

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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Effects of Flexible Working Arrangement on Job Satisfaction:
The Case of Ethiopian National Employees of the United Nations
Economic Commission For Africa in Addis Ababa

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Degree of Master of Arts in Human Resource Management

By

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Addis Ababa, Ethiopia

STATEMENT OF DECLARATION

I, the undersigned, hereby declare that this thesis is my original work and has not been accepted for the award of any other degree in any institution to the best of my knowledge. Due acknowledgement is made for any material previously published and used as a reference.

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CERTIFICATE

This is to certify that this study, “Effects of Flexible Working Arrangement on Job Satisfaction: the Case of Ethiopian National Employees of the United Nations Economic Commission for Africa in Addis Ababa “, undertaken by Abenet Legesse Bekele for the partial fulfillment of the requirements for the degree of Master of Arts in Human Resources Management at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

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LIST OF ACRONYMS AND ABBREVIATIONS

AWA	Alternative Work Arrangement
CRANET	Cranfield Network – an international network of business schools around the world which conducts a survey of human resources management
CW	Compressed Workweek
DV	Dependent Variable
FBC	Fana Broadcasting Corporation
FS	Flexible Schedule
FWAs	Flexible Work/Working Arrangement
GTP	Growth Transformation Plan
JS	Job Satisfaction
ILO	International Labour Organization
SDGs	Sustainable Development Goals
SHRM	Society for Human Resources Management
SPSS	Statistical Package for the Social Sciences
TC	Telecommuting
UN	United Nations
UNCT	United Nations Country Team
UNECA	United Nations Economic Commission for Africa

ABSTRACT

The rapid trend of changes and social issues in managing the global taskforce have forced organizations to look for innovative ways of enhancing the job satisfaction of employees. Among these innovative approach is provision of flexible working arrangements (FWAs). The purpose of this exploratory research was to identify the effects of FWAs, i.e., flextime schedule, compressed workweek and telecommuting on job satisfaction from the perspective of the Ethiopian national employees of the United Nations Economic Commission for Africa in Addis Ababa. To achieve this objective both descriptive and inferential statistics were conducted. The total population of the study was 250; out of which 71% were collected. A primary data collection method was implemented using a structured questionnaire. The analysis showed that there is significant positive effect of flextime schedule ($R = .39$, $R^2 = .264$, $p = .001$) and compressed workweek ($R = .39$, $R^2 = .159$, $p = .398$). This means that increase in the use of flextime schedule and compressed workweek enhances employees' job satisfaction of the UNECA in Addis Ababa. The independent variables reported $R = .39$ and $R^2 = .15$ which means that 15% of corresponding variations in employee job satisfaction can be explained by flexible working arrangements. Nevertheless, this study found out that there are no significant relationship of telecommuting ($\beta = .065$, $p = .398$) on job satisfaction. Therefore, since the provision of FWAs is at nascent stage, further studies on the effect of telecommuting on job satisfaction from Ethiopian employees context are highly recommended.

Key Words: Flexible Working Arrangement, Flextime Schedule, Compressed Workweek, Telecommuting, Job Satisfaction

CHAPTER ONE

INTRODUCTION

This chapter introduces the research problem and the research hypothesis to be addressed and objectives to be achieved. Background of the study, statement of the problem, background of the organizations under study, research objectives, significance, scope and limitations of the study, as well as definition of terms and organization of the study are included.

1.1 Background of the Study

The fast paced changes in the characteristics of global workforce and the seismic trend of approach of organizations in managing human resources are forcing organizations to look for innovative strategies of attracting and retaining talents as well as highly motivating employees. The provision of employee-friendly policy or Flexible Working Arrangements (FWAs) has already been considered among these emerging innovative human resources management practices (Baard & Thomas 2010; Allen, Golden & Shockley 2015; Ansong & Boateng 2017; Lakshmi, Nigam & Mishra 2017). This shift of mindset in incorporating FWAs as a means of organizational competitive advantage points to the fact that “work is no longer a place but what you do” (Allen, Golden & Shockley 2015:62).

Taking into consideration the multifaceted benefits of FWAs mainly in enhancing organizational productivity and employee satisfaction as well as for employees not to become more consumed with a host of family and other personal responsibilities while

achieving the demands of their workplaces, the adoption and implementation of FWAs have already become a dominant issue in the workplace almost everywhere (Mungania, Waiganjo & Kihoro 2016). Presently, the 2020 COVID-19 pandemic has placed flexible work arrangements (FWAs) in the spotlight. Employers everywhere including government agencies in Ethiopia and beyond who may have not put in place such modality to offer flexible scheduling options have been suddenly forced to implement flexible work options on the fly. For example, the Council of Ministers in Ethiopia has passed decisions on the federal government employees to work from home effective March 25, 2020 until further notice (FBC 2020). Even those organizations who have offered FWAs to their employees have never done so on a larger scale at all levels. FWAs have now become the new normal working modality (SHRM 2020; Kim, Galinsky & Pal 2020).

Most organizations from public sectors, private as well as non-profit making are adopting and implementing various forms of FWAs (Nijiru, Kiambati & Kamau 2015; Waiganjo & Kihoro 2016). The United Nations Economic Commission for Africa (UNECA) office in Ethiopia is one of these organizations that recognized the benefits of incorporating FWAs practices as an innovative human resources management approach as well as the design of a policy for implementing the most common forms of FWA which are flextime schedule, compressed workweek and telecommuting that are adopted and have already been operational way before the prevalent of the pandemic COVID-19 (UN HR Portal 2015:1).

These three forms of FWAs are the focus of this study. Flextime Schedule allows employees a certain level of autonomy to choose their start and end times provided that

they work the required number of the daily compulsory hours. Several empirical studies show flextime schedule as one of the most widely used FWAs across organizations in enhancing employee motivation as well as increasing productivity (Opeyemi et al. 2019; Rahman 2019; Waiganjo & Kihoro 2016; Rawashdeh, Almasarweh & Jaber 2016; SHRM 2015; Dettmers, Kaiser & Fietze 2013; Brown 2015). Compressed workweek is another form of scheduling practice – it allows employees to work a standard working hours compressed into fewer than five days in one week by increasing the number of hours an employee is required to work each day (SHRM 2020; CRANET 2005; Bird 2020). Unlike these two provisions, telecommuting or telework is working away from a central workplace using technology to perform tasks. It provides location flexibility. Telecommuting is considered as the fastest growing mode of FWAs. Outcome of several empirical studies done in the developed world pointed out benefits of using these provisions such as enhancing job satisfaction and employee commitment, operating cost reduction and addressing social issues (improving road-conjunction, minimizing pollution) (Cox 2009; Alen, Gordern & Shockley 2015; Ansong & Boating 2017). In view of this, this study attempts to explore the effects of these FWAs on job satisfaction from the perspective of the Ethiopian national employees of the UNECA based in Addis Ababa.

1.2 Statement of the Problem

The UNECA in Ethiopia is founded in 1958 to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development (UN 2020). The United Nations offices in general are also delivering programs catered for the achievement of Ethiopia's

national development strategies as well as ensuring the delivery of the nation's sustainable development goals. In order to achieve these goals through its undertakings in Ethiopia, the United Nations offices require having and retaining a highly motivated human capital. According to UN staff surveys done in 2017 and 2019, its employees' level of motivation or energy by their job show 67% and 69%, respectively. Employees' level of motivation has increased by 2% in 2019 (UN 2019; UN 2018).

However, Ethiopia being the second most-populous country in Africa with an estimated population of about 105M in 2017 (ILO 2019) as well as having an estimate of 524,444 vehicles with the average growth of the vehicle increase 30 percent in the year 2016/17, the daily movement of employees within the city is becoming complex and difficult to manage (Setito 2019). A significant number of employees working in different types of organizations including the ones at the United Nations offices in Addis Ababa have now faced with overwhelming traffic congestion problem causing to spend long hours on the road compounded by road accidents (Yilma 2014). According to Setito (2019:I), "the average travel speed of a vehicle during the morning and night time is 10.6 Km/hr. But during mid-day the average travel speed is 22.6 km/hr, it increased relative to the peak period and still, it is congested." Setito goes on to explain that estimate done in 2007 shows that congestion results in 4.2 billion hours of wasted time for commuters.

Another study depicts that cars waiting in traffic jams contain upto 40% pollution than those that are moving (Braizer 2016). Studies affirm this notion that long-hours travel or driving in high-traffic congestion road has been identified as one of the causes of physical health problems such as chronic back pain, which is affecting the wellbeing and job satisfaction of employees tremendously (Dettmers et.al 2013; Opeyemi 2019; Omondi &

K'Obonyo 2018). Therefore, the cumulative effect of all these problems dramatically affects employee job satisfaction as well as organizational performance. Moreover, recently countries are struggling to cope with the impacts of the Corona Virus. Epidemics like this and other natural and man-made situations can disrupt employees and the normal workings of organizations. If organizations have put in place a flexible working arrangement in normal times, they would be able to continue their usual activities in such unforeseen circumstances.

Therefore, for employees not to become more consumed with a host of personal responsibilities while achieving the demands of their workplaces as well as to minimize the aforementioned challenges of employees and organizations in Addis Ababa, the adoption of the three forms of FWAs can minimize these problems in non-government and other relevant organizations in Addis Ababa (Siddhartha & Malika 2016; Rezene 2015; Okoli 2016; Chepken 2012). As a former employee of the UN and having a close family presently working for the UN, the researcher was able to closely observe provisions of the various flexible-working arrangements at the UN Offices. However, there seems that there are no sufficient studies conducted on measuring the effects of flexible working arrangements from the viewpoint of its impact on job satisfaction in Ethiopian context. In view of this, the purpose of this study is to explore effects of the three forms of FWAs on job satisfaction from selected Ethiopian national employees of the UNECA based in Addis Ababa.

1.3 Background of the Organization

The UN Country Team (UNCT) in Ethiopia is the largest in Africa and covers both development and humanitarian assistance. Ethiopia is a founding member of the United Nations. The UNCT supports Ethiopia to deliver the Sustainable Development Goals (SDGs) and the Government's national development strategies, in particular the Growth Transformation Plan (GTP). Moreover, in response to the global shift towards greater effectiveness of resources, the late UN Secretary-General Kofi Annan launched the UN Delivering as One reform process in 2006 with a motto of "One Programme, One Fund, One Leader, One Office and One Voice. (UN 2012:18)" Its main objective is "to enable the UN system to become a better partner to governments and people around the world and to better respond to the challenges posed by the Millennium Development Goals (MDGs) and internationally agreed development goals (UN 2012:17)." With the support of the Ethiopian Government, the UN in Ethiopia has embraced the one UN reform agenda since 2008 (UN 2012).

The UN in Ethiopia employs over 2,000 staffs and it is composed of 26 resident UN agencies with offices based in Ethiopia (UN 2020). This study focused on the FWAs of the United Nations Economic Commission for Africa. Presently, just the UNECA has more than 250 local employees in its office in Addis Ababa and already introduced FWAs a year ago with a clear policy and implementation guidelines for its employees to follow (UN 2019). The FWA provisions that are already made available to its employees are staggered/alternative working hours (staff members are expected to be present during a core period of the working day); compressed workweek (10 working days in 9, or 5 working days in 4 and a half - this redistribution of normal working hours allows staff members, every other week, to take one day off during the normal 10-day work period);

scheduled break for external learning activities (the hours spent away from work during a particular week must be made up during that week); and telecommuting (depending on the nature of the work involved, staff members may spend up to three days per week working from an alternative work site at their duty station, provided they have access to the necessary equipment and may always be reached by telephone or e-mail (UN HR Portal 2015:1).

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1.4 Research objectives

1.4.1 General Objectives

The general objective of this study is to explore the effects of flexible working arrangements on job satisfaction of the Ethiopian national employees of the United Nations Economic Commission for Africa in Addis Ababa.

1.4.2 Specific Objectives

Specific research objectives of this study are exploring the effects of following three components of flexible working arrangements on job satisfaction:

- a. Effects of flextime schedule on job satisfaction
- b. Effects of Compressed workweek on job satisfaction
- c. Effects of Telecommuting on job satisfaction

1.5 Research Hypothesis

H1: There is a positive association of flextime schedule on job satisfaction

H2: There is a positive association of compressed workweek on job satisfaction

H3: There is a positive association of telecommuting on job satisfaction

1.6 Significance of the Study

Flexible Working Arrangements that provide employees a certain level of autonomy to decide and manage their schedules have now being considered as a significant issue in the 21st century. Scholars and practitioners in the field also pointed out that it is a universal human resources management practice that can be applied by both men and women for enhancing organizational productivity and employee performance. Some of these benefits based on studies done on Flexible Working Arrangements include: creating a satisfied workforce, ensuring employee well being, reducing operational costs, enhancing organizational citizenship behaviors (Omondi & K'Obonyo 2018). Therefore; for organizations in Ethiopia and elsewhere, acquiring and sustaining a human capital that drive the achievement of business and organizational objectives is of paramount importance. In so doing, the adoption of FWA plays a key role.

More specifically, the significance of this study is identifying on how the introduction of flexible working arrangement by the United Nations, since April 2019 has affected the job satisfaction of its employees. The researcher also believes that the outcome of this study will add to the knowledge gap on flexible working arrangements from Ethiopian national employees perspective of the United Nations agencies in Ethiopia in providing input to policy makers. It can also serve as a reference for prospective students in conducting their master's thesis.

1.7 Scope of the Study

This research mainly explored the effects of the three components of Flexible Working Arrangements on job satisfaction. Namely: flextime schedule, compressed workweek and telecommuting. Although there are several factors from employees and organizational perspective that denote the effect of Flexible Working Arrangement practices, this research is delimited to job satisfaction only. This research was conducted on employees with adequate educational background and good understanding of their respective organizations. Namely; professionals, national officers and general support service category - irrespective of their age, marital status, gender, and length of stay in these organizations was included in this research.

Geographically, the study was conducted on Ethiopian National Employees of the United Nations Economic Commission for Africa.

The study was methodologically delimited to quantitative approach whereby questionnaire with closed ended questions was used for collecting data from the research participants. The quantitative approach was preferred because the data analysis process has been less time consuming which was done using statistical software like SPSS.

1.8 Limitation of the Study

The practice of FWAs is not widely used in most organizations in Ethiopia; this forces the researcher to design the study from the perspective of Inter-Governmental organizations like the United Nations. More importantly, due to the global pandemic of COVID-19 and its effect in prohibiting physical access to organization in the country, it has been difficult to collect data from the United Nations Agencies offices located at the UNECA

compound. As a result, the findings are solely done based on data collected from the Ethiopian national employees of the UNECA with a challenge in obtaining 100% response rate. Several reminders have been sent to research respondents but the researcher only managed to obtain 71% response rate.

The resource and time limitation also affected the researcher's ability to employ other qualitative research techniques such as individual interviews and focus group discussions to find out challenges and benefits of FWAs that could complement the research objectives.

1.9 Definition of Terms

Alternative Work Arrangement (AWA): scholars use AWA and Flexible Working Arrangements FWAs interchangeably (Bird 2010). However, throughout this study FWAs will be used.

Flexible Working Arrangements (FWAs): “alternative work options that allow work to be accomplished outside of the traditional temporal and/or spatial boundaries of a standard workday” (Rau & Hyland 2002:117). For the purpose of this study and as identified by literatures, any forms of flexible arrangements that fall under the main categories of FWAs i.e. flexible schedules, compressed workweek and telecommuting will be considered as flexible working arrangements (SHRM 2015; Rahman 2019; Rawashdeh, Almasarweh & Jaber 2016).

Flexible Working: it means reconsidering traditional office work patters in the form of flextime schedule (such as flexible hours and compressed workweek) and location flexibility such as telecommuting (Armstrong & Taylor 2014; SHRM 2020)

Job Satisfaction (JS): it is an employee's affective or emotional satisfaction to a job - its common distinguishing dimensions are the work itself, rewards, supervision, coworkers, opportunity for growth, working conditions, and employee well being (Rahman 2019; Addis, Dvivedi & Beshah 2018; Price 1997).

1.10 Organization of the Study

The research is organized in five chapters. Chapter one gives an introduction to the research work. It gives basic information about the research that will be undertaken and the organizations. It consists of the background of the study, organizational background, statement of the problem, objectives, research hypothesis, significance of the study, scope of the study, and limitations of the study. Chapter two consists of the literature review and the theoretical framework. Different concepts and theories explained by authors and researchers relevant to the study are referred. Chapter three gives details of the research methodology representing the various ways and methods which the researcher used in order to gain information. It consists of the study area, research approach, research design, population and sample, data type and source, measurement, data collection methods and analysis. Chapter four presents analysis and interpretation of data gathered by the researcher. In this chapter, detailed interpretation of the findings from the questionnaires are interpreted and explained. Chapter five gives summary of the findings, conclusion and recommendations including limitations and future direction that are drawn from the findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review of Related Literature

2.1.1 The Concept of Flexible Work Arrangements and Definition

The concept of FWA as a human resources management practice was introduced in 1967 at a German Aerospace Company as a means to minimize absenteeism (Opeyemi et.al 2019). According to Opeyemi et.al, the introduction of FWA from this period onwards has brought a complete turnaround in bringing more and more women in workplaces that has been previously dominated by men as a result of benefiting from flexible arrangements. The broad framework that guided the notion of FWA in organizational setting is Jon Atkinson's Flexible Firm model (a technique for organizing human resources using various forms of workplace flexibility) that was first proposed in 1986 (Dettmers, Kaiser & Fietze 2013). Flexible working is now considered as smart working – one of the approaches that drive greater efficiency and effectiveness in achieving organizational goals by introducing new practices such as flextime and telecommuting which is different from the standard arrangement (Armstrong & Taylor 2014).

Flexible working arrangement can be defined in different forms. It is a human resources management practice that allows employees of an organization in making informed choices about when, where and for how long they undertake work-related responsibilities (Opeyemi et.al. 2019). FWAs is also defined as an “alternative work options that allow work to be accomplished outside of the traditional temporal and/or spatial boundaries of a standard workday” (Rau & Hyland 2002:117). It refers to work arrangements not bound

by physical confines of a traditional office location, it is rather the scheduling of work hours and workweeks not limited by spatial borders. In this work pattern, employees are allowed to adjust their schedule and workplace. According to Workplace Flexibility (2010), FWA can be considered as “any one of a spectrum of work structures that alters the time and/or place that work gets done on a regular basis” (Workplace Flexibility, 2010:5).

2.1.2 Flexible Work Arrangement Theories

Several theories have been used to explain the concept of FWAs. Among these theories are Work/Family Border Theory, Spillover Theory, and Signaling Theory (Dettmers, Kaiser & Fietze 2013; Omondi & K’Obonyo 2018; Opeyemi et.al. 2019; Bahiru & Mengistu 2018).

2.1.2.1 Work/Family Border Theory

Work/Family Boarder Theory tries to explain how people maintain equilibrium on their work selves and family selves by effectively managing the borders between these two spheres. The main essence of this theory is that even though they seem distinct from one another they do have bearing on each other. There are several factors that minimize the impact of family-work life conflicts or help individuals satisfied in both work and family lives such as reward and accomplishment at work and quality time and happiness in family. In this dichotomous (work and personal) life, there exist borders which could be seen as temporal, physical or psychological (Opeyemi et.al 2019; Omondi, 2018; Dettmers, Kaiser & Fietze 2013; Bahiru & Mengistu 2018; Clark 2000). As pointed out in

the literature, there is a high correlation with employees who are happy with their jobs to be more productive as well as to have greater job satisfaction (Jackson & Fransman 2018)

2.1.2.2 Spillover Theory

The key aspect of this theory is that the inner state of a person either positive or negative such as stress, emotions and other attitudes have a tendency to spill over from life domain to other aspects of a person including work life and vice-versa. Employees can undergo the different categories of work-life conflicts – “time based, strain based and behavior based conflict”, as they try to balance between their work and family lives compounded by failure to find enough time to attend to these matters (Omondi 2018; Dettmers, Kaiser & Fietze 2013; Bahiru & Mengistu 2018). FWAs is playing key role in addressing work-life conflicts in the form of reducing job stress which leads to reduction in negative reactions with its positive impact in improving employees job satisfaction.

2.1.2.3 Signaling Theory

This theory has been in use by scholars and practitioners in explaining positive perceptions on flexible working arrangements. That is, provision of flexible working arrangements demonstrates organizations commitment to their employee’s well-being. In return of benefiting from such provisions, employees can position themselves on how to adjust to work-family demands (such as cope up with work-family conflict) which ultimately yield into job satisfaction and henceforth higher performance (Omondi & K’Obonyo 2018).

In conclusion, work and personal lives can be seen as two sides of the same coin. Therefore, positive effect of adopting flexible working arrangements such as ensuring

employee well-being by way of reducing job related stress leading to a reduction in negative reactions would lead to job satisfaction as well as increase in job performance.

2.2 Empirical Review of Literature

2.2.1 General Overview on Flexible Work Arrangements

Maintaining and retaining the right human talent is one of the key detrimental factors for organizational success. In this fast-paced era, adoption of human resources practices that enable organizations to adapt its workforce to changes in the working environment is now being given greater attention globally. Based on vast literature and empirical studies in human resources management, FWAs is one of these strategic approaches that are benefiting both organizations as well as employees in coping up with these challenges (Alen, Gorden & Shockley 2015; Miller 2016). Large bodies of studies denote that there are several benefits of FWAs (Opeyemi et al. 2019; Rahman 2019; Omondi & K'Obonyo 2018; Rawashdeh, Almasarweh & Jaber (2016); SHRM 2015; Dettmers, Kaiser & Fietze 2013; CRANET 2006; Albion 2004; Pruchno & Litchfield n.d.).

Most notably, FWAs do have leveraging benefits for reducing absenteeism, improving commitment, enhancing employee retention and increasing employee satisfaction (Rahman 2019). According to a survey result by SHRM (2015), the study outcome on the positive impact of FWAs indicated job satisfaction (80%), enhancing quality of employees' personal/family lives (84%) and employee health and wellness (52%). Moreover, based on a recent empirical study done in the U.S. on the use of FWAs before the coronavirus outbreak, majority of employees (51%) had access to more than three types of flexible scheduling options. Based on this study, it is only 8% of employees that did not have access to any options. And, more than 26% of them had access to five or

more types of FWAs (Kim, Galinsky & Pal 2020). This study also showed the positive predictors of high job satisfaction as perceived scheduling flexibility, support for flexibility from supervisors and coworkers and support for health lifestyles. To cope up in this dynamic world, incorporating flexible working arrangement as one aspect of human resources management practice is now being considered as a bridge in aligning individual and organizational goals (Rahman 2019). Therefore, adopting more flexible working options are believed to serve as an approach in attracting and retaining competent human capital.

Scholars also noted that workplace flexibility does not always imply family-friendly or employee-centered arrangements (Albion 2004). Its success is highly dependent on a number of factors such as meeting the needs of both employees and employers, effective communication to the employees on the benefits of such provisions. Results from empirical studies conclude that greater workplace flexibility is a win-win situation for organizations and their employees (Omondi & K'Obonyo 2018; CRANET 2006). It is also difficult to implement FWAs uniformly to all job types. As pointed out by Rahman, FWAs can only be effectively applied to certain jobs such as human resources, information management, counseling and so on (Rahman 2019). Therefore, designing a company-wide FWAs as well as ensuring effective and efficient use of FWAs call for strong support from organizational leaders combined with both institutionalizing and role modeling for the success of FWAs in organizational settings.

2.2.2 Categories of Flexible Working Arrangements

Flexible working arrangements are broadly categorized as schedule flexibility and location flexibility (SHRM 2020). There are various types of FWAs that can be categorized as schedule flexibility and location flexibility. From organizational and employees perspectives as well as other factors such as, firms view of FWAs itself, the type of jobs and country context, organizations adopt various modalities of FWAs (SHRM 2015). In order to make these flexibility options operational, some firms develop formal written policies that provide clear guidance to employees on such provisions (Jackson & Fransman 2018); while others do not consider it as entitlements of employees rather manager's of such organizations negotiate with individuals based on assessing performance factors (SHRM 2015).

According to CRANET (2005), the FWAs yield better result for organizational effectiveness and performance when they are considered as bundles of arrangement. As a result, they categorize these practices into four different bundles. Namely: a) non-standard work patterns which include annual contracts, part-time work, job sharing, flextime, fixed-term contracts, compressed workweek, b) non-standard work hours that are weekend work, shift work and overtime, c) work outsourced such as temporary employment and subcontracting and d) working away from the office which refers to home-based work and telecommuting. In view of this study, FWAs deal with work patters, work hours, work outsourced and work away from office. As identified by a number of other empirical studies, the three most common forms of FWAs that are in use by many organizations presently are flextime schedule, compressed workweek and telecommuting (Opeyemi et al. 2019; Rahman 2019; Waiganjo & Kihoro 2016; Rawashdeh, Almasarweh & Jaber (2016); SHRM 2015; Dettmers, Kaiser & Fietze 2013; Brown 2015). Accordingly, this study only focuses on these three common categories of

FWAs which are discussed subsequently.

2.2.2.1 Flextime Schedule

Flextime Schedule is broadly categorized under schedule flexibility practices (SHRM 2020). As the name implies, this arrangement allows an employee to choose their start and end time by fulfilling two prior conditions, which is working the required number of hours per day and being at work during the core business hours of the day (Rahman 2019). Core business hours refer to the daily compulsory hours that employees are at work. This arrangement including the extent of its variation is dependent within parameters given by firms, however there are common arrangements (Bird 2010). For example, a certain company may have core hours between 9:00a.m. and 4:00p.m. Then employees might have the choice to start anytime between 7:00a.m. to 9:00a.m. and the choice to leave anytime between 4:30 p.m. to 6:30p.m., provided that they work 8 hours. Some employers also permit a carryover of hours within a fixed period by not requiring their employees that eight hours be completed each day - allowing the compensation of the balance any time in the future to meet the requirement of a forty-hour work week (Bird 2010). Flextime schedule allows employers to operate beyond the conventional working hours as well as give employees a certain level of autonomy (Rahman 2019; Jackson & Fransman 2018).

Several empirical studies pointed out a number of benefits of flextime arrangements including its effect in improving commuting, improving productivity, improving work-life balance, increasing job satisfaction, reducing operating cost such as overtime payments and more (Rawashdeh, Almasarweh & Jaber 2016). As indicated by Jackson & Fransman, the association between flextime and job satisfaction from the context of developed countries is heavily researched and the most commonly reported in the

literature (Jackson and Fransman 2018). For example, empirical studies showed flextime as one of the most widely used FWAs across organization as well as the existence of positive relationship between flextime arrangement as independent variable and job satisfaction as dependent variable (Rawashdeh, Almasarweh & Jaber 2016; Omondi & K'Obonyo 2018; Rahman 2019). Overall, there is a strong claim that FWA does lead to improved job satisfaction and morale among employees. Ronda (2016) and a number of other empirical studies pointed out that there is an obvious correlation between employers that are able to show trust and support for their employees (provision of flextime arrangement) and employees who are more satisfied with their job and those who work harder (Ronda 2016; Rahman 2019; Jackson & Fransman 2018; SHRM 2020; SHRM 2016).

The drawback of this practice is that “scheduling trainings and meetings can be very difficult while practicing flextime in the organization and there could be lack of supervision for those who work during nonconventional hours.” (Scott, n.d in Rahman 2019). This can create burden on managers in meeting the competing needs of their organizations as well as their co-workers. Moreover, such arrangement might not be practical to be implemented in continuous process operations such manufacturing organizations – assembly lines (Baltes et al. 1999). Therefore, it is important to note that just having access to flextime provision, in and of itself, might not give the important outcomes that employers and employees care about such as productivity, job satisfaction, health and well-being.

2.2.2.2 Compressed Workweek

Compressed Workweek is another form of scheduling method that allows employees to work a standard workweek of 40 hours compressed into fewer than five days in one week

(SHRM 2020; CRANET 2005). The concept of compressed work-week (the working modality of 4 days a week) became popular in 1970's in which companies claimed great results and more businesses began to use them (Bird 2010). According to Bird, 'interest in compressed workweek [modality] peaked in 1973' (Bird 2010:1079). In this scheduling, the workweek is reduced than the standard days by increasing the number of hours an employee is required to work each day. For example, instead of the standard five 8-hour days week, employees can work for four 10-hours days. In this modality, employees work fulltime in a few whereas longer days (Rahman 2019; Rawashdeh, Almasarweh & Jaber 2016).

The most common forms of compressed work week is 4/40 – employees work 10 hours daily in 4 days of the week and they will be able to take either Friday or Monday off, enabling employees to extend their weekend to 3 days (Baltes & Sirabian 2017; Baltes et al. 1999; Njiru, Kiambati & Kamau 2015). This arrangement entails 'an extra day off in the middle of the week, a weekend work day with two weekdays off, or rotating days off to share the three-day weekend across the workforce' (Bird 2010:1064). The recently introduced compressed week schedules that have been adopted by some organizations include 3/36, 4/32, and more, with employees working three days for twelve hours per day or four days for eight hours per day, respectively (Bird 2020; Baltes et al. 1999). For example, most UN offices in Addis Ababa have implemented compressed workweek for many years by allowing their employees to work for 32 hours from Monday to Thursday (8:30 am to 1:00 pm and 2:00 pm to 5:30 pm) and only work for 5½ hours (8:30 am to 2:00 pm) on Friday's without lunch break. This arrangement allows employees to take Friday afternoons off.

There are prior considerations in implementing compressed workweek. Workweek can only be compressed in alignment with any federal law (if any) that caps the number of working hours. For example, in Germany the number of hours on any given day can be extended to 10 hours but the average daily working hours, within 6 months, should not exceed 8 hours (Baltes & Sirabian 2017). Compressed workweek modality is not mentioned in Ethiopian labor law; however, the provision of the new Proclamation of article 67(2) does clearly indicate that the maximum overtime work is capped at 4 hours per day and a maximum of 12 hours per week (EFDR 2019).

Compressed workweek is commonly used in manufacturing settings due to the interdependence nature of the work in assembly lines and the fact that manufacturing organizations might not require employees to be present at regular time intervals (Baltes & Sirabian 2017; Baltes et al. 1999). Moreover, in comparison to other FWAs such as flextime and telecommuting, compressed workweek arrangement is claimed to be less desirable by employees (Rahman 2019).

In view of a quantitative (meta-analysis) study done in 1999, compressed workweek is indicated to have positive relationship to both the job satisfaction and satisfaction with work schedule (Baltes et al. 1999). It is also asserted in this study that the key features of a job including responsibility, autonomy and job knowledge emanated from implementing compressed work week might be related with more positive attitudes toward the job itself. Such positive changes would lead to higher job satisfaction. In view of this empirical study, the extent of behavioral work related criteria such as absenteeism and productivity were lower than attitudinal work-related criteria such as job satisfaction when compared to the findings of flextime schedule. On the contrary, a recent study done in 2008 showed a positive relationship with productivity of employees working a 4/40 compressed week

schedule but the finding reported that these employees did not have greater job satisfaction (Facer & Wadsworth 2008).

In conclusion, compressed workweek allows employees to exercise certain form of autonomy in managing their time, it increases their job responsibility and knowledge which are positive indicators of employees' attitude towards their job. And, these positive organizational outcomes are correlated with employee job satisfaction. As discussed above, the extent of the provision of compressed workweek on job satisfaction might be lower than that of flextime schedule. Nevertheless, compressed workweek schedule does positively affect employee job satisfaction.

2.2.2.3 Telecommuting

The terms telecommuting or telework are used interchangeably (Lakshmi, Nigam & Mishra 2017; Huws, Jagger & O'Regan 1999). Telecommuting is best defined as “a work practice that involves members of an organization substituting a portion of their typical work hours (ranging from a few hours per week to nearly full-time) to work away from a central workplace—typically principally from home—using technology to interact with others as needed to conduct work tasks” (Allen, Gordern & Shockley 2015:45). The focus of telecommuting is on provision of location flexibility.

Another key aspect of telecommuting as identified by a number of literature and empirical studies is the advancement of information and communication technologies such as the spread of broadband services, mobile connections at ever-affordable rates that paved the way for telecommuting as the fastest growing mode of flexible work environment (Cox 2009; Siddhartha & Malika 2016; Ansong & Boateng 2017). Moreover, the shift from manufacturing to information economy is the other factor which contributed for the increase of jobs that lend themselves to telecommuting (Allen, Golden

& Shockley 2015). From the inception of the notion of telecommuting in 1973, a large number of organizations mainly in the developed countries have now adopting it as a mainstream organizational strategy to accessing work other than a central place of work. (Miller 2016; Cox 2009; Alen, Gordern & Shockley 2015; Teh et.al. 2017).

A number of empirical studies unearthed key employee motivational factors that drive high organizational productivity from the implementation of telecommuting scheme (Cox 2009; Ye 2012; Teh et.al. 2013; Allen, Golden & Shockley 2015; Ansong & Boateng 2017). To mention a few, an outcome of an empirical study done in Malaysia among telecommuting employees identified job satisfaction and employee commitment as well as operating cost reduction as advantages of telecommuting (Baard & Thomas 2010; Teh et.al. 2017; Ansong & Boateng 2017). Other empirical studies done on telecommuting showed work-life balance - one of the intrinsic motivational factors of Towers Perrin's model (Armstrong & Taylor 2014), as one of the main benefits of telecommuting (Baard & Thomas 2010; Miller 2016; Okoli 2016; Dissanayake 2017; Ansong & Boateng 2017). Telecommuting also plays a significant role in addressing social issues in the form of improving road conjunction for countries with highly growing population by reducing work travel time or changing it out of the peak period, minimizing pollution and greenhouse gas emissions (Allen Golden & Shockley 2015; Siddhartha & Malika 2016; Okoli 2016).

The assertion of these studies on the importance of telecommuting in terms of enhancing employee and organizational effectiveness as well as its positive impact on employee satisfaction and society in general points to the fact that "Telecommuting arrangements bring to the forefront the notion that work is no longer a place but what you do." (Allen, Golden & Shockley 2015:62).

2.3 Job Satisfaction and Flexible Work Arrangements

Employee job satisfaction is a widely used, very well studied and measured term in the area of human resources management. Job satisfaction is now considered as a universal factor for all forms organization in determining employee and organizational productivity. Scholars also assert that the concept of job satisfaction can be seen in a number of ways. According to Spector (1997), job satisfaction refers as to what level people like about the various aspects of their job. Similarly, it can also be defined as individual's state of pleasurable emotions in the form of having positive feeling or attitude about their career while performing at their workplaces (Rawashdeh, Almasarweh & Jaber 2016). In view of Price (1997:470), job satisfaction refers to "the degree to which employees have a positive affective orientation towards employment by the organization." It is inner form of satisfaction that employees experience from the commonly distinguishing dimensions of job satisfaction such as the work itself, supervision, monetary rewards and coworkers (Price 1997). From the viewpoint of humanitarian perspective, job satisfaction can be considered as a demonstration of benefiting from healthy working conditions as well as an indicator of the physical and psychological well being of employees (Addis, Dvivedi & Beshah 2018).

Among the sources of employee job satisfaction include FWAs, work climate or working conditions, employees' ability to meet the demands of their family and personal lives (Armstrong & Taylor 2014; Ivancevich & Matterson 1997). Large body of empirical studies state that FWA can benefit both the employers and the employees in terms of higher commitment, lower turnover, reduced work-family conflict and higher job satisfaction. Among these FWAs that make employees feel enriched include: flextime, compressed workweek and telecommuting (Rahman 2019). These studies also pointed

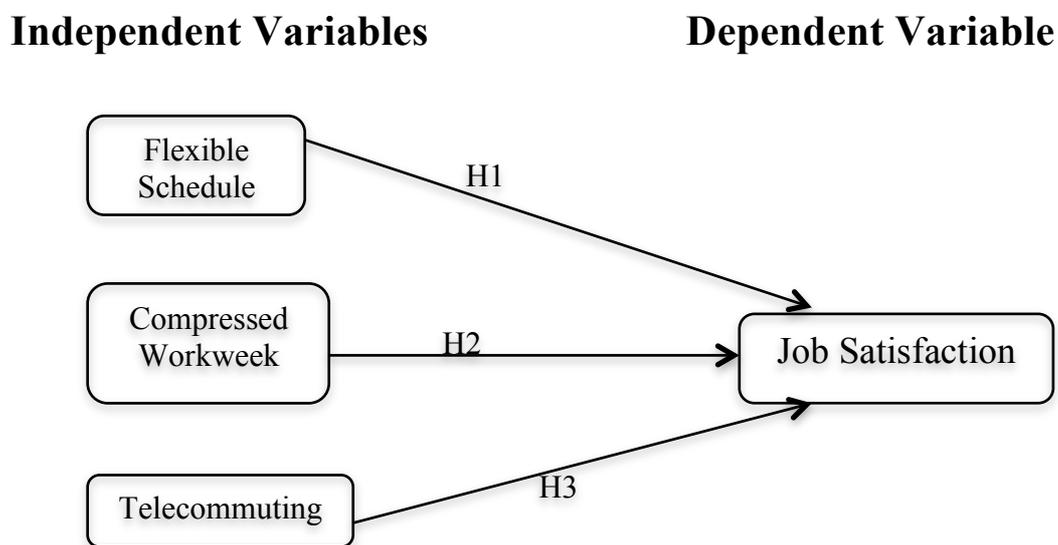
out the presence of positive relationship between FWAs and job satisfaction as employees maintain harmony within their family demands and job responsibilities (Rahman 2019). Another study states that proper implementation of FWAs can result in higher job satisfaction due to employees provision to a certain level of autonomy in fulfilling both their personal and work lives (Rawashdeh, Almasarweh & Jaber 2016).

Many scholars (Allen 2001; McNall, Masuda & Nicklin 2010; Maxwell et.al. 2007; Allen, Golden & Shockley 2015) identified that most of the independent variables such as flextime schedule, telecommuting and compressed workweek have greater influence on dependent variables such as job satisfaction, absenteeism and organizational productivity.

In summary, based of the studies of Rawashdeh, Almasarweh & Jaber (2016) and Rahman (2019), many scholars in FWAs have pointed out on the positive relationship between the aforementioned three practices - flextime, telecommuting, and compressed workweek as independent variables and other dependent variables such as job satisfaction, work-family balance, productivity and absenteeism.

2.4 Conceptual Framework

Based on the above review and analysis, this research proposes a conceptual framework (model), that depicts flextime schedule, compressed workweek and telecommuting as important antecedents (independent variables) for subjective job satisfaction (dependent variable) of employees. In addition, it is argued that flexible schedule, compressed workweek and telecommuting increase the subjective experiences of employee job satisfaction.



Source : Developed by the Researcher (2020)

H1: There is a positive association of flextime schedule on job satisfaction

H2: There is a positive association of compressed workweek on job satisfaction

H3: There is a positive association of telecommuting on job satisfaction

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides information on quantitative approach as a strategy of inquiry, the research population, data collection method and procedures used to collect and analyze the data.

3.1 Research Approach

This research is conducted using a cross-sectional quantitative approach in exploring the effect of the three components of FWAs, i.e. flextime schedule, compressed workweek and telecommuting (independent variables), on job satisfaction (dependent variable). These variables were measured so that numbered data could be analyzed using statistical procedures to explore the extent of the components of FWAs on job satisfaction (Creswell 2009).

3.2 Research Design

The research design employed in this study was both descriptive and inferential statistics (Pallant 2001 and Creswell 2009). In so doing, this study attempted in exploring the effects of flextime schedule, compressed workweek, and telecommuting on the job satisfaction of employees of the UNECA. The descriptive analysis approach provided a description of the relevant aspects of the situation such as demographic analysis of respondents and presented numerical as well as categorical picture of the research subjects. Whereas, the inferential statistics provided evidence on the effects of the three independent variables of FWAs on job satisfaction or the dependent variable.

3.4 Data Sources

The researcher mainly used a questionnaire as a primary data collection instrument for conducting this research (Appendix A). It was distributed to the Ethiopian national employees of the UNECA by email. Data was collected using an online survey platform i.e. survey monkey.

3.5 Research Population

Research throughout this study focused on Ethiopian national employees who are presently working for the UNECA in Addis Ababa. Specifically, relevant staffs from professional level, national officers and general support categories were considered as the study population. As pointed out by Rahman (2019), upon conducting similar empirical study, they suggested that in order to obtain more accurate data large number of respondents should be reached out. As a result, the researcher employed census method - studied the entire population that is 250.

3.6 Data Collection Instrument

A structured survey questionnaire with two sections were developed based on data from previous empirical studies (Appendix A). Section A was constructed in the form of likert-scale ranging from “1” (i.e. Strongly Disagree) to “5” (i.e. Strongly Agree). Section A was on the components of FWAs (i.e. flextime schedule, compressed workweek and telecommuting) and on job satisfaction (the dependent variable). Section B focused on gathering demographic information of respondents (i.e. sex, age, job duration and position).

The questionnaire in Section A had 20 items that was adopted with some modifications from prior studies of Rawashdeh, Almasarweh & Jaber (2016) and Rahman (2019) on FWAs. This questionnaire was used as an instrument to measure both the independent and dependent variables. The components of flexible working arrangements i.e. flextime, compressed workweek and telecommuting which were the independent variables of the study was measured by 20 questions in total. The flextime variable was measured by a 5-item instrument including such items as “My job does not have rigid start and end times” and “My job requires me to work for certain number of hours per day/week.” The compressed workweek variable was measured by a 5-item instrument including such items as “I have the option to work fewer than 5 working days” and “I have to work for 9 or more hours each day for availing an extra day off in the week unlike the traditional working hours.” The telecommuting variable was measured by a 4-item instrument including such item as “I prefer telecommuting over traditional working arrangements” and “I get the opportunity to work from out of office with the aid of technology for a certain number of hours each week.”

The dependent variable, i.e., job satisfaction was measured by 6-item instruments. Some of the items under job satisfaction were: “I am overall satisfied with my job” and “I am happy and do not intend to switch from my current job any soon.”

3.6.1 Data Collection Procedure

The following data collection procedure was employed:

Step 1: A list of Ethiopian national employees who were eligible for FWAs was collected from the relevant staff of the UNECA located in Addis Ababa.

Step 2: Received approval of the email request including the tested structured questionnaire (Appendix A)

Step 3: An email request including the online survey link obtained from Survey Monkey was sent to the target population. The survey was anonymous and respondents were asked to answer all the questions voluntarily. The respondents were required to answer the questions on their own. The researcher also made sure to provide sufficient time to respondents so that they may give well thought answers to the questions.

Step 4: The researcher automatically collected responses online from Survey Monkey using login account and password.

Step 5: Finally, data were downloaded from Survey Monkey in CSV format.

3.7 Data Analysis

After the data is completed, the data gathered from the online Survey Monkey platform, was checked for omissions, legibility and consistency in classification. Then the data was entered in to the SPSS software for analysis. The data has been cleaned for completeness and inconsistencies. According to scholars in research design, if a study has two or more independent variables having continuous data type, the statistical test that should be employed will be multiple regressions (Pallant 2001 and Creswell 2009). In view of this, the researcher used multiple regressions analysis to analyze the effects of the independent variables of flexible working arrangement on job satisfaction. Descriptive analysis (such as using frequencies and percentages) was also used to provide summary information about respondents.

3.8 Scale Reliability and Validity

A survey instrument that has been used to measure the effect of FWAs on job satisfaction was adopted from prior works of Rahman (2019) and Rawashdeh, Almasarweh & Jaber (2016) on FWAs. Scale reliability of constructs from statistical analysis of Mean and Standard Deviation of responses has been tested using Cronbach's Alpha in order to examine the consistency between constructs (Creswell 2009).

Table 3.1 below presents the reliability and validity test, which was conducted to measure the internal consistency among the four constructs of this study. Studies pointed out that there are no uniformly acceptable values of alpha (Tavakol & Dennick 2011 and Rahman 2019). Based on these studies some indicate .70 to .95 while others denote .60 as the lowest acceptable value of alpha. According to George and Mallery in Gliem & Gliem (2003:231), they provided “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable” (Gliem & Gliem 2003: 231). Tavakol and Dennick stated that correlation of items in a test does imply an increased value of alpha but it does not always denote a high degree of internal consistency. They go on to explain that there are other factors such as the length of the test that can reduce the value of alpha. Moreover, according to Malhotra (2007) in Rahman (2019), “an Alpha (α) value of at least 0.60 can be considered to be acceptable where he suggested, the higher the score the greater will be the reliability of the data (Rahman 2019:103).”

The values of Alpha in this study are between .630 and .737. Based on the above explanation, all components fall within the acceptable range and it can be inferred that these items from the questionnaire are valid and be considered to be reliable for this study.

Table 3.1: Reliability of Scale

Variables	No of Items	Cronbach's Alpha(α)
Flexitime Schedule	5	0.655
Compressed Workweek	5	0.635
Telecommuting	4	0.630
Job Satisfaction	6	0.737

3.9 Ethical Considerations

During the research process, appropriate ethical considerations have been made by the researcher to protect the confidentiality of the organizations' information and the response of the respondents. The data was collected anonymously (Appendix A). The questionnaire has been distributed only to the volunteer respondents. Any written materials was clearly cited and acknowledged. Sources for literature have also been duly acknowledged.

CHAPTER FOUR

DATA PRESENTATIONS AND ANALYSIS

4.1 Introduction

The general objective of this study was to explore the effects of flexible working arrangements on job satisfaction of the Ethiopian national employees of the United Nations Economic Commission for Africa in Addis Ababa. In so doing, a census method has been used to boost the number of responses. Then a questionnaire that has been developed based on prior similar studies was sent by email to be filled-in using the online Survey Monkey platform.

In this chapter, the data analysis and findings are presented where the data collected using Survey Monkey were analyzed using SPSS and MS Excel. The chapter is presented in five sections: the first section is response rate and the descriptive analysis of demographic characteristics of the respondents. The second section presents descriptive analysis of the major variables of the study. The third section presents assumptions undertaken in order to conduct the regression analysis. The fourth section is about the multiple regression analysis of the FWAs and Job Satisfaction on how much the combination of the independent variables explained the dependent variable. The study findings and the subsequent analyses of the findings are also presented in this chapter.

4.2 Response Rate

The total number of Ethiopian National regular employees of the United Nations Economic Commission for Africa that are relevant for this study was 250. In order to boost the number of responses, a census technique was employed. Out of the total questionnaires sent to 250 employees, 178 (71%) questionnaires were returned and used for the analysis. SPSS version 23 was used to analyze the data collected from the target population.

4.3 Respondents Demographic Data

Descriptive statistics of frequency and percentage was used to obtain the participants' gender, job category, work experience in the organizations and presented in the following table.

Table 4.1: Demographic Information of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	80	43
	Female	104	56
	Missing	3	1
Age	20-30	3	2%
	31-40	46	25
	41-50	93	50
	>50	30	16
	Missing	14	8
Job Category	Professional	11	6
	National Officer	24	13
	General Service	145	78
	Missing	6	3
Experience	<5	11	6
	5-10	47	25
	10-15	54	29
	15-20	34	18
	>20	27	15
	Missing	13	7

Table 4.1 above illustrates basic information of respondents, which shows that majority of the respondents are female, i.e. 56%. Most of the respondents' surveyed fall under the age of 41-50 as well as a noteworthy proportion of respondents are general service providers, i.e. 78%. When respondents were asked about their work experience, it has been found that 29% of them have been working in their current institution for 10 to 15 years, whereas only 6% of them have been working for less than 5 years, an indication of a low level attrition.

4.4 Descriptive Analysis of the Variables

As shown below in Table 4.2, the three components of FWA contain 14 questions that asked respondents to state their perception of each variable. Each of these independent variables, Flexitime Schedule, Compressed Workweek and Telecommuting has 5, 5 and 4 items, respectively. The dependent variable i.e. Job Satisfaction scale, has 6 items that measure the Job Satisfaction of the employees.

Table 4.2: Descriptive Statistics – Mean and Standard Deviation

	Mean	St. Deviation	N
1. Flexitime Schedule			
My job does not have rigid start and end times.	3.80	1.17	186
My job requires me to work for certain number of hours per day/week.	4.21	0.93	
My job gives me the flexibility to choose my start and end times by fulfilling the mandatory core hours.	3.66	1.14	
My job allows me to leave an hour earlier if I can cover it up on another working day in that week.	3.57	1.08	
My productivity at work is greater due to flexible working hours.	3.85	1.05	

	Mean	St. Deviation	N
2. Compressed Workweek			
I have the option to work fewer than 5 working days.	3.10	1.04	186
I have to work for 9 or more hours each day for availing an extra day off in the week unlike the traditional working hours.	3.34	.55	
I have the option to take mini breaks during work when I work for such long hours.	3.77	.52	
I have to be present during the core working days at office.	4.20	0.74	
I have been able to increase my engagement levels at work due to the opportunity of compressed workweek.	3.53	0.91	
3. Telecommuting			
I prefer telecommuting over traditional working arrangements.	3.62	1.15	186
I get the opportunity to work from out of office with the aid of technology for a certain number of hours each week.	3.99	1.05	
It can be much convenient to integrate work and life due to telecommuting.	4.19	0.91	
I do not think that telecommuting acts a barrier to career advancement anymore in the 21st century.	3.72	1.15	
5. Job Satisfaction			
I am overall satisfied with my job.	4.13	0.77	186
I am happy and do not intend to switch from my current job any soon.	3.49	1.09	
I am happy with my co-workers as they are cooperative and help others to maintain a healthy work-life balance.	4.01	0.89	
I am satisfied with the management as it incorporates counselling services to personally understand an employee's concerns.	3.40	1.04	

	Mean	St. Deviation	N
I am satisfied as the employees demonstrating high performances are justly rewarded with bonus or other monetary benefits.	2.68	1.07	
I am determined to establish my career in my current organization.	3.76	0.87	

Source: Survey Result

As specified in chapter three – the methodology section, the questionnaire consists of four factors covering 20 variables. In view of this, table 4.2 demonstrates the mean and standard deviation of these 20 variables. As can be noted, the mean values of 19 variables range from 3.10 to 4.21 which signifies the tendency of responses towards the scale of “Neutral” and “Strongly Agree”. The standard deviation of these 19 variables ranges between 1.15 to 0.74. Among the four factors of FWAs considered in this study, the mean values of the items under Flextime Schedule tend to be mostly higher than the values of the items under the Compressed Workweek and Telecommuting which is in alignment of prior studies of Rahman (2019) and Rwashdeh, Almasarweh & Jaber (2016).

4.5 Checking Assumptions

A number of test of assumptions were conducted within the data set before proceeding to multiple regression analysis. These tests of assumptions that were undertaken in this study were the following:

Multicolinairty: this assumption is checked based on the Correlations Table below generated by regression analysis.

Table 4.3: Correlations

		MeanJS	MeanFS	MeanCW	MeanTC
Pearson Correlation	MeanJS	1.000	.40	.31	.22
	MeanFS	.40	1.000	.40	.40
	MeanCW	.31	.40	1.000	.34
	MeanTC	.22	.40	.34	1.000
Sig. (1-tailed), (0 <= p <= 0.001) N = 184					

In order to denote a relationship with the dependent variable (job satisfaction), the value of independent variable should be above **.3** (Pallant 2001). Based on this analysis, all the variables are greater than **.3** except Telecommuting. There is weaker relationship between telecommuting and job satisfaction which is **.22**. There is also no high relationship among the independent variables. This suggests that multicollinearity is not violated.

Collinearity Diagnostics: this analysis was also undertaken based on the statistical analysis - Coefficients Table 4.4 below.

Table 4.4: Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta (b)			Zero-order	Partial	Part	Tolerance	VIF
MeanFS	1.695	.355		4.781	.000					
MeanCW	.245	.073	.264	3.359	.001	.354	.243	.230	.759	1.317
MeanTC	.203	.098	.159	2.077	.039	.287	.153	.142	.803	1.246
	.055	.065	.065	.847	.398	.224	.063	.058	.803	1.245

Specifically, values of **Tolerance** and **VIF** were checked. According to Pallant (2001), if the values of Tolerance are near **0**, it suggests multicollinearity. However, in this study the values of independent variables (.759, .803, .803) are quite respectable - so this assumption is not violated.

Normality, Linearity, Homoscedasticity, Independence of Residuals: these assumptions were checked based on results from the Residuals Scatter Plots (Appendix C) and the Normal Probability Plots (Appendix B). The Scatter Plot (Appendix E) showed most of the scores being concentrated in the center. By inspecting the Normal Probability Plots (Appendix B), it can be deduced that the variables have a reasonably straight diagonal line from bottom left to right – there is no major deviation from normality.

Outliers: Mahalanobis and Cook's distances as well as Case Wise Diagnostics (Appendix D) were used in checking outliers. In view of Mahalanobis and Cook's (Appendix C) distances, values of the independent variables is not greater than the maximum critical values, i.e. 16.27 as indicated by literatures (Pallant 2001). Mahalanobis and Cook's distances, as part of residual statistics give an overall indicator of outliers but Case Wise diagnostics provides outliers that are specific. As can be seen under the Case Wise Diagnostics (Appendix D), two cases, i.e., case no 36 and 48 are showed as outliers. However, their Mahal distance and Cook's distance values are not greater than the maximum critical value which is 6.27. Besides, the values of these cases are not beyond the range i.e. +3 to -3 (Pallant 2001) as it can be noted at the scatter plot diagram (Appendix E). Therefore, this doesn't affect the analysis and it can be considered that these cases are not outliers

4.6 Regression Analysis

Upon checking the required assumption under section 4.5, multiple regression analysis was performed to understand by how much of each of the components of FWA, i.e. Flexitime Schedule, Compressed Workweek and Telecommuting explain the dependent variable, i.e Job Satisfaction. The results of regression analysis are presented below.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.392 ^a	.154	.140	.588	.154	10.895	3	180	.000

Table 4.6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.284	3	3.761	10.895	.000 ^b
	Residual	62.142	180	.345		
	Total	73.426	183			

ANOVA Table (test using alpha = .05); $f(3, 180) = 10.9, p < .001, R^2 = .15$

Table 4.7: Standard Multiple Regression of Flexitime Schedule, Compressed Workweek and Telecommuting on Job Satisfaction

Variables	Job Satisfaction (DV)	Flexitime Schedule	Compressed Workweek	Telecommuting	b	p	Sr ²
Flexitime Schedule	.354				.264	.001	.243
Compressed Workweek	.287	.401			.159	.039	.153
Telecommuting	.224	.401	.335		.065	.398	.063
Mean	3.57	3.82	3.59	3.88	.398		
SD	.63	.68	.50	.76			
							$R^2 = .15$
							<i>Adjusted R² = .14</i>
							$R = .39$

The following is the summary of result with Beta, t-value and p-value from Multiple Regression Testing for the hypotheses of this study.

Table 4.8: Summary Result

ID	Hypothesis	Beta	t-value	p-value	Decision
H1	There is positive association of flexitime schedule on job satisfaction	.264	3.359	.001	Accept
H2	There is positive association of compressed workweek on job satisfaction	.159	2.077	.039	Accept
H3	There is positive association of telecommuting on job satisfaction	.065	.847	.398	Reject

According to the multiple regression analysis, the study specifically aimed at proving the research hypothesis, i.e. exploring effect of positive association of the independent variables (flexitime schedule, compressed workweek and telecommuting) on the dependent variable (job satisfaction). From the regression analysis and the summary result, it can be seen that there exists a positive relationship between all the independent variables (flexible working arrangements) and dependent variable with $R = .39$ and R-square value of .15 that signifies 16% of the variation in job satisfaction can be explained by the combination of the three components of FWAs. This means that the unit change in these three forms of FWAs will result to a change in job satisfaction by a factor of .15 at 5% significant level. According to Cohen (1988), R^2 values are assessed 0.26 substantial, 0.13 moderate, and 0.02 weak (Cohen, 1988, p. 413). In this case, the effect the independent variables on the dependent variable with R-square value of .16 is more than moderate level.

As pointed out by several empirical studies, flexitime schedule as independent variable have showed the largest value of Beta, i.e. $\beta=.264$, $p=.001$, in comparison to the two independent variable, i.e. Compressed Workweek ($\beta=.159$, $p=.039$) and Telecommuting ($\beta=.065$, $p=.398$). This affirms the claim that Flexitime Schedule is the most commonly

used FWAs used across organizations as well as its strong effect in enhancing job satisfaction (Ronda, 2016, Omondi and K'Obonyo, 2018, Rahman, 2019, Jackson and Fransman, 2018, SHRM, 2020, SHRM, 2016).

However, one factor of FWA, i.e., Telecommuting ($\beta=.065$, $p=.398$) could not be accepted, as the level of acceptance of p is not less than <0.05 (Pallant 2001). This finding contradicts with prior research findings of Teh et.al (2017) and a number of other empirical studies which suggest telecommuting, as one of the commonly used approach of FWAs, as having a major significant positive effect on job satisfaction of employees (Cox 2009; Baard & Thomas 2010; Mamaghani 2012; Ye 2012; Teh et.al. 2013; Allen Golden & Shockley, 2015; Ansong & Boateng 2017).

As already pointed out in chapter three, the positive effect of workplace flexibility is dependent on a number of several factors including country context in identifying the appropriate FWAs modality (Albion, 2004, SHRM, 2015). In view of these empirical studies, FWAs can not be implemented uniformly across all cultures, there are a number of factors including country context that need to be considered in designing workplace flexibility. It is also important to note that in line with prior studies, the effect of compressed workweek on job satisfaction is lower than the effect of flextime schedule on job satisfaction (Rahman, 2019 and Rwashdeh, Almasarweh and Jaber, 2016).

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

Chapter five presents the summary, conclusion and recommendations of the study. The summary section provides the gist of the most significant findings extracted from the results and analysis provided in chapter four. In the conclusion section, the major points drawn on the research questions are presented. And finally, based on major findings discussed in the conclusion section, suggestion for future consideration are highlighted under the recommendations section.

5.2 Summary

An exploration of the effects of the combination of the components of FWAs, i.e. flextime schedule and compressed workweek on job satisfaction of the Ethiopian national employees of the UNECA in Addis Ababa showed a positive result in enhancing the job satisfaction of its employees. Specifically, flextime schedule has the strongest unique contribution to explaining the dependent variable (job satisfaction) when compared to effects of compressed workweek and telecommuting. However, separate analysis of the effect of telecommuting on job satisfaction showed no significant effect. There is mismatch in considering telecommuting as the 2nd most commonly used FWAs and its effect in enhancing job satisfaction from the perspective of the Ethiopian National employees of the UNECA in Addis Ababa. Based on the positive outcome of flextime schedule and compressed workweek on job satisfaction, the introduction and implementation of workplace flexibility by the UNECA since 2019 has positively contributed in enhancing the job satisfaction of its national employees in Addis Ababa.

This study is also in alignment with the survey result of UNECA done in 2019 which shows a 2% increase in its employees' level of job satisfaction when compared to its prior survey.

5.3 Conclusions

The objective of this study was to explore the positive effects of flextime schedule, compressed workweek and telecommuting on job satisfaction. The analysis showed that there is significant positive effect of flextime schedule ($R = .39$, $R^2 = .264$, $p = .001$) and compressed workweek ($R = .39$, $R^2 = .159$, $p = .398$). This means that increase in the use of flexible working arrangements (flextime schedule and compressed workweek) can lead to increase in employee job satisfaction of the UNECA in Addis Ababa. The independent variables reported R value of .39 and $R^2 = .15$ which means that 15% of corresponding variations in employee job satisfaction can be explained by flexible working arrangements.

It is evident from this study and prior similar empirical studies that adoption of flextime schedule and compressed workweek FWAs as a human resources management practice contribute in terms of enhancing employee job satisfaction. Nevertheless, all forms of FWAs can not be uniformly applied across cultures and different contexts, as its effectiveness is highly dependent on a number of several factors. A case in point from this study was, absence of significant relationship between telecommuting and job satisfaction from the perspective of Ethiopian national employees of UNECA in Addis Ababa. Contrary to prior studies, this study disproves that there is no significant relationship between telecommuting ($\beta=.065$, $p=.398$) and job satisfaction from Ethiopian employees perspective.

5.4 Recommendations

Even though the adoption and implementation of FWAs as an innovative human resources management practice at the UNECA is at nascent stage, flexible schedule and compressed workweek contribute in enhancing the job satisfaction of the Ethiopian national employees of the UNECA. It is therefore believed that the outcome of this study can serve as an input in exploring further on identifying context-relevant FWAs as one key provision towards maximizing employee job satisfaction.

This study also showed that telecommuting has no significant relationship on job satisfaction. Therefore, further study could be considered in this area from Ethiopian context, as the outcome of prior studies focus on the experiences of organizations from the developed world.

There are limitations of the study, which could be considered if further research is conducted. Due to the prevailing challenge of the pandemic COVID-19, it has been difficult to obtain a greater number of respondents and be able to get more accurate data from the diverse UN agency offices located at the UNECA compound in Addis Ababa. In order to boost the accuracy of research findings in the area of FWAs, future research should consider increasing the sample size as well as maximize the diversity of respondents from different organizations or sectors. The study only focuses on employees of the United Nations Economic Commission for Africa and it is believed that a comparative analysis could be performed in diversified industries such as private and government sectors in Ethiopia. Moreover, there is research gap in FWAs in Ethiopia, therefore as innovative human resource management practice in obtaining and sustaining the human capital, the factors of FWAs need to be studied further.

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APPENDIX A: INVITATION LETTER AND SURVEY

INSTRUMENT

Dear Participant,

My name is Abenet Legesse Bekele, MA graduate student at the Addis Ababa University College of Business and Economics – School of Commerce, Human Resources Management Program. Currently, I am doing my thesis on the **Effects of Flexible Working Arrangements on Employee Job Satisfaction**. The purpose of this study is to explore effects of flexible working arrangements (flexible schedule, compressed workweek and telecommuting) on job satisfaction from selected Ethiopian national employees of the United Nations Offices based in Addis Ababa.

This is; therefore, to kindly invite you to participate in this study by completing the study questionnaire. The questionnaire will require approximately five minutes to complete and it is available online at: https://www.surveymonkey.com/r/JobSatisfaction_UN2020). If this link doesn't open, please copy and past it on your browser.

This study poses no known risks and your name will not be associated with the findings. Please note that your participation in this study is entirely voluntary. If you choose to participate in this study, please answer all the questions as honestly as possible and return the completed questionnaires promptly. Completion and return of the questionnaire will indicate your willingness to participate in this study.

Thank you for taking your precious time to assist me in successfully conducting this study. The data collected will provide useful information regarding the effects of Flexible Working Arrangements on the job satisfaction of selected Ethiopian National Employees of the United Nations Economic Commission for Africa. Upon completion of this study, you will be provided with a summary copy of this study.

This study has been reviewed and approved by the Department of Human Resources Management at the Addis Ababa University, School of Commerce. If you have any question or concerns about this study, you can contact the supervisor of this study, Dr. Abdurezak Mohammed at: m.abdurezak@yahoo.com.

Thank you for your time.

Abenet Legesse Bekele, Cell Phone: +251 9 13319287,
email: abenetbekele@gmail.com

Section A: The questionnaire below is designed with 20 variables for collecting data on the components of flexible working arrangements (flextime schedule, compressed workweek and telecommuting) and job satisfaction.

The three common forms of Flexible Working Arrangements included in this study are:

Flextime Schedule: employees exercise a decision to arrive before the core business time (normally 9 or 10 a.m. to 2 or 3 p.m) and leave after the core finish time.

Compressed Workweek: the workweek is compressed into four or lesser days by increasing the number of hours an employee is required to work per day. For example, employees are entitled to work 4 days and 40-hr workweek.

Telecommuting: a work away from a central workplace (ranging from a few hours per week to nearly full time) using technology to interact with co-workers as needed to conduct work tasks.

1= Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Disagree

Likert Scale (1 = Strongly Disagree, 5 = Strongly Agree)	1	2	3	4	5
1. Flexitime Schedule					
My job does not have rigid start and end times.					
My job requires me to work for certain number of hours per day/week.					
My job gives me the flexibility to choose my start and end times by fulfilling the mandatory core hours.					
My job allows me to leave an hour earlier if I can cover it up on another working day in that week.					
My productivity at work is greater due to flexible working hours.					
2. Compressed Workweek					
I have the option to work fewer than 5 working days.					
I have to work for 9 or more hours each day for availing an extra day off in the week unlike the traditional working hours.					
I have the option to take mini breaks during work when I work for such long hours.					
I have to be present during the core working days at office.					
I have been able to increase my engagement levels at work due to the opportunity of compressed workweek.					
3. Telecommuting					
I prefer telecommuting over traditional working arrangements.					
I get the opportunity to work from out of office with the aid of					

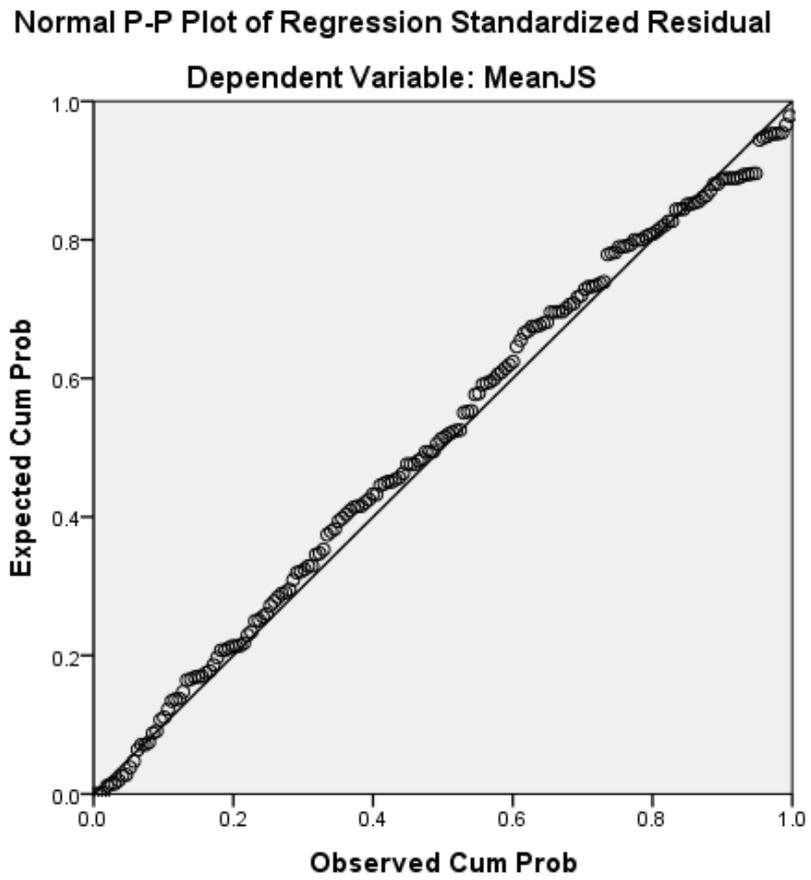
technology for a certain number of hours each week.					
It can be much convenient to integrate work and life due to telecommuting.					
I do not think that telecommuting acts a barrier to career advancement anymore in the 21st century.					
5. Job Satisfaction					
I am overall satisfied with my job.					
I am happy and do not intend to switch from my current job any soon.					
I am happy with my co-workers as they are cooperative and help others to maintain a healthy work-life balance.					
I am satisfied with the management as it incorporates counseling services to personally understand an employee's concerns.					
I am satisfied as the employees demonstrating high performances are justly rewarded with bonus or other monetary benefits.					
I am determined to establish my career in my current organization.					

Adopted from Rahman, M. F. (2019). Impact of Flexible Work Arrangements on Job Satisfaction Among the Female Teachers in the Higher Education Sector. European Journal of Business and Management, 11(18), pp 97-107.

Section B: Demographic Information of Respondents

No.	Variables	Checked
6.	Gender	
	Male	
	Female	
7.	Respondent's Age	
8.	Agency	
9.	Grade Category	
	General Support	
	National Officer	
	Professional	
10.	Work Experience	

APPENDIX B: NORMAL PROBABILITY PLOT



APPENDIX C: RESIDUALS STATISTICS

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.90	4.10	3.57	.248	184
Std. Predicted Value	-2.711	2.128	.000	1.000	184
Standard Error of Predicted Value	.044	.158	.083	.023	184
Adjusted Predicted Value	2.89	4.13	3.57	.249	184
Residual	-2.022	1.193	.000	.583	184
Std. Residual	-3.441	2.031	.000	.992	184
Stud. Residual	-3.475	2.045	.000	1.004	184
Deleted Residual	-2.062	1.210	.000	.597	184
Stud. Deleted Residual	-3.588	2.064	-.002	1.011	184
Mahal. Distance	.042	12.238	2.984	2.220	184
Cook's Distance	.000	.108	.006	.012	184
Centered Leverage Value	.000	.067	.016	.012	184

a. Dependent Variable: MeanJS

APPENDIX D: CASE WISE AND COLLINEARILY DIAGNOSTICS

Casewise Diagnostics^a

Case Number	Std. Residual	MeanJS	Predicted Value	Residual
36	-3.441	1	3.36	-2.022
48	-3.174	2	4.03	-1.865

a. Dependent Variable: MeanJS

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	MeanFS	MeanCW	MeanTC
1	1	3.952	1.000	.00	.00	.00	.00
	2	.021	13.597	.05	.07	.08	.99
	3	.017	15.082	.15	.92	.12	.00
	4	.009	20.582	.79	.00	.80	.00

a. Dependent Variable: MeanJS

APPENDIX E: SCATTER PLOT

