

A Study on Flexible Work Arrangements and Their Impact on Employee Job Satisfaction

Ghaytadak Vicky Dharmendra¹, Prof. Panchariya B. B², Prof. Shirsath Y. S³
^{1,2,3}Dept. MBA in Human Resources

Sunitatai Eknathrao Dhakane College of Management, Shevgaon, Ahilyanagar, MH
Savitribai Phule Pune University, Maharashtra

Abstract: *Flexible Work Arrangements (FWAs) have gained significant importance in recent years as organizations strive to enhance employee satisfaction and productivity. This study examines the impact of flexible work practices, such as remote working, flexible hours, and hybrid models, on employee job satisfaction. The research highlights how flexibility in the workplace enables employees to achieve a better balance between their professional and personal lives, thereby improving their overall well-being. It also explores the relationship between FWAs and key factors such as stress reduction, employee engagement, and organizational commitment. While the findings indicate a strong positive influence of flexible work arrangements on job satisfaction, certain challenges such as communication barriers and work-life boundary issues are also identified. The study concludes that with proper implementation and organizational support, flexible work arrangements can serve as an effective strategy for enhancing employee satisfaction and organizational performance.*

Keywords: *Flexible Work Arrangements, Job Satisfaction, Work-Life Balance, Remote Work, Employee Engagement, Organizational Commitment, Hybrid Work Model, Employee Productivity*

I. INTRODUCTION

In the rapidly evolving landscape of the modern workplace, organizations are increasingly rethinking traditional work structures to adapt to changing employee expectations and technological advancements. One of the most significant developments in this transformation is the adoption of Flexible Work Arrangements (FWAs). These arrangements allow employees greater control over their work schedules, locations, and sometimes even the manner in which tasks are completed. Unlike the conventional fixed working hours and office-based routines, flexible work practices emphasize autonomy, adaptability, and a results-oriented approach. The concept of flexible work is not entirely new; however, its relevance has grown considerably in recent years due to globalization, advancements in digital communication technologies, and shifting workforce demographics. The widespread availability of high-speed internet, cloud computing, and collaboration tools has made it possible for employees to work efficiently from remote locations. Additionally, the global experience of the COVID-19 pandemic accelerated the acceptance and implementation of remote and hybrid work models, making flexibility a necessity rather than a privilege in many sectors.

Employee job satisfaction has long been recognized as a critical factor influencing organizational success. It reflects how employees feel about their work, including aspects such as job roles, work environment, compensation, relationships with colleagues, and opportunities for growth. A satisfied workforce is more likely to be productive, motivated, and committed to organizational goals, while dissatisfaction can lead to absenteeism, low morale, and high turnover rates. In this context, flexible work arrangements have emerged as a potential solution to improve job satisfaction by addressing employees' personal and professional needs simultaneously.

Flexible work arrangements encompass various forms, including remote work or telecommuting, flexible working hours (flextime), compressed workweeks, job sharing, and part-time work options. Each of these models offers unique benefits, allowing employees to manage their time more effectively and reduce conflicts between work and personal life. For instance, remote work eliminates commuting time and provides a comfortable work environment, while



flexible hours enable employees to align their work schedules with personal responsibilities and peak productivity periods.

Despite the numerous advantages, the implementation of flexible work arrangements is not without challenges. Organizations may face difficulties in maintaining effective communication, monitoring employee performance, and ensuring collaboration among team members. Employees, on the other hand, may struggle with maintaining clear boundaries between work and personal life, which can sometimes lead to overworking and burnout. Therefore, understanding the balance between the benefits and limitations of flexible work arrangements is essential for organizations aiming to adopt these practices successfully.

This study focuses on examining the impact of flexible work arrangements on employee job satisfaction. It seeks to explore how different forms of flexibility influence employees' attitudes toward their work and their overall level of satisfaction. By analyzing the relationship between flexible work practices and key factors such as work-life balance, stress levels, and employee engagement, the study aims to provide insights that can help organizations design effective workplace policies.

Furthermore, the study recognizes that the effectiveness of flexible work arrangements may vary depending on factors such as the nature of the job, organizational culture, managerial support, and the availability of technological resources. Therefore, it is important to consider these variables while evaluating the overall impact of flexibility on job satisfaction.

In conclusion, as organizations continue to evolve in response to changing economic and social conditions, flexible work arrangements are likely to play an increasingly important role in shaping the future of work. Understanding their impact on employee job satisfaction is essential for creating a work environment that not only enhances productivity but also promotes employee well-being and long-term organizational sustainability.

II. PROBLEM STATEMENT

In today's dynamic and competitive work environment, organizations are continuously striving to improve employee satisfaction, productivity, and retention. Traditional work structures, characterized by fixed working hours and rigid office-based systems, often fail to meet the diverse needs of a modern workforce. Employees increasingly seek flexibility in their work schedules and locations to better manage personal responsibilities, reduce stress, and maintain a healthy work-life balance. Despite this growing demand, many organizations either lack well-defined flexible work policies or face challenges in implementing them effectively.

The introduction of Flexible Work Arrangements (FWAs) has been viewed as a potential solution to address these concerns. However, the impact of such arrangements on employee job satisfaction is not always consistent or clearly understood. While some employees experience increased motivation, improved well-being, and higher levels of job satisfaction, others may encounter issues such as isolation, lack of communication, difficulty in collaboration, and blurred boundaries between work and personal life. These mixed outcomes create uncertainty for organizations in determining whether flexible work practices truly contribute to employee satisfaction and overall organizational performance.

Furthermore, the effectiveness of flexible work arrangements can vary depending on multiple factors, including the nature of the job, organizational culture, managerial support, and access to appropriate technology. In some cases, employees may not receive adequate guidance or resources to adapt to flexible work systems, which can negatively affect their performance and satisfaction levels. At the same time, managers may struggle to monitor productivity and maintain team cohesion in a flexible work environment.

Given these challenges, there is a need to systematically examine how flexible work arrangements influence employee job satisfaction and to identify the conditions under which these arrangements are most effective. Understanding this relationship is essential for organizations to design and implement flexible work policies that not only meet employee expectations but also support organizational goals. Therefore, this study aims to address the gap by analyzing the



impact of flexible work arrangements on employee job satisfaction and identifying the key factors that shape this relationship.

III. OBJECTIVE

- To examine the concept and different types of Flexible Work Arrangements adopted in organizations.
- To analyze the impact of flexible work arrangements on employee job satisfaction.
- To evaluate the relationship between flexible work practices and work-life balance of employees.
- To identify the key factors influencing employee satisfaction in a flexible work environment.
- To assess the challenges faced by employees and organizations in implementing flexible work arrangements.

IV. LITERATURE SURVEY

1. Hill et al. (2008) – Workplace Flexibility and Work-Life Balance

Hill and colleagues examined how flexible work arrangements influence employees' ability to balance professional and personal responsibilities. They described workplace flexibility as the capacity of employees to adjust their work schedules and locations to better suit individual needs. The study found that employees who had access to flexible work options experienced improved work-life balance and reduced conflict between work and family roles. It also highlighted that flexibility contributes positively to employee well-being and satisfaction. This research emphasized that organizations adopting flexible practices are more likely to build a supportive work culture, leading to higher levels of employee commitment and morale.

2. Gajendran and Harrison (2007) – Telecommuting and Job Satisfaction

Gajendran and Harrison conducted a meta-analysis to understand the effects of telecommuting on employee outcomes. They defined telecommuting as working remotely using technology instead of being physically present in the office. Their findings revealed that telecommuting has a positive relationship with job satisfaction and reduces work-related stress. Employees working remotely reported greater autonomy and flexibility, which enhanced their overall job experience. The study also pointed out that excessive remote work may lead to social isolation, suggesting that a balanced approach is necessary for optimal results.

3. Allen et al. (2013) – Flexible Work Arrangements and Employee Outcomes

Allen and co-authors explored the broader impact of flexible work arrangements on employee attitudes and organizational performance. They categorized flexibility into various forms such as flexible schedules, remote work, and reduced working hours. The research indicated that flexible work arrangements lead to increased job satisfaction, improved employee engagement, and lower turnover intentions. It also highlighted that organizational support plays a critical role in determining the effectiveness of such arrangements.

This study reinforced the importance of aligning flexible policies with employee needs and organizational goals.

4. Bloom et al. (2015) – Remote Work and Productivity

Bloom and his team conducted an experimental study to assess the impact of working from home on employee performance and satisfaction. They focused on employees in a corporate setting who were given the option to work remotely. The results showed that remote work led to higher productivity, reduced absenteeism, and increased job satisfaction. Employees appreciated the flexibility and reported feeling more comfortable and focused while working from home. However, the study also noted that some employees preferred returning to the office due to the social aspects of work, indicating that flexibility should be offered as a choice rather than a mandate.

5. Kossek and Michel (2011) – Flexibility and Employee Well-being

Kossek and Michel examined how flexible work practices influence employee well-being and organizational outcomes. They emphasized that flexibility allows employees to better manage their time and responsibilities. The study found that flexible work arrangements significantly reduce stress levels and improve mental health, which in turn enhances job satisfaction. It also highlighted the importance of managerial support in ensuring the success of flexible work policies.



Their research concluded that flexibility is a key driver of employee well-being and plays an important role in creating a positive work environment.

6. Golden (2006) – Flexible Work and Social Interaction

Golden investigated the effects of flexible work, particularly remote work, on employee relationships and social interaction. The study focused on how reduced face-to-face communication impacts job satisfaction. The findings suggested that while flexible work improves autonomy and satisfaction, it may weaken interpersonal relationships and team cohesion if not managed properly. This research highlighted the need for organizations to maintain effective communication channels to ensure that flexibility does not lead to isolation.

V. PROPOSED SYSTEM

1. Flexible Work Policy Framework

The proposed system begins with the development of a clear and structured flexible work policy within the organization. This includes defining different types of flexible work arrangements such as remote work, hybrid work, flexible hours, and compressed workweeks. The policy should outline eligibility criteria, work expectations, communication guidelines, and performance standards.

A well-defined framework helps employees understand how flexibility can be utilized effectively without affecting productivity. It also ensures consistency and fairness in implementation across all departments. By establishing clear guidelines, organizations can avoid confusion and create a balanced approach between flexibility and accountability.

2. Employee Satisfaction Assessment System

To understand the impact of flexible work arrangements, organizations should implement a systematic approach to measure employee job satisfaction. This can be done through regular surveys, feedback forms, and one-on-one discussions. The focus should be on capturing employees' experiences related to flexibility, workload, stress levels, and overall satisfaction.

The collected data should be analyzed periodically to identify patterns and areas of concern. This allows management to make informed decisions and introduce improvements where necessary. Continuous monitoring ensures that flexible work practices remain effective and aligned with employee expectations.

3. Managerial Support and Training Programs

Managers play a crucial role in the successful implementation of flexible work arrangements. The proposed system includes training programs to help managers adapt to flexible work environments. These programs should focus on skills such as remote team management, communication, trust-building, and performance evaluation.

Managers should also be encouraged to adopt a supportive and understanding approach toward employees. Regular interaction, feedback, and guidance help in maintaining strong relationships despite physical distance. Effective leadership ensures that employees remain motivated and satisfied in a flexible work setting.

4. Communication and Collaboration System

A strong communication system is essential for the success of flexible work arrangements. The proposed system emphasizes the use of digital communication tools such as video conferencing, messaging platforms, and collaborative software to maintain seamless interaction among team members.

Organizations should promote open and transparent communication to ensure that employees remain connected and informed. Regular virtual meetings, updates, and team discussions help in reducing misunderstandings and maintaining team cohesion. Effective communication plays a key role in enhancing job satisfaction in flexible work environments.

5. Work-Life Balance Enhancement Initiatives

One of the primary objectives of flexible work arrangements is to improve work-life balance. The proposed system includes initiatives such as flexible scheduling, workload management, and encouraging employees to maintain boundaries between work and personal life.



Organizations should also promote awareness about time management and stress reduction techniques. Providing support for mental well-being and ensuring reasonable workloads can significantly improve employee satisfaction. A balanced work-life structure leads to higher motivation and better performance.

6. Performance Evaluation and Accountability System

To ensure that flexible work arrangements do not affect productivity, a structured performance management system should be implemented. This includes setting clear goals, tracking progress, and evaluating performance based on outcomes rather than working hours.

Regular performance reviews and constructive feedback help employees stay aligned with organizational objectives. Transparent evaluation criteria build trust and ensure fairness. This approach encourages employees to remain productive while enjoying the benefits of flexibility.

7. Technology Integration for Flexible Work

Technology plays a vital role in enabling flexible work arrangements. The proposed system includes the use of cloud-based platforms, project management tools, and secure communication systems to support remote and hybrid work models.

These technologies help employees access work resources from any location and collaborate effectively with team members. Additionally, data analytics tools can be used to assess employee performance and satisfaction levels. Proper use of technology enhances efficiency and supports a smooth flexible work environment.

8. Continuous Improvement and Feedback Mechanism

The proposed system emphasizes continuous improvement through regular feedback and evaluation. Organizations should encourage employees to share their experiences and suggestions regarding flexible work arrangements.

Based on this feedback, necessary changes can be made to improve policies and practices. This iterative approach ensures that the system evolves according to employee needs and organizational goals. Continuous improvement helps in maintaining high levels of job satisfaction and long-term success.

VI. RESEARCH METHODOLOGY

1. Research Design

The present study adopts a descriptive research design to examine the impact of Flexible Work Arrangements (FWAs) on employee job satisfaction. This design is appropriate as it focuses on describing and analyzing the current working conditions, employee perceptions, and satisfaction levels without altering or controlling any variables. The objective is to understand how different forms of flexibility influence employees' attitudes toward their work.

Descriptive research allows the study to explore key aspects such as work-life balance, stress levels, productivity, and overall job satisfaction in a real-world setting. It provides a structured approach to collect and interpret data related to employees' experiences with flexible work practices. By using this design, the study aims to present a clear picture of existing workplace conditions and identify patterns and relationships between flexibility and satisfaction.

2. Sources of Data

The study is based on both primary and secondary data **sources** to ensure a comprehensive and reliable analysis.

Primary data is collected directly from employees through structured questionnaires. These questionnaires are designed to gather information on various aspects such as type of flexible work arrangement used, level of job satisfaction, work-life balance, stress levels, communication effectiveness, and overall work experience. Primary data provides firsthand insights into employee perceptions and helps in understanding their real-time experiences.

Secondary data is obtained from various sources including academic journals, research papers, books, company reports, and credible online resources. These sources provide theoretical background, previous research findings, and insights into best practices related to flexible work arrangements and job satisfaction. The integration of primary and secondary data strengthens the validity and depth of the study.



3. Sampling Technique

The study uses a convenience sampling method, where respondents are selected based on their accessibility and willingness to participate. This method is practical and suitable for studies conducted within limited time and resource constraints.

Although convenience sampling does not ensure complete representation of the entire population, it allows the researcher to collect relevant data efficiently. The sample includes employees from different industries, departments, and job roles to capture diverse perspectives on flexible work arrangements. This diversity enhances the quality of insights and helps in understanding the broader impact of flexibility on job satisfaction.

4. Sample Size

The sample size for the study consists of 112 respondents, which is considered adequate to identify general trends and patterns related to flexible work practices and employee satisfaction. A sufficient sample size ensures that the findings are reasonably reliable and meaningful.

The respondents include employees from various functional areas such as human resources, operations, finance, marketing, and IT. This variation helps in capturing a wide range of experiences and opinions, making the analysis more comprehensive. The inclusion of employees with different levels of experience further adds depth to the study.

5. Data Collection Method

The primary data is collected using a structured questionnaire consisting of multiple-choice and scaled questions. The questionnaire is carefully designed to cover key variables such as:

Type of flexible work arrangement (remote, hybrid, flexible hours)

- Level of job satisfaction
- Work-life balance
- Stress and workload management
- Communication and collaboration
- Organizational support and policies

The questionnaire is distributed through both online and offline modes. Online tools such as Google Forms are used for quick and efficient data collection, while printed questionnaires are provided to employees who may prefer offline participation. This mixed approach helps in improving response rates and ensures inclusivity.

Clear instructions are provided to respondents to ensure accurate and unbiased responses. Confidentiality of responses is also maintained to encourage honest feedback.

6. Tools and Techniques of Analysis

The collected data is analyzed using basic statistical tools and techniques to interpret the results effectively.

Percentage Analysis:

Used to calculate the proportion of responses for different variables such as satisfaction levels, preferred work arrangements, and perceived benefits of flexibility.

Tabular Representation:

Data is organized in tables to present information in a structured and easy-to-understand format.

Graphical Representation:

Charts such as pie charts and bar graphs are used to visually represent the data. These visuals help in identifying trends, comparisons, and patterns more clearly.

Comparative Analysis:

Comparisons are made between different groups (e.g., remote vs. hybrid workers) to understand variations in job satisfaction.

These tools simplify complex data and make the findings more interpretable. The analysis focuses on identifying relationships between flexible work arrangements and job satisfaction, enabling meaningful conclusions to be drawn.

7. Limitations of the Study

While the study provides valuable insights, certain limitations exist:



The use of convenience sampling may limit generalization of results

The sample size is restricted to 112 respondents

Responses are based on personal perceptions, which may vary

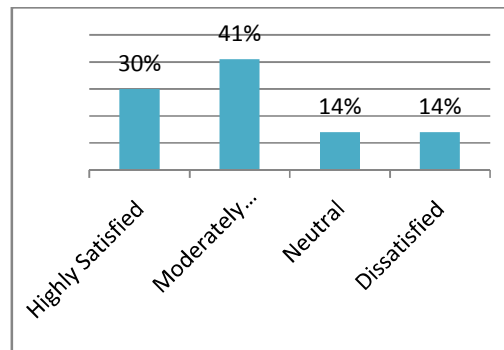
Time constraints may affect the depth of analysis

Despite these limitations, the study offers a useful understanding of the relationship between flexible work arrangements and employee job satisfaction.

VII. DATA ANALYSIS AND RESULTS

1. Level of Job Satisfaction under Flexible Work Arrangements

Particulars	Respondents	Percentage
Highly Satisfied	34	30%
Moderately Satisfied	46	41%
Neutral	16	14%
Dissatisfied	16	14%
Total	112	100%



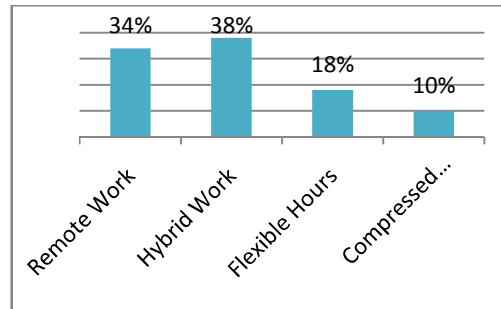
Interpretation:

The data indicates that a significant proportion of employees (41%) are moderately satisfied with flexible work arrangements, while 30% report high satisfaction levels. However, 28% of respondents fall under neutral or dissatisfied categories, suggesting that although flexibility improves satisfaction for many employees, there is still room for improvement in policy implementation and support systems.

2. Preferred Type of Flexible Work Arrangement

Particulars	Respondents	Percentage
Remote Work	38	34%
Hybrid Work	42	38%
Flexible Hours	20	18%
Compressed Week	12	10%
Total	112	100%



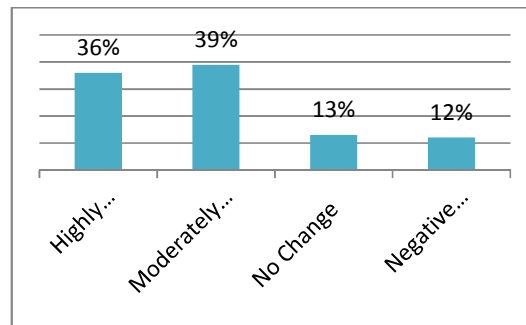


Interpretation:

The majority of employees (38%) prefer a hybrid work model, followed by remote work (34%). This indicates that employees value a balance between working from home and office. Flexible hours and compressed workweeks are less preferred, showing that employees prioritize location flexibility over time-based flexibility.

3. Impact of Flexible Work on Work-Life Balance

Particulars	Respondents	Percentage
Highly Improved	40	36%
Moderately Improved	44	39%
No Change	14	13%
Negative Impact	14	12%
Total	112	100%



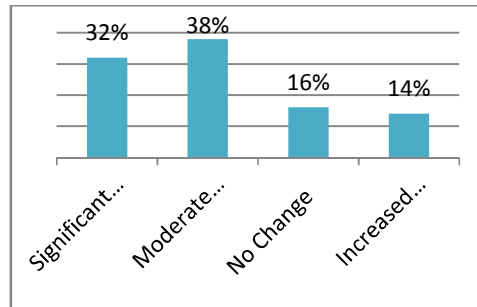
Interpretation:

A majority of employees (75%) reported that flexible work arrangements have improved their work-life balance either highly or moderately. However, 25% experienced no improvement or negative effects, indicating that flexibility does not equally benefit all employees and depends on individual circumstances.

4. Level of Stress Reduction due to Flexible Work

Particulars	Respondents	Percentage
Significant Reduction	36	32%
Moderate Reduction	42	38%
No Change	18	16%
Increased Stress	16	14%
Total	112	100%



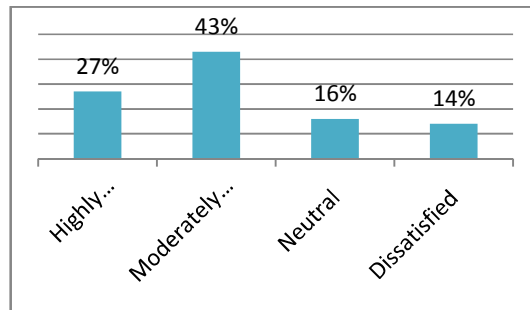


Interpretation:

The findings show that 70% of employees experienced a reduction in stress levels due to flexible work arrangements. However, 30% reported no change or increased stress, which may be due to challenges such as isolation, increased workload, or lack of clear boundaries between work and personal life.

5. Satisfaction with Organizational Support for Flexible Work

Particulars	Respondents	Percentage
Highly Satisfied	30	27%
Moderately Satisfied	48	43%
Neutral	18	16%
Dissatisfied	16	14%
Total	112	100%



Interpretation:

The majority of employees (43%) are moderately satisfied with the support provided by their organization for flexible work arrangements, while 27% are highly satisfied. However, 30% of respondents expressed neutral or negative opinions, indicating that organizations need to strengthen their support systems, communication, and infrastructure to enhance employee satisfaction.

VIII. CONCLUSION

The study on Flexible Work Arrangements (FWAs) and their impact on employee job satisfaction reveals that flexibility in the workplace plays a significant role in shaping employee attitudes and overall well-being. The findings indicate that a majority of employees experience moderate to high levels of job satisfaction when provided with options such as remote work, hybrid models, and flexible working hours. These arrangements contribute positively to improved work-life balance, reduced stress levels, and increased motivation. Employees particularly value the autonomy and



convenience that flexible work provides, which enhances their commitment and productivity. However, the study also highlights that flexible work arrangements are not without challenges. A notable proportion of employees reported neutral or lower satisfaction levels due to factors such as communication gaps, lack of organizational support, difficulty in collaboration, and blurred boundaries between work and personal life. These issues suggest that simply offering flexibility is not sufficient; it must be supported by effective policies, proper infrastructure, and strong managerial guidance. Overall, the study concludes that flexible work arrangements have a positive impact on employee job satisfaction when implemented thoughtfully. Organizations that adopt structured and well-supported flexible work systems are more likely to achieve higher employee satisfaction, better performance, and improved retention. Therefore, a balanced approach that combines flexibility with clear expectations and continuous support is essential for long-term success.

FUTURE SCOPE

The scope for further research in this area is extensive, as flexible work arrangements continue to evolve with technological advancements and changing workforce expectations. Future studies can focus on analyzing the long-term impact of flexible work on employee career growth, organizational performance, and employee retention across different industries. Researchers can also explore the role of emerging technologies such as artificial intelligence, digital collaboration tools, and automation in enhancing flexible work environments. Comparative studies between fully remote, hybrid, and traditional work models can provide deeper insights into their effectiveness under different organizational settings. Additionally, future research can examine the psychological aspects of flexible work, including employee mental health, digital fatigue, and social isolation. Expanding the sample size and including diverse demographic groups can improve the generalizability of findings. There is also scope to study the impact of flexible work policies in small and medium enterprises, where implementation challenges may differ from large organizations. By addressing these areas, future research can contribute to the development of more effective, inclusive, and sustainable flexible work practices that benefit both employees and organizations.

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