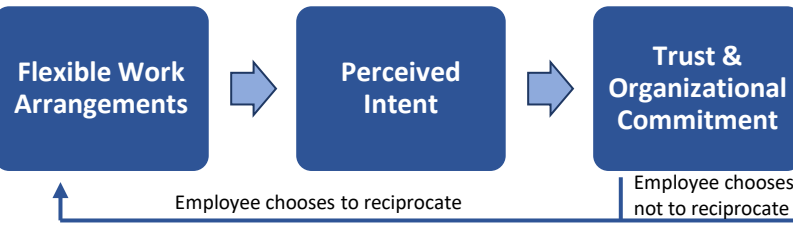


1. Introduction

The present study aimed to examine how employee perceived intents of flexible work arrangements (FWAs) offered by their organization influenced trust and organizational commitment levels through the perspective of social exchange theory



2. Objectives

Primary Objectives – Assess the relationships of:

1. Altruistic perceived intent and trust
2. Altruistic perceived intent and organizational commitment
3. Business-interest perceived intent and trust
4. Business-interest perceived intent and organizational commitment

Secondary Objectives - Assess:

1. FWA availability's effects on trust and organizational commitment
2. FWA types as predictors of trust and organizational commitment
3. FWAs impact on traditional workplace relationships and characteristics

3. Methods

197 participants completed an online survey regarding:

- Demographics
- FWA Availability
- FWAs Available
- Perceived Intent
- Trust
- Organizational Commitment

Materials used for perceived intent, trust, and organizational commitment:

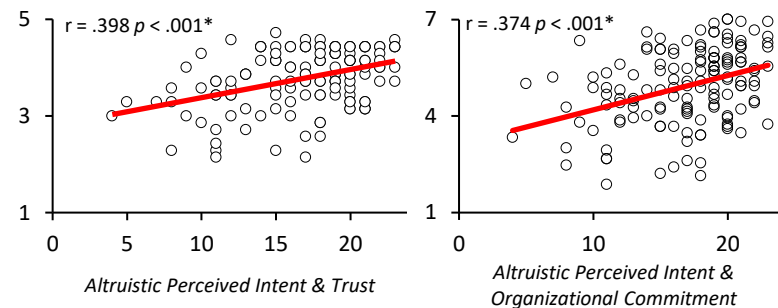
- Original perceived intent rating scale
- Trust questionnaire adapted from Robinson (1996)
- The Organizational Commitment Questionnaire (Mowday, Steers and Porter, 1979)

Social Exchange Theory: Social exchange pertains to an exchange between two parties where one provides a contribution or reward and expects a return in exchange for their contribution but the nature and timing of the return is unknown (Blau, 1964)

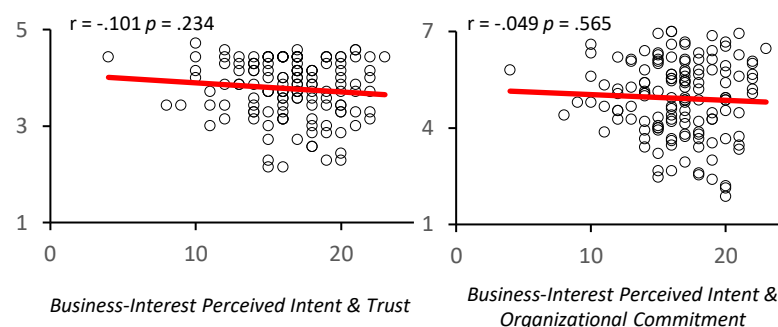
Perceived Intent: Recipient's belief or idea of what the intention of the offering party desires their offer to result in (Orhun, 2018)

4. Primary Results

1. Altruistic perceived intent was found to be significantly, positively correlated with trust and organizational commitment

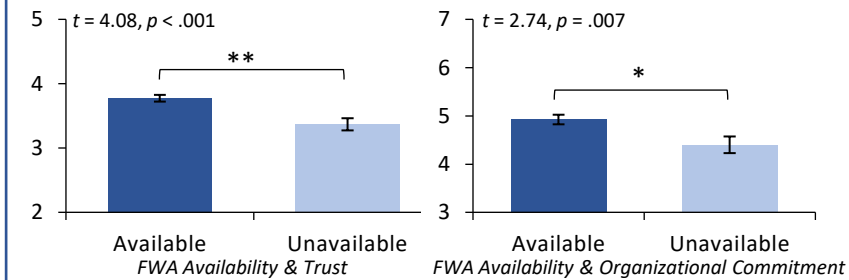


2. Business-interest perceived intent showed no significant relationship with trust or organizational commitment



5. Secondary Results

1. Employees with FWAs had significantly higher levels of trust and organizational commitment in comparison to employees without FWAs



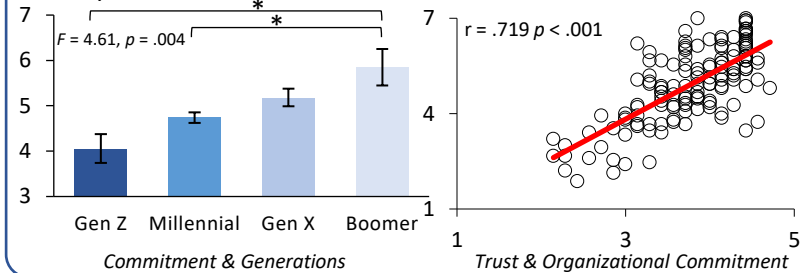
2. **Predictors of Trust**

- Work at home: ✗
- Flexible hours: ✗
- Condensed workweeks: ✗

Predictors of Commitment

- Work at home: ✓
- Flexible hours: ✗
- Condensed workweeks: ✗

3. Trust & organizational commitment remained positively correlated & Baby Boomers showed more committed than Gen Zers and Millennials



6. Discussion

1. Results indicate organizations can increase trust and organizational commitment with FWAs
2. Levels can be increased to greater extents by designing & distributing FWAs with altruistic intentions.
3. It is proposed that FWAs with altruistic intentions send signals of support and investment in the employee, thus increasing reciprocity
4. Organizations will need to focus on other human resource practices, rewards, or incentives to achieve Baby Boomer levels of organizational commitment in Gen Z & Millennials