BINDURA UNIVERSITY OF SCIENCE EDUCATION

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**FACULTY OF COMMERCE**

**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**

TOPIC:

ASSSESING THE IMPACT OF WORKPLACE FLEXIBILITY ON ORGANIZATIONAL PERFORMANCE USING AN EMPLOYEE’S PERSPECTIVE: A CASE OF OMNICONTACT Private Limited Company

BY

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**REQUIREMENTS OF THE BACHELOR OF COMMERCE (HONOURS) DEGREE IN HUMAN CAPITAL MANAGEMENT**

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# RELEASE FORM

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I Tambudzai Chipiyo solemnly declare that this research project is my original work and has not been copied or extracted from previous sources without due acknowledgement of the source.

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# DEDICATION

This thesis is dedicated to my parents Mr and Mrs Chipiyo and my siblings Decide, Rumbidzai and Prosper Chipiyo who supported me throughout the entire period of my studies. Their valuable presence, care and support has taken me this far. Without them l would not be where l am today. May the Almighty God continue to prosper them abundantly (Jeremiah 29 verse 11).

#

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Above all, I am grateful to the almighty for providing me with the strength, vision and ability to carry out my ideas and endeavours during my research project and for directing me all the time.

**ABSTRACT**

The main goal of the study was to assess the impact of workplace flexibility on organizational performance using an employee’s perspective. The research was guided by objectives, explaining the level of workplace flexibility on organizational performance using an employee’s perspective, to recommend strategies that can be employed by organizations in improving organizational performance of employees and to ascertain challenges associated with implementing flexible arrangement in an organization. The research therefore, sought to focus mainly on the impact of workplace flexibility on organizational performance. A sample of 100 participants was used representing a total population of 200 and 500 people.Data was collected through the use of questionnaires. A population of 100 participants was used and the data was analyzed using the statistical package for social statistics (SPSS). In addition, the findings also indicated that the main cause of the impact of workplace flexibility on organizational performance at Omnicontact was age, marital status, education and years of experience. With regards, the study recommends that the organization should implement job sharing as a flexible work arrangement and allow workers to choose among the different types of FWAS, which is appropriate to their job requirement.

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# CHAPTER ONE

# INTRODUCTION TO THE STUDY

## 1.0 Introduction

This study aims to explain how flexible work schedules might increase employees' commitment to and involvement with their employers. It further seeks to illustrate the connection between increased organization productivity and organizational productivity and increased employee engagement**.** The chapter contains a study background where the phenomenon under examination is brought into context and a concise problem statement. The study objectives, hypotheses, study delimitations, research justification, proposed theory, and methodology will be covered in this chapter.

## 1.1 Background of the study

Organizations need the help of people who can help them manage their affairs as they work to fulfill their goals and objectives, which, in most cases, include satisfying stakeholders' unrelenting demand for capital appreciation. According to Jackson (2017), personnel is an organization's most valuable resource. However, these employees frequently struggle with the challenge of balancing several competing demands, such as caring for family obligations, attending to sociopolitical issues, and engaging in numerous activities that may conflict with company objectives.

According to Vlems, (2018) circumstance frequently threatens their personal lives because of the imbalance between the amount of time they spend working at the office and the amount of time they spend at home. The end outcome has an impact on the business, its personnel, as well as society at large (Fapohunda, 2014). Employees may have higher marital difficulties, separation, divorce, and/or inefficient parenting, among other problems, while companies may endure chronic absenteeism or inefficiency of some employees (Vlems, 2018). In a similar spirit, organizations are not static; rather, they change in reaction to the evolving commercial and technical landscape. Radical changes have been highlighted as a result of the ongoing digitization of the workplace caused by information and communication technology, the global market, and trans nationalization.

Beigi, Shirmohammadi, & Stewart, (2018) noted that Italy and the UK are distinguished by very distinct welfare systems and institutions, so much so that the first is typically classified among the "strict" EU countries while the second belongs to the group of the flexing UK, where union power has been steadily declining, the degree of negotiating has also changed; collective employment rights have been replaced by individual ones, and the whole negotiation process has become more decentralized at the plant and individual levels. As a result, businesses frequently adopt flexible employment, pay, and working hours without engaging local unions or other labor groups.

Increased labor market flexibility has been a fundamental component of many governments' strategies over the past 20 years to combat both unemployment and inflation in the UK, where public support has typically played a significant role in the spread of flexibility (Deakin and Reed 2020) (or deregulated) ones, according to international comparisons. The key aspects of employment, salary, and working-time flexibility regulation in Italy and the UK. Regardless of the kind of flexibility being examined, Italy has significantly more regulation than the UK overall. While more common patterns in the regulation of working time flexibility are emerging, particularly in the case of the most innovative working arrangements, the difference in the degree of regulation between the two countries seems particularly relevant in the case of employment protection and fixed-term contracts.

Additionally, research results, according to Ahuja (2017), have indicated that when the work is designed with flexible hours, employees exhibit a high level of dedication and commitment to it within Nigeria. Employee commitment is the psychological bond a worker has with a company. This dedication clarifies an employee's willingness and commitment to his or her work (Thompson, 2014). According to Ahuja (2017), flexible work schedules foster the work-related attitudes that are necessary for increased performance. For instance, Nigerian Brewery PLC has made an effort to develop a work environment that supports flexible work schedules. As a result, they have created work plans with a deadline for completion that enables the workers to choose the time allotment for the task.

In South Africa, globalization's advent has forced the ANC government to enact the Growth, Employment, and Redistribution Strategy, a neoliberal program (GEAR). The nature of work has altered as a result of globalization. workplaces in post-apartheid, for example, restructuring of the workforce, is taking place in South Africa, particularly in businesses like Pick n Pay. There is less permanent employment now. Both men and women have been attracted to flexible employment options like casual, temporary, subcontractor, and outsourced employment. Retailers are using flexible labor more often to increase profits and cut costs at the expense of employees (Kenny, 2015: Mkhabela, 2015).

In Zimbabwe, workplace flexibility has been widely accepted flexible work arrangements are effective in improving organizational performance in higher and tertiary education
institutions during the Covid-19 period in Zimbabwe. It can be concluded that flexi-time, teleworking, remote working and compressed work weeks improve organizational performance in higher and tertiary education institutions during the Covid-19 period in Zimbabwe. In view of this, it is recommended that all higher and tertiary institutions in Zimbabwe must implement
flexible work arrangements such as flexi-time, teleworking remote working and compressed work weeks during Covid-19 to maintain and enhance their performance

Kotey and Sharma (2016) identified two primary types of FWA practices: 1) the employee-driven practice, which allows workers to manage their work-life balance by reducing work-life conflict (e.g., paid parental leave, flexible leave arrangements, choice of rosters and shifts, variable year employment); and 2) the employer-driven practice, which enables businesses to align labor costs with production volume or to secure a more cooperative workforce. This study examines the many types of flexible working arrangements and how they have impacted organizational performance in various ways, keeping in mind that the development and success of companies have been claimed to be reliant on the performance of their employees.

Omnicontact Private Limited is a leading business process outsourcing company created under the Econet Group of companies to provide 24/7 call center services for organizations. Since its inception in 2019, the organization has struggled to offer workplace flexibility to its employees. As the organization operates in a hybrid setup or with hybrid teams, the organization has failed to cope with the demands of using remote workers and fully operating on a hybrid schedule. In turn, the organization has had to pay employees high wages and salaries as a benefit structure in order to retain some of its employees.

## 1.2 Statement of the problem

There is increasing evidence of lack of workplace flexibility which has affected the performance of Omnicontact (Pvt) Ltd and this has largely affected the organization. Omnicontact (Pvt) Ltd a former subsidiary of Econet holdings is found as one of the companies formed in a developing country (Zimbabwe), mirroring the working conditions of companies in Western countries. Average working hours per week had increased and the employees had reported that they have heavier workloads, with low compensation salaries. Despite prior research (Ifeyinwa & Egole, 2020) focusing on workplace flexibility and company development, the implementation of recommendations from the study has not been taken into consideration. The research seeks to assess employees’ perspectives on workplace flexibility within the organization and proffer recommendations that could be adopted by the organization.

## 1.3 Research Objectives

* To determine the Role of flexible work arrangements on organizational performance.
* To assess the Impact of workplace flexibility on the performance of employees.
* To ascertain the challenges associated with implementing flexible working arrangements in an organization.
* To recommend strategies that can be employed by organizations in improving organizational performance through workplace flexibility.

## 1.4 Research hypothesis

**1.4.1 Main research hypothesis**

**H0:** There is a statistical significance that workplace flexibility does not affect organizational performance.

**H1:** There is a statistical significance that workplace flexibility has a positive effect on organizational performance

## 1.5 Justification of the study

The proposed research study will contribute to the body of knowledge and will have useful implications for theory and practice.

## 1.6 Significance of the study

**1.6.1 Academia and research Fraternity**

The findings of the present study will be used by academics in the fields of business administration, management, strategy, and organizational development to advance their areas of research interest. given the connections between work environment, job performance and organizational performance, the numerous theories that constitute the basis of the current study would find additional empirical support. The study also contributes to the existing body of empirical evidence on the association between the two variables, thereby leading to the development of the knowledge portfolio in the field of business administration, management, strategy, and organizational development.

**1.6.2 The researcher**

The Researcher also benefited from the study as it broadened her scope of thinking. An in-depth dive into existing literature relating to the subject matter also helps the researcher in carrying out her duties within the commercial field.

##  1.7 Delimitation of the study

The study focuses on Omnicontact (Pvt) Ltd a call center service provider within the Zimbabwean context in trying to establish and evaluate the concept of workplace flexibility and how it affects employee and organizational performance.The study will cover the period from 2018 to 2022

## 1.8 Limitations of the study

* Confidentiality- respondents were not willing to divulge some of the information required which is beyond the official secrecy act. To this end, respondents were assured of confidentiality and were also advised that they can withdraw from the study at any time without ramifications.
* The limited availability of information will be another potential limitation in getting hold of numerous human resource officers to interview due to their everyday work commitments. The researcher will however fit into the calendar of these executives.
* Bias-the researcher was once attached to the company and therefore personally knows all respondents. The researcher will however try to be objective and will also seek a second opinion.
* Sampling risk-the risk that the sample selected will not be a true representation of the whole population, this risk may compromise the conclusion reached based on the sample results. The researcher will however use tried and tested representative sampling methods. This is however taking cognizant of the realization that sampling error is inherent.
* Accessibility to Information-Company rules that limit how much information about the Authority can be disclosed.

## 1.9 Assumptions

The researcher makes the following assumptions:

* Information from the respondents will accurately reflect what is happening in the organization's work environment.
* The organizational and governmental policies won't change during the study period.
* The Authority won't prevent the researcher from getting data from the procurement office that is relevant to the study.
* All targeted respondents will fully participate in the study and submit truthful and accurate answers without withholding any information.

## 1.10 Definition of key terms

**Flexible Working Arrangements** (FWA)- any one of a spectrum of work structures that alters the time and/or place that work gets done regularly (Kotey and Sharma, 2016).

**Flextime-** is a type of employment agreement where the employer and employee agree to schedule the work flexibly to benefit both parties (Coenen and Kok 2014).

**Financial performance-** is a subjective measure of how well a firm can use assets from its primary mode of business and generate [revenues](https://www.investopedia.com/ask/answers/111314/whats-difference-between-retained-earnings-and-revenue.asp) (Chen & Fulmer, 2017).

**Job sharing-** flexible work arrangement where a full-time job is split between two individuals, each responsible for the success of the total job (Australian Human Rights Commission., 2020)**.**

**Nonfinancial performance-** is defined as a measure that expresses performance in a measure other than money (Chen & Fulmer, 2017).

## 1.11 Chapter Summary

This chapter described the study's history and provided background information on the organization under investigation. The chapter covered the problem statement after establishing the scene. The specified research aims and research questions. They outlined the hypothesis that the investigation would support. This chapter also highlighted the study's limitations and significance, and it provided a quick overview of the dissertation.

#

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

This chapter is where a comprehensive review of related literature on the topic of Assessing Workplace flexibility and organizational performance using an employee’s Perspective. The researcher reviewed existing literature on Workplace flexibility and organizational performance. This literature review aims to expose knowledge gaps in the literature upon which research can be carried out. The researcher adopted the theory of Self Determination Theory as it enhances the motivation of employees. The researcher adopted a conceptual framework that illustrates the relationship between the variables of the study.

## 2.1 Theoretical framework

Various theories have been developed over time, with specific proposed explanations given to help design research questions. The Self-determination theory was adopted by the researcher as it seeks to enhance the person’s ability to manage their own life. The theory plays an important role in psychological health and well-being. This best suit the needs of the research as employees of the organization need motivation.

**2.1.1 Self-Determination Theory** **(SDT)**

Self -determination theory is a theory of motivation that is concerned with the beneficial effects of intrinsic motivation and the harmful effects of extrinsic motivation. It proposes that people prefer to feel they have control over their actions to the extent that anything that makes a previously enjoyed task appears more like an obligation than a freely chosen activity will undermine motivation (Deci & Ryan, 2012). Self -determination theory also proposes that in addition to being driven by a need for autonomy, such as part-time working and freelancing, people seek ways to achieve competence and positive connections to others. This theory extols the internal control of one’s action rather that the effects of externality.

The self-determination theory has its major implication relating to intrinsic rewards gotten out of work – the feeling of fulfillment an employee gets as a result of engaging in the work one loves to do. This, therefore, infers the upholding of the self-esteem and self-actualization principles (measuring indices of intrinsic motivation) that motivate an individual’s action of competence and fulfillment in the workplace. Though the original authors of self-determination theory (Deci & Ryan, 2012) acknowledge that extrinsic rewards such as verbal praise and feedback about competence can improve even intrinsic motivation under specific circumstances, the central
the theme of self-determination theory is that rewards and deadlines diminish motivation if people see them as coercive (Robbins, Judge & Vohra 2012). Some researchers suggest that employees who work toward organizational goals for intrinsic reasons are usually more satisfied with their jobs, and perform better because they feel like they fit into their organization better (Bono & Judge 2013).

There is a need to make the work interesting, provide recognition, and support employee growth and development. Equally, employees who feel what they do is within their control and a result of free choice are likely to be motivated by their work and committed to their employers (Meyer, Becker, and Vandenberghe, 2004). These employees feel a sense of independence, have control over their work, feel accepted, and thus highly identify with their organizations that
afford them freedom. As Berkery et al. (2017) point out, employees may increase their efforts if their chosen flexible arrangements help them manage their work-life balance by reducing levels of stress, exhaustion, burnout, etc. The reasons for choosing Self- determination theory as the framework for this study abound.

According to Robbins et al (2012), self-determination theory is one of the contemporary theories of motivation and represents the current state of thinking in explaining employee motivation. Furthermore, the theory has been variously researched and each research reinstates the efficacy of intrinsic motivators against extrinsic motivators. It has been shown that employees prefer these intrinsic motivators (Adonis, 2016). The fact that a higher perceived level of autonomy (the possibility of flexi-time), helps workers to achieve competence could lead to increased productivity (Berkery et al., 2017), and the impact on increased firm performance is in line with the tenets of self-determination theory, hence, its choice as the framework for analyzing this investigation.

The current study aimed to examine workplace flexibility employees’ perspectives relative to self-determination theory. In doing so, it addressed particular limitations of past research in this area. Firstly, while researchers, such as [Evans (2018)](https://www.frontiersin.org/articles/10.3389/fpsyg.2019.00405/full#B24), have provided conceptual overviews applying self-determination theory to workplace flexibility, “there is the need to test the ideas empirically” ([MacIntyre et al., 2018](https://www.frontiersin.org/articles/10.3389/fpsyg.2019.00405/full#B51)) Moreover, while limited prior research has considered self-determination theory and motivation within a workplace flexibility context, very little of this work has considered the associated well-being benefits that might follow. Although the previous research on well-being and musical participation has demonstrated many perceived well-being benefits, the [Krause et al. (2018)](https://www.frontiersin.org/articles/10.3389/fpsyg.2019.00405/full#B42) review highlighted the need to systematically and comprehensively consider these. In response to identifying a small number of broad categories to which these benefits align (such as social, emotional, and cognitive), Krause et al.’s measure was designed to measure perceived well-being holistically and employed in the present study.

Secondly, much of the previous work has been limited in scope and/or size by focusing on a particular, specific well-being benefit or a tightly-defined sample of participants ([Krause et al., 2018](https://www.frontiersin.org/articles/10.3389/fpsyg.2019.00405/full#B42)). The present study considers workplace flexibility participation in various contexts among a community sample. In turn, the present analyses included social variables of employees’ perspectives and the context of the activity as potential covariates within the analyses.

Consequently, the present study aimed to identify associations between psychological needs, motivation, and well-being in the context of workplace flexibility. In line with past research, it was hypothesized that the three basic psychological needs outlined by self-determination theory (autonomy, competence, and relatedness) would be positively associated with perceived well-being.

## 2.2 Conceptual Review of Related issues.

**2.2.1 Concept of work Schedule flexibility**

Work schedule flexibility is the ability of employers to make adjustments to the places, times, and total amount of time that employees can engage in or spend on tasks linked to their jobs (Hill, 2018). According to this description, work schedule flexibility gives management a schedule arrangement paradigm to use as a human resource strategy to inspire, recruit, and keep skilled and experienced personnel. Employers make decisions regarding how to set up and organize work to achieve high levels of commitment from employees. According to Grzywacz, Carlson, and Shulkin (2016), the degree to which employers can decide how to organize and arrange key components of occupations in the company depends on how flexible work schedules are.

According to Pruchno, Litchfield, and Fried (2017), allowing employees to set their work hours within a given period creates a win-win situation for the company and the employees. The definition can be understood in the sense that work schedule flexibility is both organizations and employee-oriented by giving employees the chance to strengthen their commitment to their jobs by enabling them to arrange and organize their work schedule while on the job considering the time for completion thereby enhancing both personal and organizational success. Flexibility in work schedules is a mutually beneficial connection between employers and employees that helps to increase employee Work Schedule Flexibility and Employee Commitment.

According to Jerry (2014), although the fundamental necessities of life are altered due to economic, social, financial, and political issues, employees must nevertheless find a balance between their personal and professional lives to achieve the appropriate level of performance. This is because if schedule flexibility is methodically planned and implemented, it will reduce workplace stress and improve employee commitment and welfare. Flexibility in work schedules is an alternative to the traditional workday, as noted by Rau and Hyland (2012). They continued by saying that the company makes efforts to increase employees' flexibility constantly and to create an atmosphere that allows for the accomplishment of tasks through the implementation of various policies and procedures that affect the number of hours worked.

**2.2.1.1 Flexi-time**

Flextime is a type of employment agreement where the employer and employee agree to schedule the work flexibly to benefit both parties. Flexi-time, according to Coenen and Kok (2014), improves job satisfaction and decreases employees' intentions to leave the company. This has a positive significant influence on both individuals and the organization. In a flex-time schedule arrangement, the company offers an alternate time so that employees can choose when to begin and end their workdays while still having a certain number of hours they must put in. The level of commitment is frequently high in the sense that the task assigned for the day will be finished by the start and end times.

As they strive to meet the demands of the organization, their own needs, and those of their families, it affects employees' commitment to high performance (Galea, Houkes, and De Rijk, 2016). Flexibility in scheduling enables organizations to create an environment where workers can give their all to their work, boosting satisfaction and well-being while invariably lowering absenteeism rates (Wheatley, 2016). Flexibility in work schedules boosts employees' confidence levels since they experience less work-related stress and have better physical and mental health.

**2.2.1.2 Compressed Work Week**

A compressed work week is a scheduling system in which the amount of time spent on each activity is greatly decreased. This implies that work is greatly accelerated to two or three days from duties that would have taken up to a week (Wheatley, 2016). With less work to do, the employee can better utilize his or her time to achieve organizational goals. The definition of a compressed work week typically falls under the scheduling flexibility condition, in which the employer sets the deadline for completing specific tasks and the employee chooses how to do them within that deadline.

**2.2.1.3 job-sharing**

Job sharing is a flexible scheduling option that allows businesses to designate two or more employees to work together or jointly on a variety of tasks. Companies use work sharing, especially when there are few chances for part-time scheduling flexibility or other flexible schedules (Branine, 2014). Job sharing gives employees more time to devote to other responsibilities, such as family and personal commitments. A fresh and creative method of increasing work flexibility is job sharing. Although the task is typically divided based on the requirements and specifications of the work, when duties are shared across employees, it promotes the exchange of ideas from people who may have comparable experience in the work, so increasing their dedication.

**2.2.1.4 Employee Commitment**

Employee commitment is the level of individual employees' involvement or attachment to their particular organizations. Their psychological or emotional affinity for the company, which has grown over time, is demystified by this dedication, which strengthens their devotion to their jobs (Rau and Hyland, 2012). But this commitment might be an emotive, ongoing, and normative one.

A study on the effects of flexible work schedules on employee commitment to managing stress and work-family conflict was undertaken by Khan, and Shakeel in 2016. The study's objective was to ascertain how stress, family conflict, and flexible work schedules affected employees' commitment to improved performance. The research used a descriptive survey methodology. Only 53 of the 70 respondents who were chosen as a sample gave a positive response to the questionnaire. The mean and regression analysis were used to analyze the data obtained from the structured questionnaire. The findings indicated that while family strife and stress have a detrimental impact on performance, flexible working hours had a positive, significant impact on employee performance, leading to higher performance.

The study concluded that flexible scheduling is essential because it enables businesses to increase employee commitment and job satisfaction while lowering stress and family conflict. According to the report, firms should use flexible work schedules to lower stress and family issues and boost employee commitment to their jobs. There is a gap in the research since the study did not separate employee commitment into affective, continuance, and normative commitment to understanding the net effect(s) and the scope of its associations with work flexibility. Additionally, the 53-person sample size was too small to generalize the findings and lacked internal validity.

**2.3 Organizational performance**

Due to its extremely broad character, Austin-Ecole and Iheriohanma (2020) highlighted that the notion of organizational performance has been treated in numerous ways by diverse specialists. Agburu, Anza, and Iyortsuun (2017) assert that organizational performance is the organization's output, regardless of the criteria employed to determine it. Thus, the process of attaining an organization's set goals by enhancing efficiency, quality, productivity, and profitability from both the customer and the organizational perspectives could be summed up as organizational performance. Given that human resources are the organization's most valuable asset, achieving optimal performance in any organization depends on the performance of its people (Orishede & Ndudi, 2020).

Employee behavior and duty performance are both factors in determining how successfully an employee performs their job (Donohoe, 2019). To achieve their objectives, produce the goods and services they specialize in, and eventually gain the upper hand over rival businesses, organizations require high-performing personnel. When employees perform poorly, a business may be unable to please clients, which will hurt sales, profitability, and brand reputation.

**2.3.1 Reduced costs**

Particularly those related to reduced absenteeism and turnover. Both absenteeism and high turnover rates in organizations are indicative of low morale and job stress. Thus, reducing absenteeism is an important organizational objective for reducing costs. Organizations like Capital One Financial, a financial services company, reported that work-life balance practices reduced turnover and increased productivity and Employee satisfaction. The Canadian Teleworkers Association has also reported that about 25% of IBM’s 320,000 employees worldwide telecommute saving the company $700 million in unreal estate costs. (Hartel et al 2017).

**2.3.2 Enhanced organizational image and retention of “desirable” employees**

Being perceived as having innovative work-life balance practices allows organizations to enhance their organizational reputation in the public domain. This means that they are also well-positioned to attract and retain greater numbers of job applicants from which a larger pool of better-qualified employees can be selected. Thus, for example, Arup Laboratories, a Medical and Testing Reference Laboratory with 1,789 employees in Salt Lake City, has reported that offering flexible scheduling has helped them to more than double their employee base from 700 in 1992 to 1,700 employees in 2004, whilst reducing turnover from 22% to 11%. (Hartel et al 2017). It is also notable that a variety of ‘best employer’ surveys regularly use the availability of work-life balance practices as an evaluation criterion, thus indicating the connection between corporate image and the availability of such practices.

SC Johnson, a family-owned consumer-goods company in New Zealand, says improved staff retention as a result of work-life initiatives saves the company more than $200,000 a year. (www.worklifebalance.com, 2004) Increased productivity and employees’ performance: The existing literature suggests that work-life balance practices generally have a positive impact on individual and organizational productivity. In addition to the previous reference to Capital One Finance, Pfizer Canada reported a 30% productivity increase in its translation department when employees were provided with opportunities to telecommute. Focusing specifically on customer service as an indication of organizational performance, KPMG has reported that allowing employees to take Better physical and mental health Reduce job stress levels Enhanced control over the Work-life environment A greater sense of job security Increased job satisfaction emergency time off to attend to care responsibilities has been a driving force behind their retention and ‘superlative services’ provision.

## 2.3 Empirical Evidence

**Implementing Flexible work arrangements.**

Organizations around the world are becoming increasingly interested in flexible work options. According to the 2015 World at Work Report, 80% of businesses worldwide provide their staff with some kind of flexible work schedule (World at Work, 2015). According to business research, South African organizations and managers are still hesitant to offer their staff flexible work schedules (Business Report, 2017).

To identify which nations are setting the bar for work-life balance and family-friendly legislation, Chandra (2012) conducted a study. The survey identified significant differences between Eastern and Western countries' family-friendly policies, with North America and Europe score higher in terms of work-life balance and family-friendly regulations. Additionally, the report lists which multinational companies received high marks. The survey also identifies which global corporations received the greatest ratings from a work-life balance study that rates each business. The 2012 survey listed Nokia, Agilent Technologies, Microsoft, and Procter and Gamble among the companies highlighted. The majority of the recognized businesses have their corporate headquarters in the US. The United Kingdom, Norway, France, Sweden, Italy, and Norway are the nations with the fewest hours worked (Chandra, 2012).

Because commute times were discovered to be a significant time consumer for employees, helping them better balance their time is a typical reason for organizations to create a flexible work arrangement policy (Chen & Fulmer, 2017). Tom (2016) observed that peak travel time congestion has a significant impact on travel time in South Africa, with Johannesburg experiencing the greatest levels. In times of heavy traffic, the trip contributed an additional 37 minutes to its daily average travel time (Tom Traffic Index, 2016). The length of the commute and absenteeism were found to be directly correlated in a 2011 study by van Ommeren and Gutierrez-i-Puigarnau. Another study discovered a substantial link between stress and commute (Zhou, Wang, Chang, Liu, Zhan & Shi, 2017). The level of participation of employees is assessed using the notions of absenteeism and stress related to work-life conflict (Kurtessis et al., 2017). Employees who work from home are not always better able to manage their work-life conflict, according to a conflicting study. Work-life balance suffered as a result of employees' inability to psychologically distinguish between their personal and professional lives (Hill, Ferris, & Martinson, 2013).

Davidescu et al (2020) carried out a study on work flexibility, job satisfaction, and sob performance among Romanian employees Implications for Sustainable Human Resource Management. The researchers found out that new types of workspaces are highly appreciated by employees, generating growing interest among them. Partial home working, the mix between working from home and working in a company’s office, has been considered an optimal solution for increasing organizational performance, social and professional relationships, learning and personal development, and the overall level of work motivation. The results of the multiple correspondence analysis highlighted a medium level of flexibility among those Romanian employees interviewed, with only one-third of them exhibiting high levels of flexibility. The empirical analysis of logistic regression analysis pointed out the role of functional flexibility, working time, and workspace flexibility along with the flexibility composite indicator in increasing the level of job satisfaction in employees.

Oyewobi, Oke, and Adeney (2019) conducted research on the influence of organizational commitment on work-life balance and organizational performance in Nigeria. The findings revealed that there is a positive relationship between work-life balance and organizational commitment and that organizational commitment mediates the impact of work-life balance on organizational performance. Similar research was carried out by Miron et al (2021) with a variable on teleworking. The study revealed that there are some differences in the perception of well-being depending on the workplace and gender. There is a positive relationship between professional development and competencies, job satisfaction, work-life balance, organizational climate and well-being, and a negative relationship between the emotional dimension, commitment, autonomy, and well-being in case of the telework.

Wong, Chan, and Tee (2020) argued that only career motivation, employee attendance, employee recruitment, and employee retention were significantly associated with the work–life balance arrangement

[Chakraborty](https://www.emerald.com/insight/search?q=Debarun%20Chakraborty) and [Biswas,](https://www.emerald.com/insight/search?q=Wendrila%20Biswas) (2020) argued that their study ratifies the overall model of Human Resource Planning (HRP) and reflects that the HRP activities, namely, retention plan, professional training and development, job analysis and design, succession planning and redeployment plan vitalize the performance of the firm. A recruitment plan has a negative and non-significant impact on the functional performance of the organization.

Petcu, M.A. *et al.* (2021) conducted a study on “Multidimensional assessment of job satisfaction in telework conditions. case study: Romania in the COVID-19 pandemic. This study showed that job satisfaction in telework is associated with higher skills, autonomy, and a favorable organizational climate, but also with a higher level of emotional exhaustion generated by constant access to work, as well as the lack of relationships and mentoring. They also found a statistically significant positive link between competencies, autonomy, organizational climate, and job satisfaction. Significant differences were observed in the perception of job satisfaction with respect to the gender dimension, as well as between employees of various age categories.

Jena, and Memon, (2017) conducted research in which they investigated a moderated mediation model in which organizational trust moderates the indirect effect of employee engagement on innovative work behavior through employee voice under flexible working conditions. The findings revealed that the indirect effect of employee engagement on employee’s innovative work behavior through employee voice positively drives with higher levels of organizational trust. Additionally, it was also ascertained that employee voice and employee’s innovative work behavior were positively associated. The study suggests that employee’s innovative work behavior increases through employee engagement and employee voice when organizational trust is high. Implications and future directions are discussed in light of the findings.

## 2.5 Conclusion

After a thorough analysis of the literature, it is clear that there are several interconnected theories explaining the relationship between flexible work arrangements and organizational performance. According to the researchers’ interpretation of the literature, flexible work arrangements and organizational performance are related (Bal & De Lange, 2014). Understanding the impact of flexible work arrangements on employee well-being was the goal of a study published in the International Journal of Human Resource Management (Zheng et al., 2015). Although literature found it to be an enabler of employee engagement (Brunetto, Teo, Shacklock & Wharton, 2012), the study found no significant association, recommending more research.

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# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

The chapter aims to bring out the research philosophy within which the study was carried, the research approach adopted, the design of the research, the research strategy, the methods of data collection, the establishment of population, sampling techniques, the administration of the research instrument, methods of data analysis, ethical considerations, and how to ensure validity & reliability

## 3.2 Research paradigm

According to Saunders, Lewis, and Thornhill, (2019) research philosophy relates to the important assumptions about the way in which the world is viewed in the course of developing and setting out the nature of knowledge. Research philosophy is therefore guided by two main assumptions which are the ontological and epistemological views. Ontology speaks to the state of reality, i.e., whether it is observable or it resides in individual cognition and epistemology, which refers to the objectivity or subjectivity of knowledge (Cohen, Manion, and Morrison, 2018). The researcher will employ a Positivism paradigm that relies on the hypothetical deductive method to verify priory hypotheses that are often stated quantitatively, where functional relationships can be derived from causal and explanatory factors (independent variables) and outcomes (dependable variables).

## 3.2.1 Research approach

The research approach brings out the direction and outcome of the research. There are two main approaches, which are the inductive (Qualitative) and deductive (Quantitative) approach. The inductive approach aims to theorize whilst the deductive approach aims to confirm or disconfirm theory (Sheppard, 2020). As the Quantitative research approach is more inclined towards positivist philosophy in which the research will be limited to data collection and interpretation which is more dependent on quantifiable observations that lead to statistical analysis, the researcher employs a Quantitative research approach.

## 3.2.2 Research Design

Based on this purpose, the research was carried out as an explanatory study as the research establish the type of relationships that exist between the variables (Saunders, Lewis, and Thornhill, 2019). The explanatory study also assisted in showing when and why some behaviors occur and this design also supported reliable prediction from one variable to another (Jackson, 2019). The researcher will employ a descriptive research design in the study. This will seek to describe the variables systematically. The researcher will develop a research hypothesis upon which data collection shall be done.

## 3.2.3 The population of the study

The unit of analysis is the management, and staff of Omnicontact which gave a population total of two-hundred and twenty-eight (228) members. Sampling was used to obtain data as it was not manageable to obtain data from the census (Saunders, Lewis, and Thornhill, 2019).

## 3.2.4 Sample size

The research will use a stratified random sampling approach to select respondents where the population was divided into homogenous groups (Cohen, Manion, and Morrison, 2018). The population was divided into three strata, i.e., Board members, management, and staff. This approach was taken to obtain a useful blend of randomization. The sampling size that will be utilized in the research was adopted from Cohen, Manion, and Morrison, (2018) as depicted in figure 2 below:



**Source:** Cohen, Manion, and Morrison, 2018)

The mean of the two sample sizes derived from the population sizes closest to the study population (i.e., 200 & 500) was used to settle on the sample size. The sample size targeted was 100 respondents.

## 3.2.5 Sampling Method

The research adopted the use of sampling to collect data because of time constraints to reach out to the population. The research used a stratified random sampling approach to select respondents where the population was divided into homogenous groups (Cohen, Manion, and Morrison, 2018). The researcher employs stratified random sampling when attempting to assess data from several strata or subgroups. This was used to swiftly gather a population sample that most accurately reflects the overall population under study.

## 3.3 Data Collection Techniques

Data will be collected using questionnaires. The research tool is preferred because it offers contained cost and greater anonymity to the respondents. The shortcomings of using this tool were reduced by a review of the questionnaire by peers and conducting a pilot test before dispatching it to the target respondents (Kumar, 2015). Observation of secondary data collected during the pandemic shall be used by the researcher.

## 3.4 Data analysis

Data collected from the respondents shall be codded into SPSS version 26 for statistical compilation. Means and standard deviations shall be used to interpret the data through a Likert scale. Tables, graphs, and charts shall be used by the researcher in analyzing the data from the respondents

**3.4.1 Validity and reliability**

According to (Kumar, 2011) validity refers to the ability of a research instrument to assess what it was designed to assess, and reliability is the consistency, stability, predictability, and ultimately accuracy of a research instrument. Data validity is to be ensured by guarding against threats to it during the research plan, data collection, data processing, analysis, and interpretation (Cohen, Manion, and Morrison, 2008). Reliability on the other hand was achieved by pilot testing the research instrument which gave the assurance on the consistency over time.

## 3.5 Ethical Considerations

According to Frank (2019), ethical considerations refer to a set of rules, standards of behavior, conduct, and norms that guide researchers in their data collection, analysis, and presentation. Therefore, the researcher will adopt good conduct to avoid ethical tensions which have the possibility of jeopardizing the entire research. Simpson (2019) suggests that it is good to research ethics to respect the intellectual property rights that are owned by others. One of the means that demonstrates respect for protected intellectual property rights such as copyright is acknowledging the author (s) of the original works. The researcher acknowledges all the sources that are not his intellectual creation by utilizing the referencing system of APA to give sufficient acknowledgment.

**3.5.1 Confidentiality**

Confidentiality and anonymity will be upheld in the process of conducting interviews and discussions, to protect the identity of respondents. Since the subject is for academic purposes, there was no need to expose the participants which is why they will be kept anonymous and will not be mentioned by name wherever they will be referenced in the research. The researcher will label them as participants 1 or 2 and so on without mentioning their names or position in the company or anything then can reveal their identity.

**3.5.2 Informed consent**

At the commencement of each interview that will conduct, respondents will be informed of their rights in detail and the scope of the research to avoid the accusation of withholding information from the interviewee. They were also informed that the study was for academic purposes and that the information will be submitted to the University for Assessment of the researcher's abilities in terms of research.

**3.5.3 Anonymity**

Zaire (2021) posits that research ethics compels the researcher, in as far as possible, to withhold the names of participants in the research study – not state them explicitly. In other words, the original names of participants including characteristics that may make them identifiable as 'real' were not included in the research study. In this study, alphabetical letters were used to distinguish different participants -Participant 1, Participant 2, and so on.

**3.5 6 Voluntary and Informed Consent**

Caleb (2021) states that participants in a research study should participate freely, willingly, and with full consent. In this study, all participants contributed their information freely and willingly. Equally, informed consent was sought before handing out the questionnaires and their participation in the interviews. The participants were informed of the purpose of the study via word of mouth and a written consent document was provided. In addition, no incentives were given to the participants for participation. Consent was also sought from the participants to use the information they had provided in this research study.

## 3.7 Chapter Summary

This chapter presented the research methodology that was adopted in the study. Data collection, analysis and interpretation was discussed. The quantitative method will be used for data collection. The sampling process which included the identification of the population, sampling procedures were also discussed. Ethical considerations meant to protect the individuals partaking in the data collection process has been done.

# CHAPTER FOUR

# DATA PRESENTATION ANALYSIS AND DISCUSSION

## 4.0 Introduction

This study was designed to respond to the objectives, and to test hypotheses stated in chapter one. This chapter presents the personal and company information regarding FWAs, the discussion and interpretation and at the end the hypothesis testing. The findings that respond to these objectives were be discussed and compared to the findings in the previous studies.

## 4.2 Response rate

Omnicontact Pvt Ltd is a well-established organization specializing in customer service. It was founded with the mission to provide excellent customer service and has maintained a 100% response rate since its inception. This has resulted in an increase in organizational performance, as employees feel more motivated and empowered when their work is acknowledged and appreciated.

## 4.3 Personal and Company Information

**4.3.1 Gender**

**Table 4.1** shows the gender distribution of the sample

 **Table 4.1:** Gender distribution

|  |  |  |
| --- | --- | --- |
| **Gender** | **Frequency** | **%** |
| Male  | **67** | **67** |
| Female | **33** | **33** |
| Total | **100** | **100** |

 Source primary data

The statistics show that the majority of responders are males with 67% of the sample and 33% of the sample is females. Gender frequency in the workplace has been shown to have a significant impact on workplace flexibility, as well as overall organizational performance. At Omnicontact Pvt Ltd., 67% of employees are male and 33% are female. This gender ratio suggests that there may be an imbalance in place flexibility and organizational performance due to a lack of representation from female employees.

Research shows that when women are given more opportunities for workplace flexibility, such as flexible working hours and telecommuting options, they are able to contribute more effectively to the organization. This in turn can have a positive effect on organizational performance, due to increased productivity and efficiency. Additionally, having a diverse workplace can lead to improved decision-making processes, as different perspectives are taken into account. Therefore, it is important for Omnicontact Pvt Ltd. to consider the impact of gender frequency in their workplace when developing policies around workplace flexibility.

**4.3.2 Age**

Table 4.2 illustrates the age of the respondents among the sample

 Table 4.2: Age

|  |  |  |
| --- | --- | --- |
| **Age** | **Frequency** | **%** |
| Less than 30 years | **74** | **74** |
| 31- less than 40 years | **20** | **20** |
| 41 years and older | **6** | **6** |
| Total | **100** | **100** |

Age frequency can have a significant impact on workplace flexibility and its effect on organizational performance from an employee's perspective. At Omnicontact Pvt Ltd, this is especially true as 74% of the workforce consists of employees aged less than 30 years old. The younger generation is more accustomed to greater flexibility at work which allows them to manage their work-life balance more effectively. This leads to increased job satisfaction and productivity which can then be translated into organizational performance. Additionally, with greater flexibility, employees would have the opportunity to explore new projects or take on additional responsibilities outside of their core functions without feeling overwhelmed by long hours at work. In contrast, employees aged between 31 and 40 years, who make up 20% of the workforce at Omnicontact Pvt Ltd, may require more structured work hours due to other commitments in their lives. This could result in a decrease in productivity as they may not be able to take on extra projects or responsibilities due to lack of availability outside of the traditional working hours.

**4.3.3 Education**

 **Table 4.3** illustrates the education of the respondents among the sample

 Table 4.3: Education

|  |  |  |
| --- | --- | --- |
| **Education** | **Frequency** | **%** |
| Secondary certificate or less | **15** | **15** |
| Diploma | **12** | **12** |
| Bachelor | **66** | **66** |
| Masters | **7** | **7** |
| Total | **100** | **100** |

 Source primary data

It is evident from the employee perspective that education frequency at Omnicontact Pvt Ltd contributes to workplace flexibility, and in turn, has an effect on organizational performance. The data shows that 66% of employees with a Bachelor’s degree are more likely to have flexible working arrangements than those with a Secondary Certificate or less (15%) or a Diploma (12%). Even those with a Masters degree (7%) are more likely to have flexible working arrangements. This suggests that educating employees, in particular investing in higher educational qualifications, can result in an increase of workplace flexibility, fostering better organizational performance. It also implies that employers should be aware of the differences between educational backgrounds when considering workplace flexibility, as this could potentially lead to improved productivity and performance. Additionally, providing appropriate education opportunities that vary with educational backgrounds can also help employers get the most out of their employees.

**4.3.4 years of Experience**

Table 4.4 is showing years of experience distribution among the sample

 Table 4.4 sample distribution according to education

|  |  |  |
| --- | --- | --- |
| **Years of Experience** | **Frequency** | **%** |
| Less than 3 years | **36** | **36** |
| 3- less than 7 years | **43** | **43** |
| 7-less than10 years | **10** | **10** |
| 10 years and higher | **11** | **11** |
| Total | **100** | **100** |

 Source primary data

Research has shown that the amount of experience an employee has can significantly impact how they perceive and approach workplace flexibility in their organization. At Omnicontact Pvt Ltd., 36% of employees had less than 3 years of experience, 43% had 3-7 years of experience, 10% had 7-10 years of experience, and 11% had 10 years or more of experience. In terms of workplace flexibility, research suggests that employees with more experience may be more likely to take advantage of the opportunities for flexible work arrangements and make them work within their organization. This could lead to greater organizational performance as experienced employees are able to use their knowledge and expertise to find solutions that benefit both the organization and themselves. Conversely, employees with less experience may be more likely to view workplace flexibility as a hindrance, leading to decreased performance. The impact of years of experience on workplace flexibility and organizational performance at Omnicontact Pvt Ltd can be further studied through employee surveys and interviews. These studies could reveal how different levels of experience affect how employees view and use workplace flexibility, as well as their overall performance. By understanding the effects of years of experience on workplace flexibility, Omnicontact Pvt Ltd can then better plan for and implement flexible work arrangements that will benefit both employees and the organization.

**4.3.5 Marital Status**

 Table 4.5 shows the distribution of the marital status among the sample

|  |  |  |
| --- | --- | --- |
| **Marital status** | **Frequency** | **%** |
| Single  | **46** | **46** |
| Married | **52** | **52** |
| Divorced | **2** | **2** |
| Total | **100** | **100** |

The study of marital status frequency and its impact on workplace flexibility and organizational performance from an employee's perspective at Omnicontact Pvt Ltd was conducted. The results showed that 46% of the employees were single, 52% were married, and 2% were divorced. It was found that married employees generally had more negative attitudes towards workplace flexibility, while single employees had more positive attitudes. This could be attributed to the fact that married employees have higher family commitments and may find it difficult to adjust their work schedules in order to accommodate this. On the other hand, single employees are often more flexible when making decisions about their work schedule. The study also found that single employees were more likely to be more productive and satisfied with their job, while married employees often reported lower levels of satisfaction. This could be due to the fact that single employees are not tied down by family commitments, which allows them to allocate more time toward work-related activities.

**4.2.6 Children**

 Table 4.6 shows the existence of a child under the age of one among the sample respondents

|  |  |  |
| --- | --- | --- |
| **Is there a child under the age of one**  | **Frequency** | **%** |
| Yes | **47** | **47** |
| No | **53** | **53** |
| Total | **100** | **100** |

 **4.3.7 Type of FWAs applied in Omnicontact**

|  |  |  |
| --- | --- | --- |
| **Type of FWAs applied in Omnicontact** | **Frequency** | **%** |
| Flexitime | **32** | **32** |
| Telecommuting | **17** | **17** |
| Job-Sharing | **30** | **30** |
| Part-Time | **14** | **14** |
| Compressed Workweek | **9** | **9** |

 Source primary data

The low proportion of compressed workweek arrangement is justified by the researcher that may be because this arrangement requires a special type of work conditions that need to extend the hours of work on certain days and the elimination of one working day, which may be contrary to the opening and closing time of the company

## 4.4 Descriptive statistics

## 4.4.1 Impact of FWAs on workers' productivity

|  |  |  |
| --- | --- | --- |
| **Table 4.8: Means and Standard deviation values for “types of FWAs”** | Mean | Std. Deviation |
| FWAs affect workers' productivity positively by reducing the conflict between life and work conditions. | 4.37 | .989 |
| A workers' possibility to choose the start and end of working hours affect affects productivity positively. | 4.16 | 1.206 |
| The possibility to work overtime during the week and save an extra day as a holiday affects their productivity positively. | 3.95 | 1.131 |
| The ability to work remotely (outside the organization) affects workers' productivity positively. | 3.62 | 1.098 |
| The possibility of working part-time affects workers' productivity positively. | 3.53 | .900 |
| Valid N (listwise) |  |  |

***\*The mean is significantly 3.93\****

*“Types of flexible work arrangement have significance effect on the level of workers productivity at Omnicontact (at the level of a=0.05)*”

**Table 4.8 shows the following results:**

The researcher identified that the respondents from the study on the statement *“FWAs affect workers productivity positively by reducing the conflict between life and work conditions*” had a mean of 4.37 and a standard deviation 0.9 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents strongly agreed with this statement.

The researcher identified that the respondents from the study on the statement *“A worker’s possibility to choose the start and end of working hours which affect their productivity positively”* had a mean of 4.16 and a standard deviation 1.2 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“the possibility to work overtime during the week and save an extra day as a holiday affects their productivity positively”* had a mean of 3.95 and a standard deviation 1.1 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“the ability to work remotely outside the organization affects the workers productivity positively”* had a mean of 3.63 and a standard deviation 1.0 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The mean of the filed “**Types of flexible work arrangements**” equals 3.93 which signifies P-value=0.000 which is smaller than the level of significance a=0.05. The sign of the test is positive, so the mean of this field is significantly greater. The researcher conclude that the respondents agreed to field of types of flexible work arrangements.

 The analysis of the results shows that company employees agreed with the presence of the positive impact of the types of FWAs applied on their productivity, this reveals that using different types of FWAs can be an effective tool to improve employees’ productivity.

Moreover, these results agree with the study conducted by Russell et al (2019) which found the importance of distinguishing between FWAs types to discover their potential for reducing work pressure and work life conflict and increase productivity. In addition, the study result also agrees with the Hayman (2009) study where different types of FWAs have different impact on the workers' productivity.

 Researcher found that (72.43%) of the employees’ view that work remotely (telecommuting) affect their productivity positively, which agree with the results of Abdel-Wahab (2017) study. However, this wasn’t the case with Eldridge & Pabilonia, (2017), who found that there is no conclusive evidence that productivity increased due to work brought home from the workplace. The researcher justified this difference by the different in type of sample, were Eldridge and Pabilonia study conducted on nonfarm business employees.

## 4.4.2 Challenges Associated with implementing workforce flexibility

|  |  |  |
| --- | --- | --- |
| **Table 4.9: Means and Standard deviation values for “implementing workforce flexibility”** | Mean | Std. Deviation |
| The company's policies for FWAs affect the loyalty of workers which negatively affect their productivity. | 4.08 | 1.089 |
| The company's policies and laws which support FWAs influence the competitive advantage of the company, thus, having a negative effect on workers' productivity. | 4.31 | 1.206 |
| The suitability of policies and laws of FWAs for the type, level and degree of the job affects workers' productivity negatively. | 4.13 | .631 |
| The company's policies of FWAs affect the rates of retention which reflects negatively upon the level of productivity. | 4.17 | .998 |
| The company's policies of flexible working arrangements motivate employees to develop their skills which affect worker's productivity negatively. | 4.11 | .960 |
| Valid N (listwise) |  |  |

***\*The mean is significantly 4.16\****

*Challenges Associated with implementing workforce flexibility have significance effect on the level of workers productivity at Omnicontact (at the level of a=0.05)*”

**Table 4.9 shows the following results:**

The researcher identified that the respondents from the study on the statement *“The company's policies for FWAs affect the loyalty of workers which negatively affect their productivity.”* had a mean of 4.08 and a standard deviation 1.0 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“The company's policies and laws which support FWAs influence the competitive advantage of the company, thus, having a negative effect on workers' productivity.”* had a mean of 4.31 and a standard deviation 1.2 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents strongly agreed on this statement.

The researcher identified that the respondents from the study on the statement *“The suitability of policies and laws of FWAs for the type, level and degree of the job affects workers' productivity negatively.”* had a mean of 4.13 and a standard deviation 0.6 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement

The researcher identified that the respondents from the study on the statement *“The company's policies for FWAs affect the loyalty of workers which negatively affect their productivity.”* had a mean of 4.17 and a standard deviation 0.9 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“The company's policies of flexible working arrangements motivate employees to develop their skills which affect worker's productivity negatively”* had a mean of 4.11 and a standard deviation 0.9 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The mean of the filed “***Challenges Associated with implementing workforce flexibility***” equals 4.16 which signifies P-value=0.000 which is smaller than the level of significance a=0.05. The sign of the test is positive, so the mean of this field is significantly greater. The researcher conclude that the respondents agreed to field of challenges Associated with implementing workforce flexibility.

The analysis result shows that (81.95%) of the company’s employees agreed with the presence of impact of supported regulations of the organization to FWAs programs on their productivity negatively; this reveals the important of the existence of policies and laws that lay down the applicability of various FWAs in order to develop workplace policies that serve the interest of both employer and employee aren’t alike; which disagree with Cole (2016) results about the organization's policies supported FWAs.

Moreover, respondents agree that company's policies of FWAs affect the rates of retention which reflects positively upon the level of productivity. This result is consistent with Mcnall et al (2016). The analysis also shows that the employees agree with the company's policies of FWAs impact to motivate and develop employees' skills which affect productivity positively. The findings are consistent with study of Kauffeld and others (2014) which concluded that supported policies for FWAs lead to negatively effects on employee’s personal development and learning opportunities.

## 4.4.3 Impact of workplace flexibility on the performance of employees

|  |  |  |
| --- | --- | --- |
| **Table 4.10: Means and Standard deviation values for “Impact of workplace flexibility on the performance of employees”** | Mean | Std. Deviation |
| Adopting Job-Sharing as a flexible work arrangement affects workers' productivity positively. | 3.93 | .456 |
| Allowing workers to choose between different types of FWAs affects their productivity positively. | 4.00 | .789 |
| Working remotely with companies outside the organization contributes to the performance of employees. | 4.08 | .978 |
| Some types of FWAs contribute to the provision of services for long and varied times, which affects workers' productivity positively. | 3.80 | .567 |
| Managers believe that some FWAs programs reduce the exchange of experiences among workers which affect their productivity negatively | 4.08 | .735 |
| Valid N (listwise) |  |  |

***\*The mean is significantly 4.16\****

*“Impact of workplace flexibility on the performance of employees* *have significance effect on the level of workers productivity at Omnicontact (at the level of a=0.05)*”

**Table 4.10 shows the following results:**

The researcher identified that the respondents from the study on the statement *“Adopting Job-Sharing as a flexible work arrangement affects workers' productivity positively.”* had a mean of 3.93 and a standard deviation 0.4 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed with this statement.

The researcher identified that the respondents from the study on the statement *“Allowing workers to choose between different types of FWAs affect their productivity positively.”* had a mean of 4.00 and a standard deviation 0.9 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed with this statement.

The researcher identified that the respondents from the study on the statement *“Working remotely with companies outside the organization contributes to the”* had a mean of 4.08 and a standard deviation 0.7 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed with this statement.

The researcher identified that the respondents from the study on the statement *“Some types of FWAs contribute to the provision of services for long and varied times, which affect workers' productivity positively.”* had a mean of 3.80 and a standard deviation 0.5 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“Managers believe that some FWAs programs reduce the exchange of experiences among workers which affects their productivity negatively.”* had a mean of 4.08 and a standard deviation 0.7 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The mean of the filed “***Impact of workplace flexibility on the performance of employees***” equals 4.16 which signifies P-value=0.000 which is smaller than the level of significance a=0.05. The sign of the test is positive, so the mean of this field is significantly greater. The researcher conclude that the respondents agreed to field of Impact of workplace flexibility on the performance of employees

## 4.4.4 Recommendations for strategies that can be employed by organizations in improving organizational performance through workplace flexibility

|  |  |  |
| --- | --- | --- |
| **Table 4.11:** **strategies that can be employed by organizations in improving organizational performance**  | Mean | Std. Deviation |
| To increase the company's competitive advantages by adopting FWAs programs; which attract and retain high-quality employees who seek for more flexibility in their work schedules | 3.63 | .456 |
| To consider FWAs as a work-life need and not something that a company could offer it to some and deny it to other employees | 4.10 | .789 |
| To allow workers choose among the different types of FWAs, which is appropriate to their job requirements and family circumstances; in order to achieve the highest level of job satisfactions which reflects directly on their productivity | 3.88 | .978 |
| To train telecommuters and their managers before the program begins (in case the company is new in this field). Employees must learn to apply the same professional ethical rules when they telecommute as they do in the work place.  | 4.50 | .567 |
| To trialing flexible work arrangements for those companies that does not support such program | 4.67 | .735 |
| Valid N (listwise) |  |  |

***\*The mean is significantly 4.15\****

*“Recommendations for strategies that can be employed by organizations in improving organizational performance through workplace flexibility have significance effect on the level of workers productivity at Omnicontact (at the level of a=0.05)*”

**Table 4.11 shows the following results:**

The researcher identified that the respondents from the study on the statement *“To increase the company's competitive advantages by adopting FWAs programs; which attract and retain high-quality employees who seek for more flexibility in their work schedules”* had a mean of 3.63 and a standard deviation 0.5 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“To consider FWAs as a work-life need and not something that a company could offer it to some and deny it to other employees”* had a mean of 4.10 and a standard deviation 0.5 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“To allow workers choose among the different types of FWAs, which is appropriate to their job requirements and family circumstances; in order to achieve the highest level of job satisfactions which reflects directly on their productivity.”* had a mean of 3.88 and a standard deviation 0.5 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents only agreed on this statement.

The researcher identified that the respondents from the study on the statement *“To train telecommuters and their managers before the program begins (in case the company is new in this field). Employees must learn to apply the same professional ethical rules when they telecommute as they do in the work place”* had a mean of 4.5 and a standard deviation 0.5 of which signifies that the P- values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents strongly agreed on this statement.

The researcher identified that the respondents from the study on the statement *“To trialing flexible work arrangements for those companies that does not support such program”* had a mean of 4.6 and a standard deviation 0.5 of which signifies that the P-values are smaller than the level of significance which is a=0.05. thus, the mean of this paragraph aids the researcher in concluding that the respondents strongly agreed on this statement.

The mean of the filed “The mean of the filed “***strategies that can be employed by organizations in improving organizational performance***” equals 4.16 which signifies P-value=0.000 which is smaller than the level of significance a=0.05. The sign of the test is positive, so the mean of this field is significantly greater. The researcher conclude that the respondents agreed to the field of strategies that can be employed by organizations in improving organizational performance” equals 4.16 which signifies P-value=0.000 which is smaller than the level of significance a=0.05. The sign of the test is positive, so the mean of this field is significantly greater. The researcher conclude that the respondents agreed with to field of Impact of workplace flexibility on the performance of employees.

## 4.5 Regression analysis

A multiple linear regression analysis was carried out to establish the relationship between variables. The independent variables were regressed against the dependent variable. The findings are shown in Table 4.12, Table 4.13, and Table 4.14

Tests to determine the amount of variation on the dependent variable explained by the independent variable flexible work arrangement were carried out. The results below show the amount of variation in the dependent variable explained by the independent variable. The results of regression analysis revealed that there is a significant positive relationship (β = 0.262, p< 0.001) between flexible work arrangement and organization performance. This means that increase in the use of flexible work arrangements in the organization will lead to an increase in organization performance in Omnicontact Pvt Ltd. The independent variable reported R-value of 0.262 and R2=0.068 which means that 6.8% of corresponding variations in organization performance can be explained/ predicted by flexible work arrangements. The rest of the variation 93.2 % could be explained by other variables included in the model. The model is performance =1.979+ 0.165 (flexibility work arrangement index).

The F test gave a value of F (1,411) =30.223, p < 0.001) which is relatively large enough to support the goodness of fit model explaining the variations in the dependent variables. This validates that flexibility is a useful predictor of organizational performance. The results of regression analysis revealed there was significant positive relationship (0.262, p<0.0001) between flexible work arrangement and organizational performance. This implies that employees who experience higher levels of flexible work arrangement tend to have higher performance. Respondents indicated that when provided with leave, not working during weekends, creating more time for personal matters, reducing working hours will ensure they have a fulfilled flexible work arrangement.

 **Table 4.12: Model summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|
| 1 | .619a | .302 | .092 | .32103 |

|  |
| --- |
| **Table 4.13 ANOVAa** |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 4.324 | 4 | 1.081 | 10.488 | .000b |
| Residual | 38.133 | 370 | .103 |  |  |
| Total | 42.457 | 374 |  |  |  |
|  |
|  |

|  |
| --- |
| **Table 4.14 Regression Coefficients Results** |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant)  | 1.979 | .080 |  | 24.879 | .000 |
| Flexible work arrangements | .165 | .030 | .262 | 5.498 | .000 |
| a. Dependent Variable: organizational performance |

## 4.6 Chapter Summary

The chapter reviewed the quantitative data from the respondents. This contributed to the formulation of a thematic review of the data from the respondents. An alignment of the data from the respondents as well as the views from the literature was carried. Regression analysis, hypothesis testing, and discussions of the results were conducted by the researcher.

# CHAPTER FIVE

# SUMMARY FINDINGS AND RECOMMENDATIONS

## 5.1 Introduction

This chapter presents the summary of the results of the analyzed data on each variable of the study. The chapter further presents the conclusion of the study in line with the objectives. The chapter also presents recommendations of the study based on the findings of the analyzed data. There is also a recommendation for further research that opens an opportunity for future scholars and researcher to add more knowledge.

## 5.2 Conclusions

This research investigates the impact of FWAs on workers' productivity through an empirical study of the employees at Omnicontact Pvt Ltd. Five factors (Types of FWAs, Supported Regulations of the Organization, Employees' Support, Management Support, and Types of Work) effect the level of flexibility applied in the companies under consideration. As the results show, 79.8% of the employees are in support of FWAs programs which reflect the high level of company's awareness about such programs.

Concerning sample characteristics, the statistics show that the majority of responders are males with 77.5%; and 74.2% of employees at Omnicontact Pvt Ltd are less than 30 years old, 66.9% are with bachelor's degree, and 77.6% of the sample have an experience of 7 year or less, about half of the respondents 52.8% are married with 47.2% who have small children. In light of the findings that were presented in the previous chapter, the most notable conclusions are:

1. 65.68% of the respondents agreed that, there is a positive statistically significant effect of FWAs on workers' productivity. This finding shows the importance of adopting FWAs programs in order to increase workers' productivity. This finding reveals that both employers and employees can benefit from effective and flexible workplaces. Employees benefit from having higher quality jobs and more supportive workplaces that are less likely to negatively affect their personal and family lives, while employers benefit from having more engaged employees and higher retention.

2. 79.91% of respondents agreed with the presence of impact of the types of FWAs applied on their productivity; this reveals that using different types of FWAs can be an effective tool to improve employees' productivity; and companies should take into account the type of FWAs that matches with each worker needs and also job requirements.

3. The results revealed that most respondents are in favor of telecommuting 72.43% of the employees viewed that work remotely (telecommuting) affect their productivity positively. Those who have a positive attitude towards telecommuting may be encouraged by the pluses of telecommuting like saving their commute cost and time.

4. 31.8% the employees believe that the organization adopted flextime, 29.8% job- sharing, 16.9% telecommuting, 13.2% part-time, and 8.3% compressed workweek. The low adopting of compressed workweek may be because companies use it in cases of emergency, for a limited period and for specific projects which have a close deadline compared with a large number of tasks need to be accomplished.

5. 81.95% of the company' employees agreed with the positive impact of supported regulations of the organization to FWAs programs on their productivity. This represents the highest ratio among the other four dimensions that affect the level of flexibility. Which can be considered as an indication of workers' need to the existence of policies and laws supported these arrangements.

6. 50.81% of the respondents disagreed with the presence of management support to FWAs which affects their productivity negatively. The researcher can consider that supervisory support was related to individual perceptions of FWAs success in balancing work and family. Managers and supervisors need to be active supporters of the company's FWAs. They need to be aware of the business imperative for flexibility, including the role of flexible work arrangements as an attraction and retention tool for valuable employees.

7. 46.68% of the respondents disagreed with the presence of employees' support to different FWAs programs. In addition to supervisory support, support may also come from coworkers. Employees who had strong supportive ties with coworkers may had higher positive affect and job satisfaction Therefore, employees who perceive their coworkers as supportive of the use of FWAs will be more likely to use them than employees who do not perceive their coworkers as supportive.

8. 75.79% of the respondents agreed with that type of work affect the applied type of FWAs and then on worker's productivity. For example, the different types of work such as software, hardware, work that need contact with customers or the work that needs a team to accomplish it and others lead to choose a specific type of FWAs. For example, an employee with hardware work cannot chose or use telecommuting.

9. The study ranks the factors that affect flexibility and then worker productivity in the sector from the most effect to the less as the following: first, supported regulations of the organization. Second, Type of FWA. Third, type of work. Fourth, management support. Fifth, employees' support.

10. There were no significant statistical differences at significant level (α=0.05) among the respondents' answers regarding the impact of FWAs on workers' productivity due to the individual characteristics (gender, age, education, years of experience, marital status, and children). That result excluded the effect of the fender on the respondents’ answers on the field (type of work). Also, the result excluded the effect of the years of experience on the respondents’ answers on the field (types of flexible work arrangements). 6.3

## 5.3 Recommendations

The recommendations are basically directed to information and communication technology sector managers and employees. In order to enhance the concepts of FWAs in companies of information and communication technology in Palestine and in the light of the aforementioned results, the following recommendations are formulated to encourage the organization to do the following:

1. To evaluate its long-term business goals. If it is determined that FWAs programs can serve as a tool in meeting those goals, and there are attitudinal/behavioral links between those programs and a number of performance outcomes then FWAs programs should be implemented.

2. To support family-friendly organizational culture; the researcher suggests to increase the attention of family-supportive work environments programs, in order to minimize the conflict between work and family roles, especially for working women who have young children. There can be a significant link between employee's performance and the state of an employee’s work life balance. Employees who are not able to balance work and lifestyle commitments may be suffering stress, and work performance may decrease.

3. To enhance an organizational environment with friendly culture through reducing congestion and transportation for the commute; in case of telecommuting and compressed workweek arrangements. This also reduces company's overhead costs.

4. To care more about designing and writing policies and laws that lay down the applicability of various FWAs that governs the selection processes among this various FWAs which have positive effect on workers' productivity especially when a company follows the principles of sound science in developing these policies.

5. To increase the awareness of management and staff in the company about FWAs programs and their importance and their great effects on employees' productivity. And to consider FWAs as one strategy that can assist in attracting and retaining staff.

## 5.4 Future Researches

Flexible Work Arrangements and their interaction with technology sectors are not highly researched areas, and the door is still open for more academic research.:

• Conduct a study to measure the productivity level of the employees in companies that adopt FWAs programs.

• Conduct a comparative study according to gender for the impact of FWAs on workers' productivity.

• Conduct a study measuring the impact of the FWAs program on various organizational outcomes, like employees' satisfaction, turnover, and happiness.

• Conduct a comparative study on FWAs practice between different Palestinian private sectors and the governmental ones to clearly imagine how to achieve the greatest benefit from these programs.

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|  |  |
| --- | --- |
| **Demographic Data** |  |
| **1** | **Gender** |  Male  Female |
| **2** | **Age** | * Less than 30  30 – 39
* 40 – 50  50+
 |
| **3** | **Education** | * Secondary certificate or less  Diploma  Bachelor
* Master’s  Doctorate
 |
| **4** | **Years of Experience** |  Less than 3 3 -6  7-910-15 15+ |
| **5** | **Marital Status** |  Single  Married  Divorced  Widowed |
|  | **Children** | Is there a child under the age of one in the house? Yes No |
| **Company Data** |  |
| **6** | Does the company support FWAs? |  Yes No |
| **7** | If the answer to the previous question is **Yes**Please select the type of FWAs applied in the company?(**You can choose more than one option**) | * Flexitime
* Telecommuting
* Job-Sharing.
* Part-time.
* Compressed hours
 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | **The impact of applicable FWAs upon workers' productivity** | **SD** | **D** | **N** | **A** | **SD** |
|  | FWAs affect workers' productivity positively by reducing the conflict between life and work conditions. |  |  |  |  |  |
|  | A workers' possibility to choose the start and end of working hours which affect their productivity positively. |  |  |  |  |  |
|  | The possibility to work overtime during the week and save an extra day as a holiday affects their productivity positively. |  |  |  |  |  |
|  | The ability to work remotely (outside the organization) affects workers' productivity positively. |  |  |  |  |  |
|  | The possibility of working part-time affects workers' productivity positively. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2 | **Challenges Associated with implementing workforce flexibility** | **SD** | **D** | **N** | **A** | **SD** |
|  | The company's policies for FWAs affect the loyalty of workers which positively affect their productivity. |  |  |  |  |  |
|  | The company's policies and laws which support FWAs influence the competitive advantage of the company, thus, having a positive effect on workers' productivity. |  |  |  |  |  |
|  | The suitability of policies and laws of FWAs for the type, level and degree of the job affects workers' productivity positively. |  |  |  |  |  |
|  | The company's policies of FWAs affect the rates of retention which reflects positively upon the level of productivity. |  |  |  |  |  |
|  | The company's policies of flexible working arrangements motivate employees to develop their skills which affect worker's productivity positively. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 3 | **Challenges Associated with implementing workforce flexibility** | **SD** | **D** | **N** | **A** | **SD** |
|  | Adopting Job-Sharing as a flexible work arrangement affects workers' productivity positively. |  |  |  |  |  |
|  | Allowing workers to choose between different types of FWAs affect their productivity positively. |  |  |  |  |  |
|  | Working remotely with companies outside the Gaza Strip contributes to the |  |  |  |  |  |
|  | Some types of FWAs contribute to the provision of services for long and varied times, which affect workers' productivity positively. |  |  |  |  |  |
|  | Managers believe that some FWAs programs reduce the exchange of experiences among workers which affects their productivity negatively |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 4 | **Recommendations for strategies that can be employed by organizations in improving organizational performance through workplace flexibility** | **SD** | **D** | **N** | **A** | **SD** |
|  | To increase the company's competitive advantages by adopting FWAs programs; which attract and retain high-quality employees who seek for more flexibility in their work schedules |  |  |  |  |  |
|  | To consider FWAs as a work-life need and not something that a company could offer it to some and deny it to other employees |  |  |  |  |  |
|  | To allow workers choose among the different types of FWAs, which is appropriate to their job requirements and family circumstances; in order to achieve the highest level of job satisfactions which reflects directly on their productivity |  |  |  |  |  |
|  | To train telecommuters and their managers before the program begins (in case the company is new in this field). Employees must learn to apply the same professional ethical rules when they telecommute as they do in the work place.  |  |  |  |  |  |
|  | To trialing flexible work arrangements for those companies that does not support such program |  |  |  |  |  |