

THE EFFECT OF FLEXIBLE WORK ARRANGEMENTS, MEANINGFUL WORK, AND PERCEIVED ORGANISATIONAL SUPPORT ON CONTEXTUAL PERFORMANCE AMONGST FEMALE EMPLOYEES IN SEYCHELLES¹



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Abstract. Employees are vital resources in every organisation if the organisation is to increase its overall performance and long-term viability. Female participation in the workforce is increasing, and it is critical for organisations to adopt policies and initiatives that will improve the leadership effectiveness of women in the workplace. Numerous factors influence contextual performance, but few research have been conducted on the factors that influence contextual performance in a developing nation such as Seychelles, where women account for a disproportionate share of the population. Female employees in the Seychelles were asked to participate in this study in order to evaluate the impact of flexible work arrangements, perceived organisational support, and meaningful employment on their contextual performance. This was a quantitative research using female employees in the Seychelles as the target group. A questionnaire that was self-administered was used to gather information from the eighty-two participants. The findings demonstrated that perceived organisational support as well as meaningful work had a statistically significant association with context-specific performance. Flexible work arrangements, on the other hand, did not appear to have a statistically significant association with contextual performance. Currently, this is the first study to analyse the factors of contextual performance among female employees in a developing nation, to the best of the author's knowledge.

Keywords: Contextual Performance, Flexible Work Arrangement, Perceived Organisational Support, Meaningful Work

1. BACKGROUND

The Republic of Seychelles, officially known as the Republic of Seychelles, is an archipelagic island republic in the Indian Ocean, east of Africa that is in the process of emerging. With 115 granitic, coralline, and volcanic islands forming the country's landscape, the country is a haven for lush greenery, lovely beaches, and a diverse range of marine life (Sparks, 2020). Since gaining independence from the United Kingdom in 1976, this small island developing state has undergone significant socioeconomic transition and is now regarded to be a high middle-income nation. The country's GDP is growing at a rapid pace, and it is the most prosperous country in

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Africa. The current population of the Seychelles is 99,199 people, with 50,735 men (51.1 percent) and 48,464 women (48.9 percent) making up the country's total population (Countrymeter, 2021). Because it contributes considerably to the growth of the economy, the labour force is a crucial sector for the Seychelles' economy. Currently, 46,774 people are employed in the Seychelles, accounting for 47.4 percent of the country's total workforce. However, as compared to the overall unemployment rate, young unemployment is significantly higher. Official numbers released by the National Bureau of Statistics indicated that the national unemployment rate was 4.7 percent. It was reported in the Seychelles Decent Work Country Programme report that among youths the unemployment rate stood at 12.7%, while the rate among women was 16.3%. (International Labour Organization) (2018). Since Seychelles' labour market standards emphasise full-time and regular-hour employment, most jobs in the country are difficult to get, especially for women (International Labour Organisation, 2017). Currently, there is a growth in the number of women entering the labour and making a positive contribution to the economy of emerging nations as well as the worldwide market in general (Achakpa and Markovic, 2018). However, discrimination exists in the Seychelles, as well as a considerable and growing gender wage difference across the wage distribution, with males earning earnings 9 percent more than women for equivalent employment (International Labour Organization, 2018). Furthermore, when it comes to access to employment, particularly for higher-paying positions, males outnumber women in lower-paying positions such as those as house caretakers, a gender pay gap exists. To ensure effective economic growth, all members of the working population group must actively participate in the labour market, according to Arfah and Putra (2019). Consequently, it is vital for all organisations, whether public and private, to adopt policies and strategies to minimise the unemployment rate among their employees while simultaneously improving the performance of the organisations themselves.

When it comes to job performance, it is multifaceted and may be separated into two categories: task performance and contextual performance (Motowildo et al., 1997). The emphasis of this research will be on female employees' contextual performance in the workplace. Contextual performance is a term used to describe the result of an employee's behaviour (Sonnentag and Frese, 2002) Rawal et. al (2021), Poongodi M et. al(2022), Poongodi M et. al (2021), Dhiman P et.al (2022), Sahoo S.K et.al (2022), K.A et. al(2022) , Dhanraj R.K et. al (2020), Poongodi M et. al (2019), Poongodi M et. al (2020), M. M. Kamruzzaman et. al (2014), M. M. Kamruzzaman et. al (2021), Md Selim Hossain et. al (2019), Mingju Chen et. al (2019). According to Borman and Motowildo (1993), contextual performance refers to behaviours that are connected with relationships with peers and managers, as well as behaviours that reflect self-discipline, perseverance, and a desire to apply effort. Borman et al. According to Motowildo and Kell, contextual performance does not contribute to the technological base of an organisation, and it is the behaviour of employees that improved the performance of an organisation (2012). Some of the variables of contextual performance have been uncovered by previous academics (e.g., Franco and Franco, 2017; Budhiraja, 2021). According to the findings of the study (Franco and Franco, 2017), emotional commitment had a substantial impact on the contextual performance of employees in family-owned SMEs in the workplace. Employees' change-efficacy was found to be a positive facilitator in the link between continuous learning and their contextual performance, according to a research by Budhiraja (2021). Another study, conducted by Pradhan and Pradhan (2015), found a statistically significant association between transformational leadership emotional organisational commitment and the contextual performance of employees in the information technology industry. According to another study conducted among working parents, flexible supervisor assistance, which includes family supporting behaviours such as flexible work arrangements, was associated with better contextual performance in the workplace (Aryee et al., 2013). Employee empowerment, according to Tutar et al. (2011), is connected with meaningful work satisfaction. Employee empowerment was found to be connected with better performance in a given situation. Using job engagement as a proxy, Meyers et al. (2020) discovered an indirect influence of perceived organisational support for strength utilisation on contextual performance. According to the findings of the aforementioned review, the present literature produces conflicting results.

In today's society, it is seen that more women are joining in job. According to research, contextual performance is responsible for a significant amount of variation in performance assessments (Borman et al., 1995). There is, however, a paucity of research on the factors that influence women's contextual performance in the workplace. Previous research has found a number of variables of contextual performance that are related to employees' behaviours; however, these previous studies were either broad in scope or narrowly focused on certain businesses or sectors. Furthermore, the findings of previous research have not been consistently replicated, and there are no identifiable characteristics that impact the contextual performance of employees. The contextual performance of women in the Seychelles has also been overlooked in studies. Because of this, this study will investigate the impact of flexible work arrangements, meaningful employment, and perceived organisational support on the contextual performance of women in the Seychelles in order to close the gap that has been observed. The findings of this study are intended to make a significant contribution to the larger contextual

performance literature by investigating the influence of flexible work arrangements, meaningful employment, and perceived organisational support on contextual performance. The findings of this study will help organisations have a better grasp of the factors that influence women's contextual performance.

2. LITERATURE REVIEW

Contextual Performance

In the organizational setting, job performance is a multi-dimensional term that incorporates task performance and contextual performance (Borman and Motowidlo, 1993). Contextual performance is concerned with the actions of employees and has been described in a different way (Coleman & Borman, 2000; Motowidlo and Schmit, 1999; Motowidlo and Kell, 2012). Motowidlo and Kell (2012) noted that the performance construct is concerned with workers' actions that might have either good or negative effects for their employers' businesses. Employees' discretionary conduct, according to Borman and Motowidlo (1993), is characterised by their contextual performance. Interpersonal and effortful behaviours that are significant in the social and motivational components of achieving organisational goals are encompassed by the term "behaviour." The authors of Motowidlo and Schmit (1999) claimed that contextual performance refers to behaviours that contribute to the culture and environment of an organisation while also assisting in the fulfilment of organisational objectives. Per Coleman and Borman (2000), contextual performance refers to the actions of an employee's role inside an organisation that contribute to its social and psychological core).

Contextual performance may be measured on a variety of different levels. However, while some research only report on a single dimension (Hoffman et al., 2007), other studies report on numerous dimensions (Borman & Motowidlo, 1993). The authors Coleman and Borman (2000). To achieve organisational objectives, the dimensions or activities, according to Coleman and Borman (2000), include behaviours such as volunteering for task activities that are not formally part of one's job description; demonstrating effort, helping others, and working cooperatively with others; and adhering to organisational rules and procedures. According to Van Scotter and Motowidlo (1996), the contextual performance constructs include the dimensions of interpersonal facilitation and job devotion as well as other aspects of performance. Employee behaviours, according to research, are critical to accomplishing organisational performance goals and objectives. Motowidlo and Kell (2012) went on to say that outcomes are the means through which an employee's behaviour contributes to the achievement of organisational objectives. Sonnentag and Frese (2002) went on to say that only appropriate and consistent behaviour on the part of workers is required for the achievement of organisational goals, which they define as performance. Besides that, studies have discovered that contextual performance is associated with other behaviours such as enabling communication, increasing social interactions, and reducing negative emotional reactions, all of which contribute to the success of a company's operations (Arvey and Murphy, 1998; Wang et al., 2008).

Relationship between Flexible Work Arrangement and Contextual Performance

The structure is made from with Flexible work arrangements have been characterised in a variety of ways by academics (e.g., Hill et al., 2008; Kossek and Michel, 2011). Flexible work arrangements, according to Hill et al. (2008), are described as the discretion given to workers to make judgments about the extent to which they can select when and where they perform their job-related activities, or when and where they are not performing their job-related responsibilities. This includes decisions on when, where, and how long they will be engaged in their job-related duties over the course of their day. According to O'Driscoll and Kalliath (2004), flexible work arrangements are defined as the method in which employees are permitted to balance their job and non-work-related responsibilities. Flexible working arrangements are also defined as the discretion granted to employees to agree with employers on when and where they are engaged in work for various time periods over a period of several months (Kossek and Michel, 2011). According to Masuda et al. (2012), flexible work arrangements may be divided into four categories: flexitime, shortened workweek, flexible workplace, and part-time employment.

Flexible work arrangements have been highlighted as a critical factor in the achievement of organisational performance, which includes contextual performance, according to research findings (Govender et al., 2018; Mungania et al., 2016). According to a research conducted by Mungania et al. (2016) among employees in the banking sector, flexi - work policies were an important component of employees' overall success. Klindi and Mari (2019) did a study to investigate the relationship between flexible work arrangements and organisational performance. They argued that flexible work arrangements allow for a high degree of individualization in the design of individuals' jobs, which, in turn, may promote work-life balance while also improving performance. Furthermore, according to the findings of the study by Govender et al. (2018), flexible work arrangements were a major predictor of employee performance in South African companies. According to the findings of Aryee et

al. (2013), supervisors who are family supportive and who offer flexible work arrangements have an indirect association with the contextual performance of employees in South Korea, according to the research. In a similar vein, Rofcanin et al. (2017) discovered that supervisors' behaviour that was family-friendly was favourably connected with job performance through subordinate work engagement.

While the majority of research have discovered a favourable and statistically significant association between flexible work arrangements and contextual performance, there have been studies that have found the opposite to be true (e.g., Rahman et al., 2020). When employees in the banking industry were asked about their flexible work arrangements, the responses were shown to be not substantially connected with their performance, but they were favourably associated with creative work behaviour, according to Rahman et al. (2020). According to Masuda et al. (2012), flexible work arrangements are not valued by employees in countries that practise communal cultures. Furthermore, according to Timms and colleagues (2015), it is critical to consider cultural norms in the workplace while implementing flexible working arrangements. According to the findings of the literature study, there has been little investigation on the relationship between flexible work arrangements and contextual performance among women. As a result, the potential outcomes linked with the implementation of flexible working arrangements in the Seychelles will be investigated in greater depth. The following hypothesis was established in order to do more investigation.

H1: There is a statistically significant association between women's contextual performance and their ability to operate with flexibility.

Relationship between Perceived Organisational Support and Contextual Performance

The perception of organisational support (POS) might be connected to the Organizational Support Theory (OST), which is discussed further below (Eisenberger et al., 1986). There are a variety of distinct viewpoints and definitions of point of sale systems. Perceived Organizational Support, as defined by Eisenberger and Stinglhamber (2011), is the perception of an organization's appreciation for its employees' contributions and concern for their well-being from the perspective of the employees. POS is advantageous to both the company and the employee, and it is necessary for the continuation of a healthy employer-employee relationship. Generally speaking, perceived organisational support refers to the existing set of universal ideas that the corresponding organisations regard the employee's efforts and concern about the well-being of the employee's family and friends (Eisenberger et al., 1986). These views were formed as a result of the interactions that employees have had with their bosses and other representatives of the organisation. It is believed by employees that representatives of the organisation reflect the attitude of the organisation toward its employees.

It has been demonstrated that perceived organisational support is positively associated with, but distinct from, measures of comparable concepts such as psychological contract fulfilment, leader-member exchange quality, and affective job commitment, and that perceived organisational politics is inversely linked with psychological contract fulfilment (Rhoades and Eisenberger, 2002). Employees' Perceived Organizational Support is influenced by three factors, according to Rhoades, Eisenberger, and Armeli (2001), including the fairness of procedures, leadership support, and incentives and working conditions. Employees with high levels of POS are more dedicated to the organisations for which they work and are happier with their jobs than those with low levels of POS (Rhoades and Eisenberger, 2002). According to Eisenberger and colleagues (1986), such employees are less likely to disengage or to resign, and they are more likely to go "above and beyond" their statutory job responsibilities and to perform better in their roles (e.g., Armeli et al., 1998; Rhoades and Eisenberger, 2002).

According to previous research, there is a link between the point of sale and staff performance (e.g., Meyers. et al., 2020). Meyers and colleagues (2020) conducted a research with 753 Dutch workers. It has been discovered that employees who perceive organisational support for strength use have greater levels of well-being, and as a result, they perform better in their jobs (Meyers. et al., 2020). A research undertaken by Byrne and Hochwarter (2008) involved 256 full-time employees from various industries, and the results were similar. A recent study found that when perceived organisational support was moderate or strong, cynics performed at their best. When perceived organisational support was minimal, on the other hand, performance for cynics was at its lowest point (Byrne, Hochwarter, 2008). The findings of a study conducted by Liu (2009), which included expatriates, revealed that higher levels of perceived organisational behaviour resulted in lower turnover intentions as well as an increased sense of obligation within the organisation, which was associated with better job performance as well as stronger organisational commitment. Some research, on the other hand, have discovered a non-significant association between perceived organisational support and the contextual performance of individuals

(e.g., Chiang and Hsieh, 2012). The findings of the study conducted by Chiang and Hsieh (2012) demonstrated that workers' perceptions of organisational support had an impact on their organisational citizenship behaviour. However, according to the findings of the study, perceived organisational support did not have a favourable relationship with workers' job performance. The following hypothesis was established and will be tested in the future:

H2 There is a substantial association between perceived organisational support and women's contextual performance.

Relationship between Meaningful Work and Contextual Performance

Meaningful labour is a concept that has a variety of definitions according to professors and other experts. According to Ahmad et al. (2016), meaningful work is defined as the view of an employee that his or her employment position and obligations are significant, notable, and provide them with a sense of purpose. Another description of this concept defined meaningful work as the evaluation of the job by workers, as well as the value and purposefulness of the work in relation to the assessment (Rosso et al., 2010). Employees who perform meaningful work are aware of the sense, purpose, direction, value, and justification of the work they do. Meaningful work has also been defined as having a sense of purpose, direction, value, and justification for the work they do (Chalofsky and Krishna, 2009). It is also referred to as the value of a job aim or purpose that is assessed in connection to the goals and standards of the personnel who do the job (Ganesan, 2010). Meaningful work may also refer to a specific circumstance in which the feelings, sensations, and perceptions that employees have as a result of the jobs they perform are justified. Also when the duties completed by the employee provide him or her a sense of purpose, the employee is more likely to be productive (Rose, 2014). After everything is said and done, the majority of definitions lead to employees having a sense of worth and notoriety.

According to the findings of researchers and experts, there is a good association between meaningful work and the performance of employees (Stegar et al., 2012; Oliver and Rothmann, 2007). Researchers from Stegar et al. (2012) discovered that employees who believed their work was important were much more engaged in their jobs and were motivated to improve their work performance. The study involved employees from universities around the United States. Another research, conducted by Oliver and Rothmann (2007), looked at people who worked for multinational corporations in South Africa. Organizational performance, according to the findings of the study, was significantly predicted by meaningful work in a favourable way. A research conducted by Van Wingerden and Van der Stoep (2018), which included 459 people working in a worldwide functioning organisation for health technology, discovered that meaningful work was a positive and substantial predictor of success in the organisation. To be more precise, a research conducted by Tong (2018) looked into the link between meaningful work and job performance among nurses in China, among other things. Following the study's conclusion, it was discovered that meaningful work was both positively and substantially associated with contextual performance among the nurses. The majority of previous research have found a favourable and statistically significant association between meaningful work and performance, which includes the contextual performance of individuals in the workplace. In this experiment, the following hypotheses will be tested:

H3 There is a significant relationship between Meaningful work and Contextual performance.

3. METHODOLOGY AND RESEARCH DESIGN

The research design for this study refers to the plan, structure, and method for inquiry that has been developed in order to gain answers to the research question (Kerlinger, 1973). In this study, which was categorised as basic research, the goal was to acquire more knowledge and better understand the processes that impact an employee's contextual performance in the workplace (Saunders et al., 2016). Explanatory research based on the positivist philosophy is the focus of this study. A theory and hypotheses were produced through the use of a logical technique. In order to collect data and evaluate the hypotheses, a survey approach was used in conjunction with a research plan. Due to the fact that the data collection and analysis were both done in numerical format, this research was quantitative. This is a cross-sectional study in which primary data was acquired through the use of a self-administered questionnaire. In this study, the self-administered questionnaires were administered electronically using the internet (Saunders et al., 2016). The emphasis here is on investigating the links between independent and dependent variables in order to explain them. The SPSS software package was used to analyse the data that was gathered by convenience sampling.

Population, Sampling and Sample Size

Because it was difficult to obtain data from the whole target population in this study, sampling was used in this instance (Saunders et al., 2016). Because this study relies on surveys to acquire a huge amount of primary data, sampling was an excellent choice for this study as well. Nonprobability sampling was utilised in this investigation because it was more practical and convenient than using a probability sample. To be more explicit, convenience sampling was utilised in this investigation, which was conducted in the field. The sample size was determined using a technique developed by Green (1991), who provided the formula " $N > 50 + 8m$ (where 'm' is

the number of predictors). The study's target demographic includes all female employees in the Seychelles, which is a large number of people. Due to the fact that the precise number has not yet been ascertained, the researcher will make the assumption that it is 20,000. There were three independent factors in this study. In this case, according to the formula, the calculation is $50+8(3)$, and the intended sample size was 74 participants.

Research Instrumentation

Questionnaire surveys are an effective method for gathering data on a single topic from a large number of respondents since they are simple to administer. The poll was conducted entirely in English. The questionnaire was broken down into two sections. Among the factors in Section A of the questionnaire were the respondent's demographic data, which included their age, their employer, their job experience, and their level of qualification. In Section B, the factors included their degree of education. Questionnaire Section B included questions on the dependent variable, which was contextual performance, and questions on each of the independent variables, which were flexible work arrangements, perceived organisational support, and meaningful work. Section B also included questions on the dependant variable, which was contextual performance, and questions on each of the independent variables. For the purpose of evaluating factors that influence contextual performance among female employees in the Seychelles, the responses to the questions were based on a five-point Likert scale with 1 representing strongly disagree and 5 representing strongly agree. The questions were taken from and modified from previous research. The questions for contextual performance were adapted from Carlos and Rodrigues (2016) as well as Borman and Motowidlo (1993) in their respective fields. The questions for flexible work arrangements were derived from those used by Albion (2004). Eisenberger and colleagues (Eisenberger et al.) developed the questions on perceived organisational support (1986). Finally, the questions about meaningful work were adapted from a research conducted by Steger and colleagues (2000).

4. RESULTS

Respondents' Demographics

In order to truly comprehend respondents' characteristics, a demographic study will be conducted. According to the demographics, the respondents' age, employment sector, work experience, and degree of qualification were all profiled in the survey. In this survey, a total of 74 replies were gathered, with the majority of the respondents being female employees who work in the Republic of Seychelles. 41.89 percent of the 74 respondents who took part in this survey were under the age of 25, 31.08 percent were between the ages of 25 and 40, and 18.92 percent were between the ages of 41 and 55. Finally, 8.11 percent of the population was above the age of 55. The public sector employed 43.24 percent of the total workforce, the private sector employed 39.19 percent, and parastatal organisations employed 17.57 percent, according to the sector in which they were employed. According to the findings of this survey, 25.68 percent of participants had job experience ranging from 2 to 5 years. 24.32 percent had less than two years of experience, while 21.62 percent had more than 20 years of experience. Aside from that, 14.86 percent of respondents had 5 to 10 years of experience, and 13.51 percent had 10-20 years of experience. When it comes to educational attainment, the biggest percentage of respondents (29.73 percent) had earned a certificate or an advanced certificate, respectively. In addition, 27.03 percent had a Diploma or Advanced Diploma, and 21.62 percent held a bachelor's degree or higher education qualification. In addition, 12.16 percent held a master's degree, while 9.46 percent held a qualification that fell below the level of a certificate.

Reliability Test based on Cronbach Alpha Value

The reliability testing was carried out in order to determine the consistency of the instrument that was used for the measurements (Sekaran and Bougie, 2016). The trustworthiness of the data in this study was determined by using the Cronbach Alpha coefficient. The Cronbach alpha value for this study was higher than the cut-off value of 0.6, which indicates that the study was successful. A Chronbach alpha of 0.719 was found for flexible work arrangements, 0.704 for perceived organisational support, and 0.878 for meaningful work; a Chronbach alpha of 0.908 was found for the dependent variable, which is contextual performance; and a Chronbach alpha of 0.720 was found for perceived organisational support.

TABLE 1 Reliability Test showing the Cronbach Alpha Value

Variables	Cronbach's Alpha
Independent Variable	
Flexible Work Arrangements	0.719
Perceived Organisational Support	0.704

Meaningful Work	0.878
Dependent Variable	
Contextual Performance	0.908

Normality Test

To evaluate whether or not the sample data is regularly distributed in a bell-shaped curve, the normality test is performed. To determine whether or not a distribution is normal, two numerical measures of form, namely skewness and kurtosis, can be utilised statistically. In layman's words, skewness is a measure of the symmetry of the data distribution, whereas kurtosis is a measure of the height and sharpness, or 'peakedness,' of the data distribution (Pallant, 2013). In this study, a normality test was performed to determine whether or not the data for the independent variables, which included flexible work arrangements, perceived organisational support, and meaningful work, followed a normal distribution. Performance in a given setting is the dependent variable. Following is a table that displays the values of skewness and kurtosis.

TABLE 2 Normality Test

Variables	Skewness	Kurtosis
Flexible Work Arrangement	-0.494	-0.269
Perceived Organisational Support	-0.453	-1.119
Meaningful Work	0.874	0.802
Contextual Performance	-0.718	-0.322

The skewness statistic for the construct flexible work arrangement was -0.494, and the kurtosis statistic was -0.269 for the build flexible work arrangement. The skewness value for the second construct, which is perceived organisational support, was -0.453, and the kurtosis statistic was -1.119 for the second construct. The skewness statistic for meaningful labour was 0.874, and the kurtosis value was 0.802, according to the data. The skewness statistic value for the dependent variable, which was contextual performance, was -0.718, and the kurtosis statistic value was -0.322 for the dependent variable. According to George and Mallery (2010), the range of acceptable values is -2 to +2. So the values of skewness and kurtosis for this study are within the permitted range of -2 to +2 for this type of research. In this investigation, the data was normally distributed, which indicated that the findings were accurate.

Pearson Correlation Test

For the purpose of determining the strength of the association between the independent factors and dependent variables in this study, the Pearson Correlation test was carried out on the data. The correlation coefficients between the three independent factors and the dependant variable were all positive and statistically significant in every case. The results show that flexible work arrangements had the lowest correlation coefficient value of 0.118, which is the lowest possible. Meaningful work had the highest correlation coefficient value of 0.444, which indicated the strongest relationship. The correlation coefficient between perceived organisational support and other variables was 0.344.

Multiple Regression Testing

When it comes to statistical processes, regression analysis is a collection of procedures that evaluate the connection between the dependent variable, contextual performance, and the independent factors. Each independent variable's contribution was calculated using the Beta values, which were included in the standardised coefficients for each independent variable. The table below reveals that meaningful labour has the greatest beta value of 0.412, with a significance value of 0.00, and that it has the highest significance value of 0.00. Thus, meaningful work (IV3) had the biggest influence on the contextual performance of female employees, according to the findings. Perceived organisational support had the second most significant influence, with a beta value of 0.252 and a significance value of 0.043 ($p < 0.05$) for perceived organisational support. A minimal and inconsequential influence was seen, as indicated by a beta value of -0.138 and a significance value of 0.287 ($p > 0.05$) for flexible work arrangements. If the value of the independent variable is smaller than 0.05, according to Pallant (2005), the independent variable provides a statistically significant contribution to the dependent variable. As a result, hypothesis H1 was found to be unsupported. Hypothesis H2 and Hypothesis H3 were, on the other hand, supported.

TABLE 3. Hypothesis Test Results

Hypothesis	Standardised Coeff. Beta	Significance	Results
H1: Is there a significant relationship between flexible work arrangements and contextual performance amongst female workers in Seychelles?	0.138	.287 $p > 0.05$	Hypothesis Rejected
H2: Is there a significant relationship between perceived organisational support and contextual performance amongst female workers in Seychelles?	0.252	.043 $p < 0.05$	Hypothesis Accepted
H3: Is there a significant relationship between meaningful work and contextual performance amongst female workers in Seychelles?	0.412	.001 $P < 0.05$	Hypothesis Accepted

5. DISCUSSION, IMPLICATION, LIMITATIONS AND RECOMMENDATION

Discussion

The first hypothesis was designed to investigate the impact of flexible work arrangements on productivity. Flexibility in work arrangements has been recognised as a predictor of employee happiness and performance, including contextual performance, in a number of previous research (Govender et al., 2018; Mungania et al., 2016). The findings of this study, on the other hand, were in contrast to those of previous investigations. This might be attributed to a variety of factors, one of which could be cultural differences. According to a research conducted by Mungania et al. (2016) among employees in the banking sector, workplace flexibility policies were an important component of employees' overall success. In the Seychelles, it is often considered that the culture is very communal and traditional; as a result, personnel are extremely devoted and committed to their jobs. As a result, female employees may be subjected to typical working circumstances, which may include their regular working hours at their regular work location. Past research has also revealed a divergence from the favourable and statistically significant association between flexible work arrangements and performance (e.g., Rahman et al., 2020; Masuda et al., 2012; Timms et al., 2010). (, 2015). A study by Masuda and colleagues (2012) found that nations with collective cultures place low value on flexible work arrangements, whereas countries with individual cultures place high value on them. A similar point has been made by Timms et al. (2015), who state that cultural norms at work are critical to the effectiveness of flexible working arrangements. Rahman and colleagues (2020) came to the conclusion that workers' perceptions of their flexible work arrangements were favourably connected with creative work behaviour and were not substantially associated with employee performance. According to Masuda et al. (2012), flexible work arrangements are not valued by employees in countries that practise communal cultures. Furthermore, according to Timms and colleagues

(2015), it is critical to consider cultural norms in the workplace while implementing flexible working arrangements.

The second hypothesis sought to determine whether perceived organisational support has an impact on the contextual performance of female employees in a work environment. The theory was shown to be correct. This suggests that female employees in the Seychelles believe that their employers recognise and appreciate their contributions, as well as care for them and their overall well-being. The higher the level of Perceived Organizational Support (POS), the larger the perception of the extent to which the organisation recognises the contributions of its workers by those who work for it (Eisenberger et al., 1986). Employees who perceive a high level of POS will reciprocate, which is compatible with the beliefs expressed in the organisational support theory, which claims that POS enhances the employee's affective organisational commitment as well as his or her ability to execute (Eisenberger et al., 1986). In addition, the findings are consistent with previous research (Meyers. et al., 2020; Byrne & Hochwarter, 2008). Previous research has also demonstrated that employees who consider their organisations to be supportive have greater levels of well-being, which in turn leads to improved performance (Meyers. et al., 2020).

The third hypothesis sought to establish a link between meaningful work and the contextual performance of female employees in order to better understand the workplace. A substantial and statistically significant association was found between meaningful work and the contextual performance of female employees in the Seychelles, as demonstrated by the findings. This suggests that female employees in the Seychelles consider their professional tasks and responsibilities to be essential, useful, and remarkable, and that their jobs provide them a sense of purpose. There is a sense of awareness, purpose, direction, value, and justification for the work that the female workers do, as well as a sense of justification for the work that they do. In addition, this study discovered that meaningful work was the biggest predictor of contextual performance among employees in the Seychelles, according to the findings. This further demonstrated that female employees bring a feeling of purpose and mission to their places of employment. Organizations should also strive to establish meaningful workplaces in which employees believe their job is significant and that they are a vital component of the organization's overall success. The findings of this study are also consistent with the findings of other previous investigations (Stegar et al., 2012; Oliver and Rothmann, 2007). Previous research has typically established that individuals who believe their work is important are much more engaged in their jobs and are more motivated to improve their performance at work.

IMPLICATIONS OF THE STUDY

Theoretical Implications

The primary objective of this study was to determine the factors that influence the contextual performance of female employees in the Seychelles. Therefore, this research was carried out to determine the impact of flexible work arrangements, perceived organisational support, meaningful work and contextual performance on the performance of female employees in the Seychelles. Several theoretical contributions were made as a result of this research. The first and most important finding of this study was that it offered empirical support for a conceptual model that allowed the research to be expanded to include the context of female employees' contextual performance. Particularly important for the advancement of theory is this study, which is particularly important because there are relatively few studies on the contextual performance of female employees. The majority of previous research have concentrated primarily on overall performance or on task performance. It bridged a gap in the existing literature by demonstrating the relationship between flexible work arrangements, perceived organisational support, meaningful work, and contextual performance among female employees in a developing nation, filling a vacuum that had previously existed. According to the findings of this study, meaningful work is the most significant predictor of female employees' contextual success. Furthermore, the empirical data from this study came to the conclusion that flexible working arrangements had no substantial impact on the contextual performance of female employees in the workplace. As a result, this work establishes a platform for future research on this subject matter. Because there is a paucity of research on the factors of contextual performance among females in underdeveloped countries, this study has the potential to be expanded and used as a platform for further investigation.

Practical Implications

Even though the Seychelles is a high-income country with a very strong GDP growth rate, it continues to experience substantial gender disparities in the labour market, with more females unemployed, more females having higher labour turnover, the most females at risk of being laid off, and males earning significantly more

than females for performing the same kinds of jobs as women. Female employees have the potential to be a source of talent for companies. Insights from this research were offered to Human Resource (HR) managers in order for them to improve the contextual performance of female employees. Human resource managers will get a better understanding of how flexible work arrangements, perceived organisational support, and meaningful work impact the contextual performance of female workers who may be a source of future talent in their organisations. In order to improve workers' view of their jobs, human resource managers should concentrate on meaningful work and implement rules and procedures. A more positive attitude toward meaningful work can stimulate employees' performance in the context of their jobs. Organizations should strive to establish meaningful workplaces in which every employee is recognised or respected as an important contributor to the organization's long-term success. Meaningful work has the potential to promote good work attitudes, which in turn may lead to beneficial outcomes such as increased job satisfaction, improved job performance, and fewer absenteeism, among other things. Some strategies for increasing the meaning of work include offering training to workers to improve their skills and competences, giving them greater authority over their job, and showing them that their superiors and peers care about their well-being.

Limitations of this Study and Recommendations for Future Research

Female employees in the Seychelles were asked to participate in this study in order to learn more about the impact of flexible work arrangements, perceived organisational support, and meaningful employment on their contextual performance. Even though the method of performing this study was a triumph, a few limitations within this study have cleared the path for future investigations. First and foremost, in the sake of brevity, just three indicators were evaluated in this study: flexible working arrangements, perceived organisational support, and meaningful work. In fact, however, various indicators of contextual performance, such as emotional intelligence, cultural intelligence, and physiological resilience, among others, may have an impact on contextual performance. These variables may have an influence on how a person acts at work as well as the attitude that they exhibit in the workplace, among other things. Furthermore, there was no distinction made between legal flexible working arrangements and informal flexible working arrangements when referring to the flexible working arrangement. It is advised that future research evaluate the influence of the predictors on both official flexible working arrangements and informal flexible working arrangements. Final point to mention is that this study did not look into the effects of categorical factors such as age and gender on either the constructs or the link between the constructs. We propose that future research investigate categorical characteristics such as age as moderators in the association between independent variables and dependent variables, as this has been shown in our study.

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