in Spain the 63% of people with that kind of contracts wanted a full-time job but they didn't found it, what will affect negatively in their satisfaction; however there are different collectives of people who have another commitments, as students, parents who want to be at home during the evening...so people from this collective we will choose those contracts by own decision, and it will have a positive effect to job satisfaction. For that reason we expect that:

H₁: Employees with part-time contracts by own decision will have higher levels of job satisfaction than employees with full-time contracts

H₂: Employees with part-time contracts by employers' decision will have lower levels of job satisfaction than employees with full-time contracts

Regarding flexible working hours, Brewster et al. (1997, 146-7) reports that those policies of FWH provide advantages for individuals and also for organizations, such as additional work and income, and employment which is compatible with family responsibilities. Scandura and Lankau (1997) also affirm that FWH result in the increase of job satisfaction for different reasons: it allows individual to feel more control over their lives because they have the chance to work during times more suited with personal needs, is a good way of balancing work and personal commitments. It improves employees' perception about their employer, as carrying out these practices means that the organization worries about personal needs. Keeping that in mind, we have to remember that, as we said above, when the employee perceives the social exchange beneficial, and the employer accomplish the psychological contract, workers will have higher level of job satisfaction. So, having say that we expect:

H₃ As higher is the flexibility in the working schedule, higher will be the level job satisfaction.

The next practice to examine is shift contracts. There is also some evidence, in the case of Spain, of the negative effects that shift schedules have in worker's satisfaction and also in their health (Dunham, 1977; Spanish Ministry for Employment and Social Affairs, 1998); more recent studies suggest that workers vary in their reactions to shift work, and these variations are related also to job satisfaction, for example, not all shift workers experience health problems, and those who are free of these problems are more satisfied with the shift (Zedeck et.al., 1983). Having said this, we will check what effect has shift contracts on job satisfaction and we will try to make some conclusions. The next hypothesis is expressed in these terms:

H₄: Workers on shift contracts have a lower level of job satisfaction than those who does not work on shifts.

Lastly, overtime is another important practice as is a common phenomenon in today's industrialized countries (Kodz et al., 2003). Van der Hulst (2003), after reviewed much of studies on long work hours, concluded that long work hours can influence negatively on health, well-being and therefore in job satisfaction. However, this relationship it is more difficult to prove, as it will depend if the overtime is voluntary or involuntary and also if the workers are rewarded or not. (Golden and Wiens-Tuers, 2005). For that reasons we expect that:

H₅: Workers who work overtime has lower level of job satisfaction than those who does not work overtime.

2.3.2 The influence of contractual flexibility on job satisfaction

Temporary contracts usually generate no commitment with the organization, or a low level of it due to the worker know that is not going to be there so much time and may feel job insecurity and therefore it generate a lowest level of job satisfaction; nevertheless, Hans de Witte and Näswall (2003) found that once the subjective perception of job insecurity had been controlled, temporary employment was associated with increased job satisfaction. Galvez (2001) warn that people who have these contracts have a weak relationship with the organization, they may have lack of motivation etc, the problem is that for any flexibility system to work, commitment is an essential part (Sarantinos, 2007); Kaiser (2002) also found out that those on permanent contracts report higher overall satisfaction. However, Yañez (1999) points out that it may be coordination between organizations and employee's needs', and so worker could have a high level of satisfaction even with those flexible practices if it is what he wants or needs; again the contract of choice is really important, it will also do more beneficial the social exchange theory, as employees will find more benefits if they are able to choose what kind of contract they would like. A whole of studies have compared the satisfaction of temporary workers who have chosen this situation and all of them show more satisfaction than those who have not. Thus, we expect that:

H₆: Employers with temporary contracts by employers' decision have lower levels of job satisfaction than employers with permanent contract.

H₇: Employers with temporary contracts by own decision have higher levels of job satisfaction than employers with temporary contracts by employers' decision.

2.4- Variables that can affect in the relationship between human resources flexibility and job satisfaction

Facing new job opportunities, people differ in their preferences and behaviours. The different types of flexibility are more or less attractive for different groups of employees (Hesselink and Van Vuurem 1999). So there are some variables that affect the disposition of people to accept different job flexibility features and consequently that affect also to their satisfaction if they have to accept some of those offers.

The following table provides an interesting summary of some of these variables to take into account. We will do a descriptive analysis of the table in order to make some conclusions. In the table we can see classified by age, sex, and level of education, the percentage distribution of different types of flexibility (functional, numerical and time flexibility):

Percentage distribution		Permanent contracts	Temporary full-time contracts	Temporary part-time contracts	Temporary with functional flexibility
Sex	Man	41,7	27,2	21,6	9,5
	Woman	32,7	27,3	29,2	10,8
Age	Borned in 1981 or before	58,6	23,9	13,8	3,7
	Borned between 1981-1986	39,5	28,9	20	11,7
	Borned between 1986-1992	23,8	26,9	37,9	11,5
Level of education	Studying required	20,3	25	38,4	16,3
	Studying non required secondaries	22,5	25	45,5	7
	Studying college	18	24,8	43,3	13,9
	Finished college but still studying at college level	22,9	19,1	45,2	12,8
	Finished required and not studying	52,3	28,9	5,2	13,5
	Finished non required secondaries and not studying	48,5	31	12,2	8,4
	Finished college and not studying	54	29,9	12	4,1
Total percentage distribution		36,5	27,3	26	10,3

Table 2 Source: Distribution of type of contracts by sex, age and level of education 'Observatorio de Inserción Laboral de los Jóvenes 2008'. Bancaja-Ivie

First of all, if we examine the variable sex, the most relevant we find it is that are more men than women on permanent contracts (41.7% of them have a permanent contract, while just a 32.7% of woman have it); and more women than men on temporary part-time contracts (29.6% of women have a contract with these characteristics while the 21.6% of men have one). Regarding functional flexibility, we cannot find so relevant the difference between women and men, as there is just a difference of 1.3%.

The next variable it is the age. What we find more relevant in that case is the functional flexibility, where only a 3,7% of people borned before 1981 have a temporary with functional flexibility job, while a 11,7% people borned from 1981 to 1986 and 11,5% people borned from 1986 to 1992 have a contract with those characteristics, what means that younger people accept more that jobs or are more prepared for them; we also can see, regarding temporary part-time contracts that the bigger percentage (37,9%) is from the younger group, (from 1986 to 1992)

The last variable is the level of education. Firstly, the table shows clearly that people who have finished their studies prefer permanent contracts, and people who are still studying prefer temporary part-time contracts. Another point that the table difference is that there are more people who are still studying with a contract with functional flexibility than people who have finished their studies. However, we cannot deduce anything about why is that only with the information in the table, as we cannot say if the reason it is due to the contract is temporary, or because of the tasks, the opportunities to learn...

It also affects the satisfaction at work, or even the resistance to accept job flexibility, the marital status and family responsibilities (for example, young couples, or married people would be more unsatisfied if in their work ask them for location mobility than if it was a single youngster), the habitat...(Peiró et al., 2002)

As we said before, the table above does not give us real information about the influential variables of the relationship between labour flexibility and job satisfaction, but it does show us information that can help us to intuit a little bit that relationship.

There are many features that can affect the relationship we are going to study and all of them quite difficult to examine because one thing really important to keep in mind is the employees' perception of the organization, their situation and their labour conditions, since it is the characteristic with more power to influence on job satisfaction. In our case, the variable we have chosen to analyze will be the age and the family responsibilities from employees, as we consider that those are two objective variables and they are not too difficult to take into consideration by companies.

2.4.1- Variables that can affect the relationship between time flexibility and job satisfaction

Regarding part-time work, there is empirical evidence that have shown it tends to create a balanced situation to people with family responsibilities in the sense that can benefit from those contracts by achieving a work-life balance. We expect that among those people who are on a part-time work by own decision, people with family responsibilities will be more satisfied.

H₈ People with kids (family responsibilities) on part-time contracts by own decision have higher level of job satisfaction than those without family responsibilities on the same contracts.

It is also expected that the age and the family responsibilities influence the effect in the satisfaction level to those workers who have to do shift work. Regarding the family responsibilities it will affect due to a contract with schedules with rotating shifts could interference with their parental role (Mott et al., 1965).

H₉ Shift work will have greater negatively effect on those people with kids than on those without.

In respect of the age, there are different opinions and evidences. On the one hand, there are some evidence that present older people with more experience with more job satisfaction, perhaps because they are already adapted to the schedule (Zedeck et al., 1983); however looking researches as far, we can name some health problems (sleep disruption, appetite and digestive disturbances, poor general medical health...) related with shift work, and this problems are more presents in older people and these health problems affect negatively to job satisfaction. So, we expect that shift work will have a greater negative effect to those people over 45 years old.

H₁₀ Shifts will have a slighter negative effect in job satisfaction in people younger than 45 years old

2.4.2- Variable that can affect the relationship between Contractual flexibility and job satisfaction

As we have mentioned, the age could affect to the worker satisfaction due to usually it is not the same what is looking for a younger person than an older one. Youngsters may be don't mind if the work is temporary, or how many hours they have to work...they are worried about getting experience and getting some money, but usually they don't have to pay a rent yet; moreover, since economic crisis, young people show more flexibility. While people who have more experience and who have to support a family and pay a rent, do mind if the work allowed that. (Peiró et al., 2002). So having said that, we expect that among people with a temporary job by employer decision, those younger than 30 years old will be more satisfied than people over 30 years old.

H₁₁ Temporary contracts by employer decision will have a slighter negative effect on job satisfaction in people younger than 30 years old.

In the following table we can see a summary of the hypothesis that we have proposed.

H1	Employees with part-time contracts by own decision will have higher levels of job satisfaction than employees with full-time contracts
H2	Employees with part-time contracts by employers' decision will have lower levels of job satisfaction than employees with full-time contracts
H3	As higher is the flexibility in the working schedule, higher will be the level job satisfaction.
H4	Workers on shift contracts have a lower level of job satisfaction than those who does not work on shifts.
H5	Workers who work overtime has lower level of job satisfaction than those who does not work overtime.
H6	Employers with temporary contracts by employers' decision have lower levels of job satisfaction than employers with permanent contract.
H7	Employers with temporary contracts by own decision have higher levels of job satisfaction than employers with temporary contracts by employers' decision.
H8	People with kids (family responsibilities) on part-time contracts by own decision have higher level of job satisfaction than those without family responsibilities on the same contracts.
H9	Shift work will have greater negatively effect on those people with kids than on those without.
H10	Shifts will have a slighter negative effect in job satisfaction in people younger than 45 years old
H11	Temporary contracts by employer decision will have a slighter negative effect on job satisfaction in people younger than 30 years old.

Table 3- Summary of hypotheses proposed

3. Empirical study

The empirical study will consist of the analysis of the effects of the human resources flexible practices, discussed above, on job satisfaction of Spanish workers, specifically workers on private sector working on companies of more than ten employees. To perform the empirical study we used the IBM SPSS (Statistical Package for the Social Science) Statistics 22. This program allows us to get the needed results for our study through different types of analysis. In our case we will use: average comparison, One-way analysis of variance (ANOVA), and linear regression. As stated before, our objective in this analysis is to know how affect some practices on job satisfaction, due to those practices are going to have a different effect in the organization depend on the level of workers' job satisfaction.

3.1-Data collection

The data used in our analysis is from the eleventh survey of the: 'Quality of working life survey' (Encuesta de Calidad de Vida y Trabajo 2010, ECVT). This survey is a monographic study of the employees' situation in the Spanish labour market, and also about their own perception of these situations. The main objectives of that survey are: investigate the life quality of workers and also study the labour situations of the interviewees and their families: labour mobility, schedule, wages, training, job security...

The ECVT is presented as a tool that allows getting and connecting some information in an objective way about real situations of activities and relations in a work environment, with subjective information as the worker perception of their own conditions and labour relations. The ECVT's survey is composed by different sections: socio-demographics factors, labour situation and life quality at work.

The geographic scope of this survey is all the national territory with the exception of Ceuta and Melilla. The theoretical sample size is of 9.240 employees. The population scope is delimited to the population employed over 16 years old who live in a familiar residence. The survey's reference period is the year 2010.

We have filtered that data by professional status, in our case we are going to work with those which are working in the private sector; and of those workers again we are going to filter those who work in companies with ten workers or more, we used company size to delimit employee sample because the literature considers that a minimum size is required in order to identify companies with an explicit HR strategy (Lepak and Snell,

2002). After doing that filter, the sample size is 3.576 employees. Below, we are going to do a descriptive analysis of the size, where it will be shown the mean age, % of men and the % of woman and the frequencies of educational level.

The first table show us that the average of the age of all of the size is 41 years old. The younger person to answer was 18 and the older one was 68.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
V5.Age	3576	18	68	41,62	10,377
Valid N (listwise)	3576				

Table 4-Descriptives of age (mean, minimum, máximo etc.)

In the following table we can see the percentage of women and men who answer the survey. The 59.9% (2141 of 3576 people) of the respondents were men, while the 41.1% (1435 of 3575 people) were women.

SEX					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	2141	59,9	59,9	59,9
	Women	1435	40,1	40,1	100,0
	Total	3576	100,0	100,0	

Table 5-Frequencies of man and woman

In the last table, we can check the educational level of the respondents. Summarizing, we see that almost the 50% (49.8%) of employees have studied until 'advanced training cycles' or more, while the other 50% have studied, at most, until intermediate training cycles.

V7-Level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than primary education	65	1,8	1,8	1,8
	Primary education	486	13,6	13,6	15,4
	Secondary education	792	22,1	22,1	37,6
	Intermediate training cycles	452	12,6	12,6	50,2
	Advanced training cycles	462	12,9	12,9	63,1
	High school	459	12,8	12,8	76,0
	Intermediate university studies	377	10,5	10,5	86,5
	Advanced university studies	483	13,5	13,5	100,0
	Total	3576	100,0	100,0	

Table 6- Frequencies of educational level

3.2-Measurements

In this section we are going to expose and explain the questions of the survey that we are going to use for our analysis.

Firstly we are going to expose the questions that we have used to filter our sample. As we have mentioned, we have only taken those surveys which have been answered by workers of the private sector in companies of 10 workers or more.

So, to get that sample, in the question 10, we have filter by the answer “2”, and in the question 13, we took those who answered “3”, “4” or “5”.

P.10- In which professional status are you in? (V10)

Salaried:

1. Public sector
- 2. Private sector**

Entrepreneur, professional or self-employed:

3. With salaried
4. Without salaried

Person who works in a family business:

5. Without wage
6. With wage
7. Cooperative member
8. Other situation. Which one?

P.13 -How many people work in your working place and in your company or organization? (V13)

	Working place	Organization
1 person	1	1
From 2 to 9 people	2	2
From 10 to 49 people	3	3
From 50 to 249 people	4	4
250 or more	5	5

Secondly, we are going to show the dependent variables in our study, those questions that we are going to compare with the questions that we will show later. They are discrete variables, as the surveyed can choose a value between 0 and 10. There are three questions that we are going to use as dependent variables, all of them about job satisfaction. The first on is about the level of general job satisfaction.

P.20- Point your current job satisfaction level (make use of a scale between 0 and 10 where, 0: null satisfaction- 10: high satisfaction) **(V27)**

0	1	2	3	4	5	6	7	8	9	10
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The next ones are about job satisfaction with the working day and job satisfaction with schedules' flexibility, and as the previous question, the answer it is also between 0 and 10, and will be also dependant variables.

P.45- Point the level of satisfaction with the following issues related with your current working position (make use of a scale between 0 and 10 where, 0: null satisfaction- 10: high satisfaction): **(V28b; V28c)**

	0	1	2	3	4	5	6	7	8	9	10
1. Working day											
2. Flexible working hours											

The following questions we are going to expose are the independent variables of our study, the ones that create different groups in order to compare their means about job satisfaction. Firstly we will expose the questions that only can have two different answers, which are called dichotomous variables.

P.15 (Just to salaried people) ¿How is your contract or labour relationship? (V 14)

1. Permanent
2. Temporal

P.16 (Just to salaried people with temporal contract) Point the kind of reason for which you have a temporal contract and not permanent. (V 15)

1. Voluntary
2. Involuntary

P.17- What type of working day do you have in your working place) (V16)

1. Full-time
2. Part-time (V 16a)
 - 2.1. By employer's decision
 - 2.2. By own decision

P.4- Do you work on shifts? (V 58)

1. Yes
2. No

P.65- Just if you live with your child or your partner's child. Do you have or does your partner have any child under 14 years old living in your place?

1. Yes
2. No

The following type of question we are going to use are variables that can be quantitative or qualitative with a finite number of answers, those called discrete variables.

P.44- Point with which frequency do you extend your working day more time that you should work according to your normal current Schedule (V 60)

1. Always
2. At least, half of the days
3. Sometimes
4. Never

Regarding the following question, we will recode it in one new variable (flexitime) doing the mean of the four statements in order to be able to do our study. As we can see in the question, the answer could be between 0 and 10, as more close to 0 would be, more flexibility has the worker on his working schedule.

P. 71- Value the level of difficulties that you have to: (make use of a scale between 0 and 10 where, 0: no difficulties; 10: many difficulties; np: not proceed)

	0	1	2	3	4	5	6	7	8	9	10	NP
a) Apply for days without employment and salary for family reasons.												
b) Apply for career breaks for family reasons.												
c) Apply for a reduction of working day for family reasons												
d) Be absent from work in order to solve sporadic particular issues.												

Lastly, the remaining question is a continuous variable. For its nature it can adopt any numerical value. In the case of this question, the age of the surveyed, we are going to recode it in a different variable making two groups (people <30 and people >30; people <45 and people >45...) in order to be able to compare the hypothesis we proposed.

P.5- How old are you? _ _

3.3-Statistical procedure

As we stated above, we are going to make use of SPSS 22 program in order to perform ANOVA and linear regression's analysis. So, first of all we are going to explain the basic principles of those types of analysis and why it is the best way to do our study.

3.3.1-ANOVA

Firstly, the Analysis of variance or ANOVA is a statistical model performance in order to analyze the difference between groups' means. It allows determine the effect of one or more factors (independent variables) on the value of a dependent variable. In its simple form, ANOVA provides a statistical test of whether or not the means of different groups (two or more; each one of them corresponding to factor's level) are equal. It allows answering to the question about if there are any significant differences between the different groups' means or there are not. One-way ANOVA, the simplest experiment suitable for ANOVA, is the experiment with a single factor. On the other hand, two-ways ANOVA study the effects of multiple factors.

So, the aim for ANOVA is to study if there is a relation between the value of the dependent variable (Y) and the factor. Formally, the basic hypothesis to contrast with ANOVA is:

$$H_0: \mu_1 = \mu_2 = \dots = \mu_g = \dots = \mu_G$$

$$H_1: \mu_g \neq \mu_h \text{ for some } g \neq h$$

H_0 = null hypothesis; H_1 = alternative hypothesis; g = group or level of the factor; μ_g = mean of each factor

If we reject the null hypothesis, it means that the factor is relevant, and at least two means differ significantly. If we can't reject the null hypothesis will imply that the factor it is not relevant.

To be able to do ANOVA, the population sample has to comply with three assumptions: each sample is an independent random sample; the distribution of the response variable follows a normal distribution and the homogeneity of variances.

Our sample accomplishes the first and the second assumption. However, we will have to check the third characteristic in each analysis. We will check if the sample follows the homogeneity of variances through the Levene test.

In the case that the variances are not homogenous, we could do the analysis with Welch-ANOVA.

We will use this analysis for the following hypothesis: H1, H2, H4, H5, H6, H7, H8, H9, H10, and H11.

3.2.1-Simple Linear regression's analysis

The simple linear regression is a statistical method which allows the study of the relationship between two quantitative variables, one of them is a dependent variable and the other one an independent variable. It has two aims: to find out in which measure the dependent variable (DV) is explained by the independent variable (IV), and to get predictions about the DV from IV.

When we will do this analysis with SPSS, we will have to considerate three important factors. The first one is the coefficient of determination (R^2) that quantifies the goodness of fit. It measures in which percentage the IV explains the variation of the DV. (R^2 is compressed between $0 > 1$). As higher is R^2 , the DV is more explained by the IV.

After that, in the ANOVA resume table, we will check F and the signification. If signification <0.05 we will reject the null hypothesis which says that the slope of the regression line is 0, what means that if the sig. <0.05 the variables are linearly related. Lastly, in the table of coefficients, we have the coefficient “B”, which quantify in which measure increase or decrease VD for each unit of VI.

We will use this analysis just for the Hypothesis 3, about FWH.

4. Result

In this section, we are going to perform the analysis we want to do through the statistical procedures we mentioned above. We will remind the hypothesis we exposed before and we will explain how we do every analysis and the results of them.

Firstly, we consider interesting to know which one is the mean of the level of general job satisfaction within our sample. In the following table we see this mean is 7.33, and the minimum and maximum answer is 0 and 10.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. deviation
V27.Job satisfaction level	3576	0	10	7,33	1,753
Valid N (listwise)	3576				

Table 7-‘Job satisfaction level’ descriptive

Regarding the other two dependent variables, working day satisfaction and flexible working hour’s satisfaction, the next tables show the mean and the maximum and minimum answer. In relation with the variable working day satisfaction, the mean is 7.18 while in relation with FWH satisfaction the mean is 6.28.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
V28c. Satisfaction with FWH	3576	0	10	6,28	3,101
Valid N (listwise)	3576				

Table 8-‘Satisfaction with FWH’ descriptive (H3)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
V28b.Working day satisfaction	3576	0	10	7,18	2,279
Valid N (listwise)	3576				

Table 9- 'Working say satisfaction' descriptive (H1, H2 H9)

4.1- Analysis about the relation between time flexibility and job satisfaction

Regarding hypotheses 1 and 2, the first analysis we are going to do is about the relation between job satisfaction and the type of working day, part-time or full time.

In order to study this relation, we have recoded the variable V16a-Reason of part-time work (Voluntarily or involuntarily). We have made three groups: the first one are those workers who are in a part-time contract by own decision, the second group are those who are in part-time contract involuntarily, and the third group those we are full-time. With that variable recoded, we are going to do ANOVA between job satisfaction with working day and this new variable. First of all, we have to check if it follows the homoscedasticity basis through Levene test.

Test of homogeneity of variance			
V28b.Working day Satisfaction			
Levene statistics	df1	df2	Sig.
9,986	2	3573	,000

Table 10- Homogeneity test for H1 and H2

As the level of significance is <0.05 ; we can say that the homoscedasticity basis does not comply within the three groups made by this factor. So we will have to perform Welch ANOVA to be able to compare the means of the different groups.

Robust tests of equality of means				
V28b.Working day Satisfaction				
	Statistics ^a	df1	df2	Sig.
Welch	14,079	2	320,937	,000

a. Asymptotically F distributed

Table 11- Welch ANOVA of the analysis of the H1 and H2

As we can see in the table above, the significance is <0.05 , what confirm us that there are significant differences between the means of the different groups of workers: who work voluntarily in part-time, who work involuntarily in part-time and those who work full-time.

The following step to clarify between which groups there are significant differences and in which direction, is doing the post-hoc (Bonferroni test) and showing the statistical descriptions.

Multiple comparison						
<i>Dependent variable:</i> V28b.Working day satisfaction						
Bonferroni						
(we) V16a. Full-time/Part-time: Voluntary or Involuntary	(J) V16a. Full-time/Part-time: Voluntary or Involuntary	Mean difference (we-J)	Std. Error	Sig.	95% confidence interval	
					Lower bound	Upper bound
1-Voluntary Part-time	2-Involuntary Part-time	1,025 [*]	,220	,000	,50	1,55
	3-Full-time	,809 [*]	,182	,000	,37	1,25
2-Involuntary Part-Time	1-Voluntary Part-time	-1,025 [*]	,220	,000	-1,55	-,50
	3-Full-time	-,216	,136	,338	-,54	,11
3-Full-Time	1-Voluntary Part-time	-,809 [*]	,182	,000	-1,25	-,37
	2 Involuntary Part-time	,216	,136	,338	-,11	,54

*. The mean difference is significant at the 0.05 level

Table 12- Bonferroni Test from the analysis of H1 and H2

In the table above, we can check, by the level of signification, that there are significant differences between the voluntary part-time group's means and involuntary part-time group's means; and between voluntary part-time group's means and full-time group's means. However, there are no significant differences between the involuntary part-time group's means and full-time group's means.

With the help of the following table, we can say that the first group, those workers with a part-time contract voluntarily, have a high level of satisfaction (7.97) than those who are in a part-time contract involuntarily (6.94) or in a full-time contract (7.16).

Descriptives								
V28b.Working day satisfaction								
	N	Mean	Std. Deviation	Std. error	95% confidence interval		Min.	Max
					Lower bound	Upper bound		
1-Voluntarily part-time	164	7,97	1,995	,156	7,66	8,28	0	10
2-Involuntarily part-time	307	6,94	2,638	,151	6,65	7,24	0	10
3- Full-time	3105	7,16	2,246	,040	7,08	7,24	0	10
Total	3576	7,18	2,279	,038	7,10	7,25	0	10

Table 13-Descriptives of the analysis of H1 and H2

From those results, we can accept our first hypothesis (H_1), as there are significant differences between people on part-time contracts by own decision and full-time workers, and those differences are that the first group is more satisfied than the second one. However, we cannot accept our second hypothesis (H_2), as there is no significant differences between the level of satisfaction between part-time workers by employer's decision and full-time workers.

Concerning hypothesis 8, we are going to do again an ANOVA, but this time we will filter only those people who are working part-time voluntarily, in order to see if there are significant differences between the means of job satisfaction of those workers on part-time contracts voluntarily with kids and those without kids. Again, firstly we have to check the homoscedasticity.

Test of homogeneity of variance			
V28b.Working day satisfaction			
Levene Statistic	df1	df2	Sig.
,042	1	114	,837

Table 14-Homogeneity test for H8

As the level of signification is >0.05 we assume that the basis of homoscedasticity is complied and we can perform ANOVA without any problem.

The following tables are the statistical descriptions table, where we can check the means of job satisfaction of each group, the minimums and maximums, and the ANOVA table.

In the statistical descriptions table we can see that the mean of the group of people who have kids, is 8.26, while the mean of the group without kids is 7.70. However, in

the ANOVA table we see that the level of signification is >0.05 , consequently we cannot say that there are relevant differences between first group's means and second group's means. So we cannot accept the hypothesis we proposed, although we can see that the mean of job satisfaction through people with kids under 15 years old on part-time contracts voluntarily are more satisfied than those who do not have.

Descriptives								
V28b.Workind day satisfaction								
	N	Mean	Std. deviation	Std. error	95% confidence interval		Min	Max
					Lower bound	Upper bound		
1-Do have kids under 15 years old	93	8,26	1,882	,195	7,87	8,65	0	10
2- Do not have kids under 15 years old	23	7,70	1,769	,369	6,93	8,46	4	10
Total	116	8,15	1,866	,173	7,80	8,49	0	10

Table 15- Descriptives of the analysis of the H8

ANOVA					
V28b.Working day satisfaction					
	Sum of squares	gl	Mean squares	F	Sig.
Between groups	5,833	1	5,833	1,685	,197
Within groups	394,676	114	3,462		
Total	400,509	115			

Table 16- ANOVA of the analysis of the H8

The next analysis will be about the hypothesis 3, where it is compared the job satisfaction with FWH. As we mentioned before, we also did recode the questions about flexibility in the working schedule in only one variable. So, to do this analysis we will take that new variable and satisfaction with the schedule flexibility. We have to take into account that the question about the flexibility is formulated in such a way that as higher the answer is, less level of flexibility has the worker. As these two questions are discrete variables, we will do the analysis by a simple linear regression.

In the next table we can see the goodness of fit ($R^2=R$ square), which show us that the dependent variable, the flexibility of the working schedule, is explain by a 3.5% by the

level of flexibility workers have. Although it is not a high percentage, the signification of the coefficients' table is >0.05 , what confirms that this model it is valid and relevant.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,187 ^a	,035	,035	3,055
a. Predictors: (Constant), flexitime				
b. Dependent Variable: V28c. Schedule flexibility				

Table 17- R square of the analysis of the H3

The following table gives us some information about the regression line that links satisfaction and flexibility. This line would be: $Y=6,931-0,178X$. That means, that as less flexibility has the worker (higher answer: more difficulties to change schedules), worker will have less satisfaction; for each point of difficulties, 0.178 points less of satisfaction.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,931	,079		87,605	,000
	flexitime	-,178	,016	-,187	-11,033	,000
a. Dependent Variable: V28c. Schedule flexibility						

Table 18- Regression line's coefficients for H3

Therefore, we can accept the hypothesis we have proposed, as higher level of schedule flexibility, higher level of job satisfaction.

To continue, we are going to analyse the relation between shifts and job satisfaction, hypothesis 4, 9 and 10.

Regarding H4, as in the first analysis, we will do again an ANOVA with the variable job satisfaction and with the question about if the worker works on shifts or do not. Again, first of all through the Levene test, we will check the homoscedasticity.

Test of homogeneity of variance			
V27.Job satisfaction level			
Levene statistics	df1	df2	Sig.
,002	1	3574	,961

Table 19- Homogeneity test for H4

Thanks to Levene-Test, we confirm that the sample comply the homoscedasticity basis, so we can do ANOVA.

In the following table we see that the mean of the group of workers who do not work on shifts is a bit high of those who work on shifts ($7.35 > 7.27$).

However, ANOVA table, through the level of signification $0.273 > 0.05$, shows that the differences between the two groups' means are not relevant, so we cannot say that there are difference between the satisfaction of those who work on shifts and those who do not.

Descriptives								
V27. Job satisfaction level								
	N	Mean	Std. Deviation	Std. error	95% confidence interval of mean		Min.	Max
					Lower Bound	Upper Bound		
1-Work on shifts	794	7,27	1,762	,063	7,15	7,39	0	10
2-Do not work on shifts	2782	7,35	1,750	,033	7,28	7,41	0	10
Total	3576	7,33	1,753	,029	7,27	7,39	0	10

Table 20- Descriptives of the analysis of the H4

ANOVA					
V27. Job satisfaction level					
	Sum of squares	gl	Mean square	F	Sig.
Between groups	3,696	1	3,696	1,203	,273
Within groups	10979,633	3574	3,072		
Total	10983,329	3575			

Table 21-ANOVA of the analysis for the H5

Concerning H9, we will do another ANOVA, but this time we will filter those workers who work on shift and in this way we will be able to difference between the mean of the group of people with kids and the group of people without kids. The first step, the Levene-test, show us that the basis of homoscedasticity is accomplished.

Test of homogeneity of variance			
V27. Job satisfaction level			
Levene statistic	df1	df2	Sig.
,085	1	457	,771

Table 22- Homogeneity test for H9

The following table, show us, unexpectedly, that the mean of those workers on shift with kids is higher than those without kids (7.47>7.21)

Nevertheless, ANOVA table again does not allow us to say that the difference between the means of the two different groups would be significant (sig.= 0,130>0.05)

Descriptives								
V27. Job satisfaction level								
	N	Mean	Std. Deviation	Std. Error	95% confidence interval of mean		Min	Max
					Lower bound	Upper bound		
1-With kids	282	7,47	1,752	,104	7,26	7,67	0	10
2-Without kids	177	7,21	1,830	,138	6,94	7,48	0	10
Total	459	7,37	1,785	,083	7,20	7,53	0	10

Table 23- Descriptives of the analysis of the H9

ANOVA					
V27. Job satisfaction level					
	Sum of squares	gl	Square mean	F	Sig.
Between groups	7,297	1	7,297	2,298	,130
Within groups	1451,478	457	3,176		
Total	1458,776	458			

Table 24- ANOVA of the analysis of the H9

Laslty, regarding the relation between shift work and job satisfaction, for the H10, again we will do an ANOVA, but we are going to filter our sample by those people that do have shifts contracts. The Levene-Test confirm that the sample comply the homoscedasticity basis so we can follow with ANOVA.

Test of homogeneity of variance			
V27. Job satisfaction level			
Leven statistic	df1	df2	Sig.
,135	1	792	,713

Table 25- Homogeneity test for H10

The statistical descriptions table shows that the level of satisfaction is higher on people over 45 years old, so our hypothesis it is not right. However, in the ANOVA table we see that the signification is larger than 0.05, so what we can say is that there are not

significant differences of the level of job satisfaction between the workers younger than 45, and the workers older than 45.

Descriptives						
V27. Job satisfaction level						
	N	Mean	Std. Deviation	Std. Error	Min	Max
<45	517	7,25	1,766	,078	0	10
>45	277	7,31	1,758	,106	0	10
Total	794	7,27	1,762	,063	0	10

Table 26- Descriptives of the analysis of H10

ANOVA					
V27. Job satisfaction level					
	Sum of squares	gl	Square mean	F	Sig.
Between groups	,628	1	,628	,202	,653
Within groups	2462,611	792	3,109		
Total	2463,239	793			

Table 27- ANOVA of the analysis of the H10

After all those analysis about the relationship between shift work and job satisfaction, we cannot accept any of our hypotheses. Moreover, we cannot say that there is any relevant effect of that practice on job satisfaction, as the analysis shows that there are no significant differences in the level of satisfaction between the different groups we proposed. However, we have to consider that it could be many other factors that, together with shift work, can affect the level of job satisfaction.

The last analysis about the relation of time flexibility and job satisfaction will be regarding the hypothesis 5, about overtime. We will continue with ANOVA procedure. The test of Levene says that the basis of homoscedasticity does not comply ($0.00 < 0.05$), so we will have to do Welch-ANOVA

Test of homogeneity of variance			
V27. Job satisfaction level			
Levene statistics	df1	df2	Sig.
12,409	3	3572	,000

Table 28-Homogeneity test for H5

This table allows affirming that there are significant differences between the means of job satisfaction of the different groups, as the level of signification is $0.01 < 0.05$

Robust test of equality of means				
V27. Job satisfaction level				
	Statistic ^a	df1	df2	Sig.
Welch	5,850	3	971,514	,001

a. Asymptotically F distributed

Table 29- Welch ANOVA of the analysis of the H5

As in this question there are four different answers, depend on how many times the worker use to do overwork, we have to do the post-hoc Bonferroni in order to know between which groups are significant differences.

Multiple comparison						
Dependent variable: V27. Job satisfaction level						
Bonferroni						
(we) V60.Overwork	(J) V60.Overwork	Mean difference (we-J)	Std. Error	Sig.	95% Confidence interval	
					Lower bound	Upper bound
1- Always	2- Half of the days	-,123	,131	1,000	-,47	,22
	3-Occasionally	-,339 [*]	,095	,002	-,59	-,09
	4-Never	-,138	,100	,991	-,40	,12
2- Half of the days	1 -Always	,123	,131	1,000	-,22	,47
	3- Occasionally	-,216	,108	,266	-,50	,07
	4-Never	-,015	,111	1,000	-,31	,28
3- Occasionally	1-Always	,339 [*]	,095	,002	,09	,59
	2- Half of the days	,216	,108	,266	-,07	,50
	4- Never	,201 [*]	,067	,016	,02	,38
4-Never	1-Always	,138	,100	,991	-,12	,40
	2- Half of the days	,015	,111	1,000	-,28	,31
	3- Occasionally	-,201 [*]	,067	,016	-,38	-,02

*. The difference between means is significant at the 0.05 level.

Table 30- Bonferroni of the analysis of the H5

In the table above, we see that the groups who have significant differences in their means are: Those who always do overtime and those that do overtime occasionally ($0.002 < 0.05$); and between the groups of those who do overtime occasionally and those who never do overtime ($0.016 < 0.05$).

In order to know which groups of these have greater job satisfaction we have to see the descriptives table, which allow us to check the means of the different groups that have significant differences.

Descriptives								
V27. Job satisfaction level								
	N	Mean	Std. Deviation	Std. Error	95% confidence interval for mean		Min	max
					Lower bound	Upper bound		
1-Always	420	7,12	1,979	,097	6,93	7,31	0	10
3-Occasionally	1686	7,46	1,614	,039	7,38	7,53	0	10
4-Never	1157	7,25	1,886	,055	7,15	7,36	0	10
Total	3576	7,33	1,753	,029	7,27	7,39	0	10

Table 31- Descriptives of the analysis of the H5

Regarding the mean's difference between the group 1, those who always do overtime, and the group 3, who do overtime occasionally, what we see in the table is that people who always do overtime is less satisfied (7.12) than those who just do it occasionally (7.46). On the other hand, the difference we can see between the group 3 and the group 4, those who never do overtime, is that the workers who do extra hours occasionally are more satisfied (7.25), than those who never do extra hour (7.2).

Therefore, we can accept the hypothesis we proposed partially. On one hand, people who always do overtime is less satisfied than those we do overtime occasionally or never. However, people we do occasionally overtime is also more satisfied than those who never do it.

4.2 Analysis about the relation between contractual flexibility and job satisfaction

The latest analyses are about the relation between contractual flexibility, workers with temporary contracts, and job satisfaction. In order to analyze the hypotheses 6, 7 and 11, as in the first analysis, we have recoded the variable of wilfulness or involuntariness of this situation, and we have made three different groups, just the same than with the variable of part-time contracts, so we will follow the same procedure. So first of all we will study the H6 and H7.

Test of homogeneity of variance			
V27. Job satisfaction level			
Levene statistics	df1	df2	Sig.
19,870	2	3573	,000

Table 32- Homogeneity test for the H6 and H7

Levene test says that this sample does not accomplish the homoscedasticity basis, so we will have to do Welch-ANOVA.

In the following table of Welch ANOVA we see that the level of signification is 0.00, which is less than 0.05, so we can say that there are significant differences between the different groups.

Robust test of equality of mean				
V27. Job satisfaction level				
	Statistics ^a	df1	df2	Sig.
Welch	21,170	2	109,724	,000
a. Asymptotically F distributed				

Table 33- Welch ANOVA of the analysis of H6 and H7

To continue the analysis we have to do the Bonferroni Test, due to we have three different groups, and we have to check between which of them are significant differences in their means.

Multiple comparison						
Dependent variable: V27. Job satisfaction level						
Bonferroni						
(we) V15. Indefinite/ temporary Voluntary or Involuntary	(J) V15. Indefinite/ temporary Voluntary or Involuntary	Mean difference (we-J)	Std Error	Sig.	95% confidence interval	
					Lower bound	Upper bound
1-Temporary voluntarily	2-Temporary involuntarily	,515	,274	,179	-,14	1,17
	3-Indefinite	-,041	,267	1,000	-,68	,60
2-Temporary involuntarily	1-Temporary voluntarily	-,515	,274	,179	-1,17	,14
	3-Indefinite	-,556 [*]	,075	,000	-,74	-,38
3-Indefinite	1-Temporary voluntarily	,041	,267	1,000	-,60	,68
	2-Temporari involuntarily	,556 [*]	,075	,000	,38	,74

*. The mean difference is significant at the 0.05 level.

Table 34- Bonferroni of the analysis of the H6 and H7

In the table above we can see that the unique groups who present significant differences in their job satisfaction means are between those workers on Temporary contracts involuntarily and those on indefinite contracts, as the level of signification is (0,00)

With the help of the following table, the statistical descriptions, we can say that those people with temporary contracts by employer's decision have lower level of job satisfaction (6.88) than those workers with indefinite contracts (7.44). However, though the differences are not significant, we also can see that the level of satisfaction of those workers on temporary contracts by own decision (7.40), is almost the same than those with indefinite contracts (7.44).

Descriptives						
V27. Job satisfaction level						
	N	Mean	Std. Deviation	Std. Error	Min	Max
1-Temporary voluntarily	43	7,40	1,606	,245	5	10
2-Temporary involuntarily	666	6,88	2,050	,079	0	10
3-Indefinite	2867	7,44	1,662	,031	0	10
Total	3576	7,33	1,753	,029	0	10

Table 35 Descriptives of the analysis of the H6 and H7

Therefore, we can accept the first hypothesis, that temporary workers involuntarily are less satisfied than those workers who are indefinite. Nevertheless, we cannot accept the hypothesis we proposed about the temporary workers voluntarily.

To finish, in order to do the analysis of the hypothesis11, as we have also done before, we have to filter our sample by the type of contracts that workers have, we only are going to take those on temporary contracts involuntarily, and we will do another ANOVA between the age of the temporary workers and their satisfaction.

Test of homogeneity of variances			
V27. Job satisfaction level			
Leven statistics	df1	df2	Sig.
2,678	1	664	,102

Table 36- Homogeneity test for the H11

We check through Levene test that the basis of homoscedasticity is accomplished, so we can do ANOVA

The next table, about statistical descriptions, show us that the mean of job satisfaction of the group of workers younger than 30 years old, is higher (7.03) than the mean of the group of workers older than 30 years old (6.82). Nevertheless, again we cannot confirm that this difference is significant, as ANOVA table shows that the signification is largest than 0.05: $0.187 > 0.05$

Descriptives								
V27. Job satisfaction level								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
<30	213	7,03	1,994	,137	6,76	7,30	0	10
>30	453	6,81	2,074	,097	6,62	7,00	0	10
Total	666	6,88	2,050	,079	6,72	7,04	0	10

Table 37- Descriptives of the analysis of the H11

ANOVA					
V27. Job satisfaction level					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,329	1	7,329	1,746	,187
Within Groups	2787,061	664	4,197		
Total	2794,390	665			

Table 38- ANOVA of the analysis of the H11

In the following table we can see a review of the results of our analysis, which hypotheses can be accepted and which ones cannot.

	Hypotheses	Accept?
H1	Employees with part-time contracts by own decision will have higher levels of job satisfaction than employees with full-time contracts	YES
H2	Employees with part-time contracts by employers' decision will have lower levels of job satisfaction than employees with full-time contracts	NO
H3	As higher is the flexibility in the working schedule, higher will be the level job satisfaction.	YES
H4	Workers on shift contracts have a lower level of job satisfaction than those who does not work on shifts.	NO
H5	Workers who work overtime has lower level of job satisfaction than those who does not work overtime.	YES
H6	Employers with temporary contracts by employers' decision have lower levels of job satisfaction than employers with permanent contract.	YES
H7	Employers with temporary contracts by own decision have higher levels of job satisfaction than employers with temporary contracts by employers' decision.	NO
H8	People with kids (family responsibilities) on part-time contracts by own decision have higher level of job satisfaction than those without family responsibilities on the same contracts.	NO
H9	Shift work will have greater negatively effect on those people with kids than on those without.	NO
H10	Shifts will have a slighter negative effect in job satisfaction in people younger than 45 years old	NO
H11	Temporary contracts by employer decision will have a slighter negative effect on job satisfaction in people younger than 30 years old.	NO

Table 39- Summary of the accept or reject of every hypothesis

5. Discussion and conclusions

The main aim of this study was to examine the effects of human resource flexibility, specifically quantitative flexibility, on job satisfaction; to find which relation has some flexible human resource practices on job satisfaction in the case of Spanish workers. This paper has exposed, according to the literature research, this relationship, and after that we have performed the empirical study and we have been able to check if our results agree with the literature review.

We found, thanks to the analysis, several considerations to take into account. First of all, about the type of working day, we found that those on part-time contracts by own decisions are more satisfied than full-time and part-time by employers' decision workers. We can confirm then the importance of the contract of choice. It is important that organizations take their time to agree the type of contract according with their needs and what workers want; in this way, workers will be more satisfied with their working day, and that will affect their results.

Secondly, we also could accept the hypothesis we developed about schedule flexibility as the analysis confirms that as higher level of flexibility, higher level of job satisfaction. It is understandable that for organizations it could be difficult to give schedule flexibility to every employee as it could be a chaos. However, organizations should know that this effort to raise their workers' satisfaction will also be profitable for them.

The following analysis we made was about the shift work and with our data we have not been able to find any significant effect of this practice on job satisfaction, neither positive nor negative. It would be interesting to do a sound analysis about this relationship though.

Regarding those workers who do overtime, we found that there is a negative relationship between overtime and job satisfaction. Those people who always do overtime are less satisfied than those who do it occasionally or never. However, people sometimes prefer to do overtime than never do it. So, what we can conclude from these results is that workers value the possibility to do overtime once in a while, we cannot say the reason, may be for economical or family reason etc

Finally, the last relation we considered was between contract flexibility and job satisfaction. Doing that analysis we found support for our hypothesis which said that those workers on temporary contracts by employers decisions are less satisfied than indefinite workers. And, although the differences between means were no significant, we also checked that the mean of those workers who were temporary by own decision

is higher than involuntarily temporary workers and almost the same than indefinite ones. So again, we can highlight the importance of the contract of choice.

As we have seen, not every hypothesis we developed found support in the data. However, we have to consider the limitations in our study. The most important limitation we have to consider is the fact that the variable of job satisfaction level is explained by a lot of factors and workers' situations and features, not only human resources practices, so it is quite difficult to describe and explain precisely the relation we studied with our data; our results are a general overview. Another limitation of our study is that we cannot generalize the effect of time flexibility or contractual flexibility on job satisfaction due to the fact that we just picked some specific practices which we considered interesting; and even studying every practice it is not possible to generalize those effects, as it could be different in every situation or organization.

Regarding what implications should have the results of this paper through organizations, we think the most relevant is making aware the important effects that HR practices could have on job satisfactions and therefore on the results of the firm. Organization, should find the right set of flexible HR practices depending on their situation; and, giving to the employees the possibility of choosing. Human resources flexibility is needed and it could be so profitable for the organizations, it will depend greatly on the decision's power of the worker, and to find the right employee for the organization needs in that moment.

Regarding the possible future research lines, taking the previous results into account, we think it would be really interesting to do a deeply analysis about the relationship of those practices on job satisfaction. For example, regarding overtime, we found that people are more satisfied on their job when they do not do overtime, however they do appreciate to do it occasionally; it would be good to know in which measure they appreciate that and the reasons, in order to be able to benefit from that practice; another example to study deeply, would be about flexible working hours, as we said before, FWH affect positively to worker's job satisfaction; a deeply analysis about which aspects or FWH practices workers appreciate more, would be really good for organizations in order to set up the right practices.

Finally, we can concluded that human resources flexibility has an important effect on job satisfaction, not always as we thought or found through the literature review, but in any case, they are important results that the human resources department and the whole organizations should have to take into consideration when they are going to decide the HR policies. This issue is going to be more and more important over time,

as the flexibility is every day more essential for organizations to survive; therefore, it is crucial that each organization finds its right combination of HR flexibility.

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