

**Addis Ababa University**  
**School of Commerce**  
**Human Resource Management Graduate Program**



**The Effect of Flexible work arrangements on organizational  
commitment: The Case of MODERN ETH (MMCY|Tech)**

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**A Thesis Submitted to Addis Ababa University, School of  
Commerce in Partial Fulfillment of the Requirements for the Degree  
of Master of Human Resource Management**

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## **DECLARATION**

I hereby declare that the thesis titled “The Effect of Flexible Working Arrangements on Organizational Commitment of Employees at MODERN ETH (MMCT|Tech)” is my own original work. With the guidance and support of my advisor, Dr. Abdurazak Mohammed , I have conducted this research with utmost integrity and dedication. I assert that this work has not been submitted for any degree or diploma fulfillment program at any other institution. Additionally, I acknowledge that I have cited all sources of materials used for the research.

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## **CERTIFICATE**

This is to certify that this study, "The Effect of Flexible Work Arrangements on Organizational Commitment: The Case of Modern ETH (MMCY|Tech)", undertaken by Melat Arkebom for the School of Commerce in Partial Fulfillment of the Requirements for the Degree of Master of Human Resource 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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## **Abbreviations and acronyms**

|                 |                                    |
|-----------------|------------------------------------|
| <b>AC</b>       | Affective Commitment               |
| <b>CC</b>       | Continuance Commitment             |
| <b>COVID-19</b> | The Novel Coronavirus Disease 2019 |
| <b>DV</b>       | Dependent Variable                 |
| <b>HR</b>       | Human Resources                    |
| <b>IT</b>       | Information Technology             |
| <b>IV</b>       | Independent Variables              |
| <b>OC</b>       | Organizational Commitment          |

## Abstract

*This aim of the research is to examine the effect of flexible work arrangement on organizational commitment of MMCY/Tech employees. The study examined effects of two FWAs, which are flextime scheduling and telecommuting on organizational commitment among employees of MMCY/Tech. The specific objectives were to identify the impact of flextime scheduling and telecommuting on organizational commitment. To achieve these objectives, a quantitative cross-sectional survey was conducted among 170 employees of MMCY/Tech. The survey had a response rate of 88.23%. The participants were asked to provide their perceptions of flextime scheduling, telecommuting, and their level of organizational commitment. The conducted data was analyzed using SPSS version 25. Spearman's rho correlation coefficient analysis revealed a strong positive correlation between flextime schedules and OC ( $r = 0.298, p < 0.0001$ ), as well as between telecommuting and OC ( $r = 0.248, p < 0.0001$ ), indicating a significant relationship between FWAs and OC. The model summary and ANOVA regression results showed that the combination of flextime schedules and telecommuting explained 18% ( $R = 0.184$ ) of the variability in OC at a 5% significance level. Specifically, flextime schedules had a stronger predictive effect on OC ( $\beta = 0.323, p < 0.001$ ) compared to telecommuting ( $\beta = 0.254, p < 0.001$ ). Based on these findings, both hypotheses were supported. H1 stated a positive and significant relationship between flextime schedules and organizational commitment, while H2 posited a positive and significant relationship between telecommuting and organizational commitment. This study provides empirical evidence of the positive impact of FWAs, particularly flextime schedules, on employee organizational commitment at MMCY/Tech. The findings highlight the importance of implementing flexible working arrangements to enhance employee commitment and improve overall organizational commitment. These results contribute to the existing body of knowledge on FWAs and their implications for employee well-being and engagement. Future research may explore additional FWAs and factors that influence the relationship between FWAs and OC, considering cultural and contextual variations.*

**Keywords:** *flexible work arrangements, flextime scheduling, telecommuting, organizational commitment.*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the study

Flexible work arrangements (FWAs) have become increasingly popular with organizations looking to improve employee engagement, productivity, and overall organizational commitment. FWAs are policies and practices that allow workers flexibility in the time and location of their work, either formal or informal, and that permit employees to choose when and where work is performed (Maxwell et al., 2007; Weideman & Hofmeyr, 2020).

FWAs are also described as the options given by organizations to their employees to choose the location and time of their work (Allen et al., 2013). FWAs include a variety of employment practices that allow workers to have greater control over the time and place in which they perform their tasks.

FWAs can be divided into four categories: flexibility in scheduling of hours, such as flex-time, compressed workweek, and shift arrangements; flexibility in the number of hours worked, such as part-time work and job sharing; flexibility in the place of work, such as working from home and satellite locations; and flexibility in leave arrangements, such as parental leave, special leave, and unpaid leave (Giannikis & Mihail, 2011)

As a means of granting employees more autonomy over their work schedules and locations, flexible work arrangements (FWAs) have gained popularity in numerous organizations.

One area where the impact of FWAs has been studied extensively is on organizational commitment (OC), or the degree to which employees feel a sense of connection and loyalty towards their organization (Allen & Meyer, 1991).

Studies have indicated that employees who are granted FWAs often exhibit higher degrees of commitment to their organization compared to those who lack such arrangements. This may be because FWAs provide employees with greater autonomy and control over their work, which can lead to increased job satisfaction and a stronger sense of identification with the organization and less turnover rate (Gajendran & Harrison, 2007; Golden, 2006). Furthermore, employees who

have access to FWAs are often able to achieve better work-life balance, which has been shown to have a positive effect on organizational commitment (Kelliher & Anderson, 2010)

**Organizational commitment (OC)** Organizational commitment is commonly defined as "the extent to which an employee feels a sense of loyalty to and identification with his or her employing organization, and a readiness to apply extra energy on behalf of the organization (Meyer & Allen, 1991). It involves an emotional and psychological attachment to the company and can be seen through an individual's readiness to give or provide additional effort, their passion for the company's mission, and their commitment to staying with the organization for the long term (Mowday et al., 1979). Organizational commitment is influenced by the inputs provided to employees by the organization and is closely tied to the outcomes of the relationship between both parties. Additionally, it is associated with the emotional connection between the employee's personal goals and values and those of the organization (Buchanan, 1974; Herrera & De Las Heras-Rosas, 2021).

According to the Allen & Meyer study (1990) three distinct forms of organizational commitment have been identified: affective commitment, continuance commitment, and normative commitment. Affective commitment is an emotional attachment to the organization and a desire to remain part of it. Continuance commitment is staying with the organization out of a sense of obligation or because of the cost of leaving. Normative commitment is sense of employees feeling obligation to stay in the organization.

This study explored the effect of FWAs specifically, flextime schedules and telecommuting, on the organizational commitment of employees in MMCY|Tech.

## **1.2. Background of the organization**

MMCY|Tech, also known as ModernETH, is a company based in Addis Ababa, Ethiopia. With 15 years of market experience, the company has established strong relationships with vendors and skilled professionals through its sister companies in UAE and USA. MMCY|Tech employs over 315 skilled individuals in various fields such as marketing, recruiting, software development, and event management. The company provides hardware import services and

supplies a wide range of products including desktops, laptops, servers, and CCTV security cameras. Additionally, MMCY|Tech offers all-inclusive destination management services and travel consultancy for business groups attending exhibitions and trade shows.

### **1.3. Statement of Problem**

In recent years, the demand for work-life balance and flexible work arrangements (FWAs) has been growing, particularly in low-income African countries like Ethiopia. However, research on the adoption and impact of FWAs on OC is limited (Conradie & Klerk, 2019 ; Rooplal, 2017). Employers, including government agencies in Ethiopia, who previously had not adopted flexible scheduling options, have been compelled to implement flexible work arrangements due to the COVID-19 pandemic (Bekele & mohammed, 2020).

The COVID-19 pandemic has increased the demand for FWAs such as flexible schedules and telecommuting. Additionally, the pandemic has also led to changes in the way organizations view and implement FWAs. Even though the spread of the COVID-19 pandemic forced many businesses to use FWAs, African countries, including Ethiopia, were not ready to implement it due to a lack of appropriate workstations, training, and experience. Despite the setbacks, some businesses are practicing FWAs, and a number of employees are also requesting flexibility in their work schedules.

The existing literature on FWAs primarily focuses on developed countries, leaving a gap in knowledge regarding their adoption and impact in low-income African countries, such as Ethiopia. There is also a lack of empirical studies that specifically explore the adoption and impact of FWAs in low-income African countries, including Ethiopia. The lack of empirical evidence makes it challenging for organizations in these countries to develop effective policies and practices for the successful implementation of FWAs. Furthermore, there is a need to examine the specific effects of different types of FWAs, such as flextime scheduling and telecommuting, on employee's organizational commitment,

MMCY|Tech is one of the organizations that use FWAs. The organization uses two types of FWA practices: flextime scheduling and telecommuting. In light of that, this study aimed to

examine and understand the impact of FWAs, specifically flextime schedules, and telecommuting on OC among employees of MMCY|Tech.

Therefore, this study seeks to bridge the theoretical and empirical gaps by examining the impact of FWAs, specifically flextime schedules and telecommuting, on OC among employees of MMCY|Tech. The findings of this research will provide valuable insights for organizations seeking to implement and optimize FWAs to improve work-life and enhance their employees OC.

## **1.4. Research Questions**

The questions addressed in the study are.

1. What is the effect a flextime schedule on the Organizational commitment of MMCY|Tech employees?
2. What is the effect of telecommuting on the Organizational Commitment of MMCY|Tech employees?

## **1.5. Research Objectives**

### **1.5.1. General objective**

To determine whether flexible work arrangements have an effect on the organizational commitment of employees in MMCY|Tech

### **1.5.2. Specific objectives**

1. To identify the effect of flex time schedule on Organizational Commitment of MMCY|Tech employees?
2. To identify the effect of telecommuting on Organizational Commitment of MMCY|Tech employees.

## **1.6. Research Hypothesis of the Study**

The hypothesis raised in this study will be:

**H1:** There is a positive relationship between Flexitime Schedule and Organizational Commitment of MMCY|Tech employees

**H2:** There is a positive relationship between Telecommuting and Organizational Commitment of MMCY|Tech employees

## **1.7. Significance of the study**

Generally, the significance of this study is to identify how flexible working arrangements have affected the organizational commitment of employees in the case of MMCY|Tech.

The findings of this research add to the relevant knowledge on the effect of FWA and organizational commitments and possible solutions in setting up the FWA. Moreover, this study can be used as an input for policy designing and to prepare plans in advance to mitigate the occurrence of work life balance;

Additionally, it gives the company an opening to use it as a test case for further research.

## **1.8. Scope of the Study**

Data was acquired quantitatively by utilizing a survey research methodology to get data and analyze the impact of flexible work arrangements on OC of employees.

The study addresses the relationship between the two variables, namely the independent variable flexible work arrangement and the dependent variable organizational commitment. The study focused on two types of FWAs which are Flexitime and teleworking.

The participants of the study are employees of MMCY|Tech who are located at Kasanchis, Addis Ababa, Ethiopia.

## **1.9. Limitations**

Limited scope: The study only examined the impact of two specific flexible work arrangements (telecommuting and flexitime) on organizational commitment. Other types of FWAs (such as job

sharing, compressed workweek, or part-time work) were not explored. Future studies could expand the scope to include a broader range of FWAs.

**Generalizability:** The study was conducted in a single organization (MMCY|Tech) and may not be generalizable to other organizations or industries. Future studies could include a more diverse sample of organizations to increase the generalizability of the findings.

**Limited sample:** The study only included permanent employees who had worked at least 6 months. This excludes other types of workers, such as temporary or contract workers, who may have different experiences with FWAs. Future studies could include a more diverse sample of workers.

**Cross-sectional design:** The study used a cross-sectional design, which only captures data at a single point in time. Future studies could use a longitudinal design to examine changes in organizational commitment and FWAs over time.

## **1.10. Definition of Key Terms**

**Flexible work arrangements** are work arrangements that provide an employee the choice to work outside the traditional way of a regular work structure in terms of things like quantity, distribution of working hours, and location of employment (Shockley & Allen, 2007).

**Flextime schedules** are work arrangements that allow employees to choose the start and end time for their workday but require them to be present at their work during employer's core hours (Kenton, 2022).

**Telecommuting** is an alternative way of doing work where employees who do not have a full-time physical location for their work may interact with others through email, telephone, video conferencing and other communication tools to connect to the workplace (Kossek et al., 2006).

**Organizational commitment** can be defined as an individual's emotional and psychological attachment to their organization, accompanied by a strong sense of loyalty. It relates to an individual's feelings and perceptions towards their organization (Armstrong & Tylor, 1928).

OC is a strong belief of an employee based on which they accept the organizational objectives and vision, put effort and maintain organizational membership (Elkhdr & Aimer, 2020; Steers et al., 1979).

### **1.11. Organization of the Study**

The research paper is divided into five sections. The first chapter is an introduction, the second chapter is a literature review, and the third chapter discusses the methodology used in the study, followed by the fourth chapter which presents the data, analysis, and interpretation. The final chapter summarizes the findings, conclusions, and recommendations.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

The literature review chapter provided an overview of the existing literature and research on the impact of Flexible Working Arrangements (FWAs) on Organizational Commitment (OC). The chapter begins with a theoretical review of the key theories and models and definitions then the empirical review provides a summary of the existing research and empirical studies conducted on the topic, finally, the conceptual review will present a visual representation of the relationships between the key concepts and variables being studied.

#### **2.1. Theoretical Literature Review**

FWAs are work options that provide employees with flexibility regarding where and when work is completed(Rau & Hyland, 2002).

FWA is a significant issue in the 21<sup>st</sup> Century However, it wasn't until recently that these procedures were viewed as advantageous for both companies and employees(Omondi & Obonyo's, 2018 ; Clutterbuck). According to Gill & Siddiqui, (2020) FWAs are typically based on four main factors - when work is done, where work is done, the amount of work done, and the continuity of work.

FWAs can come in many forms, such as telecommuting, job sharing, flex time, and compressed work weeks.

Telecommuting allows employees to work from home or an alternate location, while job sharing involves two or more employees sharing the same job position. Flex time allows employees to have flexible hours, while compressed work weeks involve working longer hours over fewer days. Each of these arrangements provides employees with a more flexible work schedule and environment, allowing them to balance their personal and professional lives better (Michel et al., 2011).

Flexible work arrangements and family policy practices to improve work-life balance have become important in human resource management since the 1970s,these arrangements are aimed at building a strong connection between employees and organizational goals and satisfying

employee needs, particularly for working women who are expected to benefit the most from them (Rahman, 2019; Sharafizad et al., 2011).

Flexible working, also known as clever way of working, currently it is being considered a driving force for superior productivity and effectiveness in accomplishing organizational goals. This New approaches such as flextime and telecommuting are being introduced as alternative working arrangements, which are different from the traditional practices(Armstrong & Taylor, 2014; Legesse, 2020).

Researchers discussed three main categories of FWA, flexibility in scheduling of hours, flexibility in location and flexibility in length of the work (Egole et al., 2020).

The two primary FWA types are employee-driven, which helps workers manage their work-life balance by decreasing work-life conflict, and employer-driven, which enables businesses to align labor costs with output volume or to attract a more motivated and competitive workforce(Egole et al., 2020; Lewis, 2003).

FWAs are divided into two which are formal that is offered through formal organizational policies and Informal which is discussed informally between the employers and employee (De Menezes & Kelliher, 2017; Walelgne, 2021).

Mostly informal FWAs are convenient and used in small and medium organizations because of limitations to their resource and lack off employees to cover for employees on a leave(Lewis, 2003).

FWA is also beneficial to businesses that lack workspace for their workers but wish to increase output(Azam, 2018).

A study suggests that flexible working arrangements can improve the balance between an individual's professional and personal life and increase work efficiency and that work-life balance is a key benefit of implementing flexible working arrangements for employees. However, it is important to note that the effectiveness of flexible working arrangements can also be influenced by the country's social welfare system and legal support for flexible working arrangements (Wiatr, 2021).

FWAs have a potential to provide employees control their work although men and women use FWAs differently, Studies indicated that men use FWAs with greater degree of choice while women are often constrained in their use (Wheatley, 2017).

A study examined the relationship between flexible work schedules and various factors such as employment status, work, personal, human capital, workplace, and sector characteristics, It is suggested that FWAs are commonly associated with non-standard employment status and that many workers in Canada are not unionized, which affects the availability of FWA it also highlights that various personal characteristics such as gender, marital status, dependent children, and age are associated with FWAs (Zeytinoglu et al., 2009) . Additionally, it is found that education, occupation, and wage level also play a role in determining access to FWAs. The study concludes that FWAs are affected by various factors and it is important to consider these when examining the relationship between FWAs and other variables.

According to a study by Wells-Lepley et al., (2015) Supervisors play a crucial role in determining whether or not to offer FWA to their staff, the study examines the attitudes and beliefs of supervisors and workplace support factors that influence their decision to offer FWA it also stated that Flexible work arrangements, such as telecommuting and flextime schedules, are highly wanted by employees in many organizations.

## **2.2. Types of Flexible work arrangement (FWA)**

**Flextime:** Flextime allows employees to have some degree of freedom in determining when they start and finish work. Flextime can include options such as starting work early and finishing early, or starting work late and finishing late(Kelliher & Anderson, 2010; Kenton, 2022; Rahman, 2019).

**Telecommuting:** Telecommuting, also known as remote work or telework, is a type of flexible working arrangement that allows employees to work from locations outside of the traditional office, typically from their home or another location convenient to them, using technology such as computers, internet, and phone. It's a means to bring work to workers (T. D. Allen et al., 2015; Kossek et al., 2006; Prati, 2002).

Organizational commitment refers to an individual's emotional attachment and loyalty to the organization. It encompasses an individual's sense of involvement in their job and belief in the values and goals of the organization. It is a measure of how dedicated an individual is to the organization and their willingness to remain with the organization over the long term(O'Reilly, 1989).

The concept of OC is extensively researched due to its role in governing the way employees approach their careers at work. The success of an organization depends not only on how it uses its human resources or labor force, but also on how committed its workforce is to it(Nijhof et al., 1998).Many scholars began to extensively study organizational commitment in 1960s (Kessler, 2013).OC is also defined as an employee's attachment to the organization or its dimensions and employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals and objectives, and a strong desire to maintain membership in the organization(Morgan & Hunt, 1994) Commitment can occur at different levels, including commitment to organizations, unions, occupations and professions, teams and leaders, personal careers and goals, making it even more challenging to define (Bahjat Abdallah et al., 2017; Meyer & Herscovitch, 2001).

Two perspectives on commitment emerged, the first, called the "from control to commitment" approach, suggests that commitment is a more effective way to manage human resources than traditional control methods and the second perspective, known as the "Japanese/excellence" approach, argues that achieving excellence is linked to obtaining the full commitment of employees to the organization (Armstrong, 2006; Pascale & Athos, 1981; Walton, 1985).

“Commitment is process of identification with the goals of an organization's multiple constituencies which include top management, customers, unions and or the public (Reichers, 1985)”

Employee commitment to the organization would best describe how it maximizes employee productivity, resulting in advantages like minimal absenteeism, improved efficiency, and higher production rates(Meyer et al., 1989) Workers perform and innovate best when given broader responsibilities, encouraged to contribute, and helped to find satisfaction in their work, rather

than being tightly controlled and treated as unwanted. This results in commitment, which benefits both the employee and the company (Armstrong, 2012).

” Organizational commitment of employees towards their organization can be referred to as how much of a fit they think they will be in the organization and how much they are valued,It also involves how well the employee understands the organizational goals(Daswani, 2022)”

When employees are committed to their jobs, they show that they want to work for the company and are less likely to consider leaving(Morgan & Hunt, 1994).

organizational commitment is the degree to which employees stay loyal to their organization and take organizational goals seriously (Ahmad et al., 2014)

Organizations have turned their attention to the idea of organizational commitment as predictors of employee retention (Al Jabri & Ghazzawi, 2019).

A study by Postmes et al., (2001)found that vertical communication from senior management is the best predictor of organizational commitment. The study suggests that social-level antecedents of commitment and identification are more important in understanding commitment in organizations.

Research by(Mahajan et al., 2012) focused on the relationships among top management communication, employee involvement, and organizational commitment found that top management communication, employee involvement is related to organizational commitment and the study suggests that employees respond positively when to their organization if an organization involves employees in setting goals keep them well informed.

Another study found(Hauff et al., 2014)

Another study states two main dimensions of organizational commitment: cosmopolitan integration and organizational introjection. Cosmopolitan integration refers to an individual's identification with and involvement in a wider community beyond their organization, while organizational introjection refers to an individual's identification with and internalization of their organization's values and norms. The study found that both dimensions of organizational commitment were positively related to an individual's willingness to stay with the organization, perform their job effectively, participate in broader community activities, and identify with the organization and its values(Gouldner, 1960)

research in United States found that there is a statistically significant relationship between organizational commitment and turnover intentions of call center employees in the United States. The study used the 3-component model of commitment (affective, continuance, and normative) and found that normative commitment had the strongest relationship with turnover intentions (Bonds, 2017).

### **2.3. Theories and Models of organizational commitment**

One of the earliest and most influential models is the Three-Component Model of Organizational Commitment by Allen & Meyer, (1990)

1. Affective commitment states an emotional attachment being a part of organizations goals and values. Individuals with a high level of affective commitment are motivated to stay with the organization because they identify with it and want to be a part of it.
2. Continuance commitment refers to a commitment to stay with the organization because of the perceived costs of leaving, such as the difficulty of finding a new job or the financial losses associated with leaving. Individuals with a high level of continuance commitment stay with the organization because they feel they have to, rather than because they want to.
3. Normative commitment refers to a sense of obligation to remain with the organization. Individuals with a high level of normative commitment stay with the organization because they feel they should, based on social or moral pressure.

Another theory of organizational commitment is Social Exchange Theory, which suggests that organizational commitment is based on the balance between the benefits and costs of the employee-organization relationship. The theory states that employees make decisions about their commitment to an organization based on the benefits they receive from the organization in terms of rewards and the costs they get in terms of effort and investment (Blau, 1964) .

Additionally, another theory on OC is Becker's theory of commitment. It states that the more an individual invests in an organization, the greater their commitment will become over time. This

investment can be in the form of time, energy and skills. The theory suggests that as the individual has more to lose by leaving the organization, their commitment to the organization will increase(Baba & Jamal, 2005; Becker, 1960).

Several theories and models have been developed to explain the concept of organizational commitment. This study is based on the Three-Component Model of Organizational Commitment by( Allen & Meyer, 1990)

## **2.4. Empirical Literature Review**

This section provides an overview of studies exploring the link between flexible working arrangements (flextime schedule and telecommuting) and organizational commitment.

### **2.4.1. Flexible Working Arrangement and Organizational Commitment**

A number of studies have been conducted to explore this relationship. Flexible working arrangements are a significant factor in enhancing organizational commitment among employees(Choo et al.,2016).

Another study by Ridwan et al., (2020) found that there is a significant influence between flexible work arrangement and organizational commitment.

A study by Ongaki ( 2019) found that there were no statistically significant differences between employees' use of flexible work arrangements (flextime schedules and telecommuting) and their organizational commitment or other dependent variables (work-family conflict, family-work conflict, and job performance), However, the study did find a significant relationship between the use of flexible work arrangements and organizational commitment when controlling for family-work conflict as a covariate.

A study by Ilma et al., (2022) also states that flexibility at work can have an impact on conflicts with family members and stress levels, with higher flexibility leading to lower conflicts and stress Which has a directly positive impact on organizational commitment.

### **2.4.2. Flex time and Organizational Commitment**

The findings suggest that the impact of flextime on organizational commitment and job satisfaction may vary depending on the type of employment (permanent vs. temporary) and the preferred work schedule of the employees and found that full time employees hold higher organizational commitment when working a preferred schedule(Lee & Johnson, 1991).

In her study Wulfert, (2010) also discovered a positive relationship between flextime and trust-based working time arrangements and affective organizational commitment among employees.

A recent study in ethiopia that focused on the effect of Flexible Working Arrangements on Organizational Commitment among employees in the Economic Commission for Africa showed that Flextime has significant effect Organizational Commitment(Walelgne, 2021).

*H1: There is a positive relationship between Flexitime Schedule and Organizational Commitment of MMCY/Tech employees*

### **2.5. Telecommuting and Organizational**

A study on telecommuting and organizational commitment made using a cross-sectional survey to compare the level of commitment among non-telecommuters, showed that full-time telecommuting is not negatively associated with organizational commitment, and in some cases, it is even better than non-telecommuting. The study highlights the importance of employee autonomy, the lack of need for extra internal social support, and the ineffectiveness of infrequent physical meetings in enhancing commitment among full-time telecommuters(Brink, 2020).

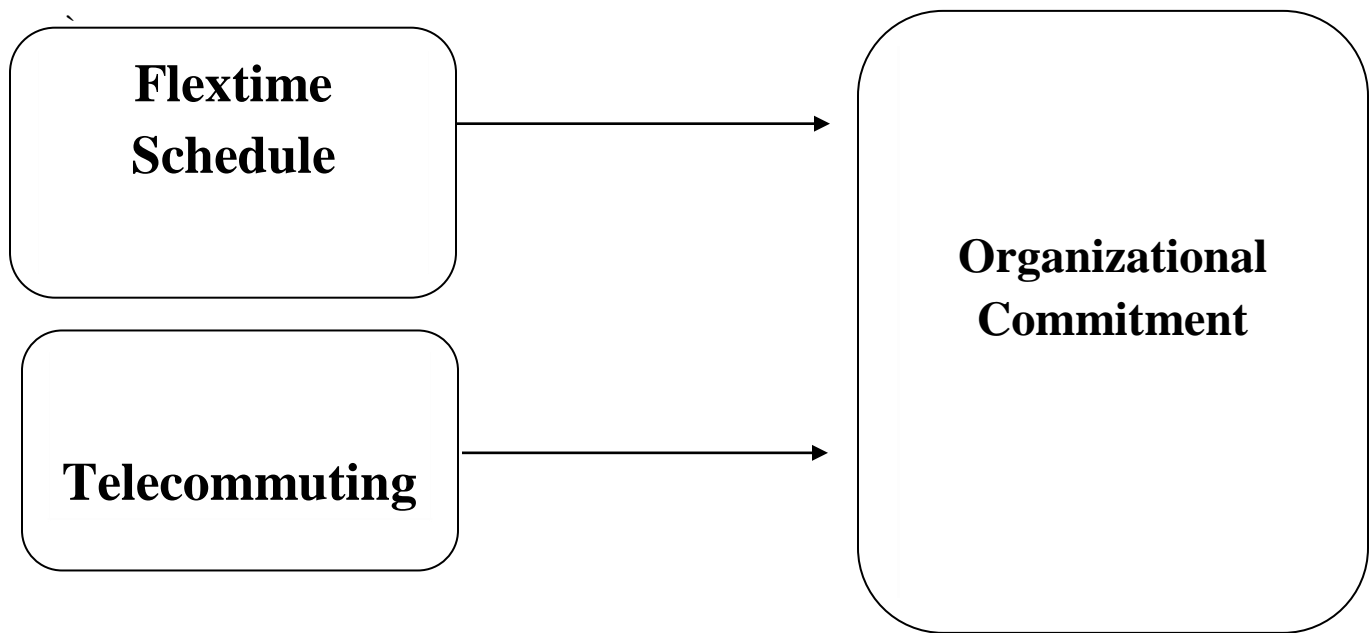
According to Golden, (2015), telecommuting is positively related to organizational commitment and negatively related to turnover intentions, indicating that increased telecommuting is associated with stronger commitment to the organization and decreased intent to leave.

Another study explored the impact of telecommuting on employee job satisfaction, job performance, and commitment. It suggests that telecommuting can improve an employee's organizational commitment, the study highlights the importance of monitoring the work environment and providing virtual workshops for telecommuting employees(KM, 2021).

*H2: There is a positive relationship between Telecommuting and Organizational Commitment of MMCY/Tech employees.*

## **2.6. Conceptual Framework**

A conceptual framework is a theoretical model that guides the research by outlining the key variables and their relationship. In this study, the independent variables are flexible working arrangements, specifically flextime schedule and telecommuting. The dependent variable is organizational commitment, which is comprised of three sub-variables: affective commitment, continuance commitment, and normative commitment.



**Figure 2-1 Conceptual Framework of the Study**

## **CHAPTER THREE**

### **3 RESEARCH METHODOLOGY**

This chapter provides a comprehensive overview of the research methods and techniques used. It describes the research approach and design, including the variables and target population. The sampling procedure and sample size are also discussed, along with the data collection instrument and method used. The chapter also discusses the approach to data analysis, including the techniques and methods applied to examine the data that was gathered.

#### **3.1 Research Design:**

The study employed an explanatory research design to establish cause-and-effect relationships and test hypotheses regarding the relationship between FWAs and OC. In this study, the researcher used a Likert scale questionnaire survey as the main data collection tool. An employee sample from MMCY|Tech completed the survey, and the results were then statistically analyzed to test the hypotheses and make inferences about how FWAs and OCs relate to one another in MMCY|Tech.

Overall, the explanatory research design allowed the researcher to establish cause-and-effect relationships and provide valuable insights into the impact of FWAs on organizational commitment in MMCY|Tech.

#### **3.2 Research Approach**

The three types of research strategies most widely used by researchers include quantitative, qualitative, and mixed methods. This study employed a cross-sectional quantitative design to determine the effects of FWA on employee organizational commitments. According to (Flick, 2015) quantitative designs provide consistent results as the collected data is quantified using statistical tools.

A cross-sectional quantitative approach was used in this study to investigate how employees' commitment to their organizations is affected by flexible work schedules and telecommuting.

Through the measurement of variables that result in numerical results, this approach was used to gather evidence for a theory, and the results and data can be interpreted through statistical testing (Field, 2019).

### 3.3 Sources of Data Collection

The study uses both primary and secondary data sources to investigate the impact of flexible work arrangements on organizational commitment. The study used a survey questionnaire to gather primary data from a sample of MMCY | Tech employees about their commitment to the company and how they felt about flexible work arrangements. Secondary data sources were mainly used to review the literature, clarify the topic, and identify what other researchers had previously studied. These resources is included journals, websites, and other pertinent documents

### 3.4 Target Population

The study was conducted on MMCY|Tech located in Addis Ababa, since the study focused on workers who require a certain level of experience the researcher avoided those with less than six months of experience in that organization, hence, the population size is 297.

### 3.5 Population, Sample Size

To obtain a representative sample from the target population for this study, random sampling was used. The researcher then used Yamane Taro's (1967) sample size formula as follows to determine the sample size from the target population:

$$n = \frac{N}{1 + N(e)^2} = \frac{297}{1 + 297(0.05)^2}$$

$$n = 170$$

Where: A 95% confidence level and P = .5 are assumed

Where,  $n$ =the sample size

$N$ =the finite population

$e$ = the level of significance or limit of tolerable error

As a result, if the precision error  $e = 0.05$  is used, the total sample size is 170, chosen at random.

### **3.6 Sample Technique**

In this study, the researchers employed simple random sampling techniques to determine the sample size from the target population. Simple random sampling is a probability sampling method in which participants are selected at random by the researcher (Noor et al., 2022). Each individual in the population has an equal chance of being chosen. By using this approach, data were collected from a representative subgroup of participants selected through random sampling, ensuring that the sample is a fair and unbiased representation of the larger population.

### **3.7 Data Collection Instrument**

A questionnaire was developed and administered to employees of MMCY|Tech. There is a three-part survey that has been developed, and the first part (Part-I) asks about the respondents' gender, age, educational background, employment experience year, and title or position. The second part of the survey (Part- II) covers questions related to the independent variable, FWAs, which was adopted from Rahman's (2019) measurement of flexible working arrangements, i.e., flextime schedules and telecommuting were measured using four items.

The third part (Part III) consists of six items for each component of the dependent variable (affective commitment, continuance commitment, and normative commitment), and this was adopted from Allen & Meyer's (1990) scale for measurement of organizational commitment.

The survey was constructed using Likert rating scales, which are used to allow the respondent to express how much he/she agrees or disagrees with each question. As a result, the point scale ranges from “1” for strongly disagreeing to “5” for strongly agreeing. The questionnaires in Parts II and III have 26 questions in total.

Table 3.3.1 Summary of measures

| Study Variable                        | Source              | Number of items |
|---------------------------------------|---------------------|-----------------|
| Flextime schedule                     | Rahman, 2019        | 4               |
| Telecommuting                         | Rahman, 2019        | 4               |
| Affective Organizational Commitment   | Allen & Meyer, 1990 | 6               |
| Continuance Organizational Commitment | Allen & Meyer, 1990 | 6               |
| Normative Organizational Commitment   | Allen & Meyer, 1990 | 6               |

### 3.8 Data Analysis Method

Before starting the analysis, the data was checked for validity using a code given to the CSPro dictionary and given a random serial number, there two respondents were found to have blanked out on the second set of questions given. So, the researcher decided to consider the respondent's answer as a neutral score (i.e., choice number 3) for each question left by both respondents. Then, a reliability check was conducted on the survey responses to ensure that the data had consistency and reliability.

Through systematic analysis using the Statistical Package for Social Science (SPSS) version 25 software, cleaned and validated collected data produce a summary of information in tabulation form. Descriptive analyses such as frequencies, percentages, means, and standard deviations were used to summarize the data and provide an overview of the sample characteristics.

To investigate the relationship between the independent variable (flexible working arrangements) and the dependent variable (employee organizational commitment), the researcher used inferential statistics, such as correlation and regression analysis.

### 3.9 Validity and Reliability

Measurement validity refers to the degree of correspondence between an item, measure, scale, or instrument and the underlying theoretical concept. Measurement validities reviewed include

content validity, criterion validity, discriminant validity, and convergent validity. These major forms of assessment validities for evaluating the properties of an instrument are described in the context of the scenario involving the development and validation of a sensation-seeking scale (Lac, 2016)..

Reliability refers to the consistency and stability of the measurement instrument or tool used to collect data, ensuring that the data collected is accurate and dependable(DeVellis, 2016). According to DeVellis, "Reliability refers to the degree to which a measure is free from random error, that is, the extent to which the measurement is consistent across time, raters, items, and samples"

Table 3.3.2 Internal consistency ("reliability")

| <b>Study Variable</b>                        | <b>Cronbach's Alpha(<math>\alpha</math>)</b> | <b>Number of Items</b> |
|--|--|------------------------|
| <b>Flextime schedule</b>                     | 0.873  | 4                      |
| <b>Telecommuting</b>                         | 0.656  | 4                      |
| <b>Affective Organizational Commitment</b>   | 0.924  | 6                      |
| <b>Continuance Organizational Commitment</b> | 0.700  | 6                      |
| <b>Normative Organizational Commitment</b>   | 0.782  | 6                      |

As shown on the above table the study measured five variables: flextime schedule, telecommuting, affective organizational commitment, continuance organizational commitment, and normative organizational commitment.

The results indicate that the measures of affective organizational commitment and flextime schedule had the highest internal consistency reliability, with Cronbach's alpha coefficients of 0.924 and 0.873, respectively.

The normative organizational commitment and continuance organizational commitment variable also has an acceptable level of reliability with a coefficient of 0.782 and 0.700 respectively.

However, the telecommuting variable has a lower level of reliability with a coefficient of 0.656.

generally recognized value of 0.8 is considered good for reliability; however Kline (1999) argued that for psychological constructs, even values below 0.7 can be expected due to the diversity of the constructs being measured.

Reliability can be considered acceptable even if it falls below the recommended minimum standards in fact; it is not uncommon for contemporary researchers to characterize reliabilities in the .60s as good or adequate (Clark & Watson, 1995).

Other studies also discussed that even though coefficient alpha of .70 or higher is often considered acceptable for research purposes, it is acceptable to use a coefficient alpha below 0.7 for certain research purposes depending on the nature of the construct being measured and the specific research question and acceptable range may be lower for scales with fewer items or for constructs that are difficult to measure (Nunnally & Bernstein, 1994).

Therefore, while the telecommuting variables have lower reliability coefficient, it may still be considered acceptable for the purposes of the study.

### **3.10 Ethical Considerations**

For the purposes of this study, confidentiality and informed consent were very important ethical standards to consider. Concerning issues of confidentiality, the collected data is exclusively used for the purpose of the study. Participants were told the purpose of the study and how the researcher would handle any information gathered in the questionnaire's description, and all data were collected anonymously.

## **CHAPTER FOUR**

### **4 DATA PRESENTATION, ANALYSIS, AND INTERPRETATION**

The purpose of this study was to look into how organizational commitment (OC) among MMCY|Tech employees was affected by flexible working arrangements (FWAs). To achieve this objective, a questionnaire survey was given to the staff in order to gather information about their opinions of FWAs and OC. With the aid of descriptive and inferential statistics, the gathered data was examined using SPSS version 25, which is discussed in this chapter. The response rate and demographic information about the respondents, a descriptive analysis of the key variables, the presumptions for the regression analysis, and a multiple regression analysis of the relationship between the FWAs and the OC are some of the sections that make up this chapter. This chapter also includes the study's conclusions and their subsequent analyses.

#### **4.1 Response Rate**

The survey was distributed to 170 employees of MMCY|Tech through both online and hard copy methods for greater accessibility and convenience for the participants. A total of 150 employees completed the survey, resulting in a response rate of 88.23%. This response rate was deemed adequate for the study and provided a representative sample of the population. It is important to note that efforts were made to ensure the anonymity and confidentiality of the participants during the survey administration. Additionally, the demographic characteristics of the respondents were analyzed to ensure that the sample was representative of the target population. Overall, the high response rate and representative sample provide a solid foundation for the data analysis and interpretation in this study.

## **4.2 Demographic Profile of Respondents**

The demographic information of the participants in this study was gathered to provide a better understanding of the sample population. The study had a total of 150 participants, with an almost equal distribution of male and female participants at 50.7% and 49.3%, respectively.

Regarding age, the majority of the participants were between 26 and 35 years old (59.3%), followed by those who were 20–25 years old (18.0%), 36–45 years old (20.0%), and 46 years old and above (2.7%).

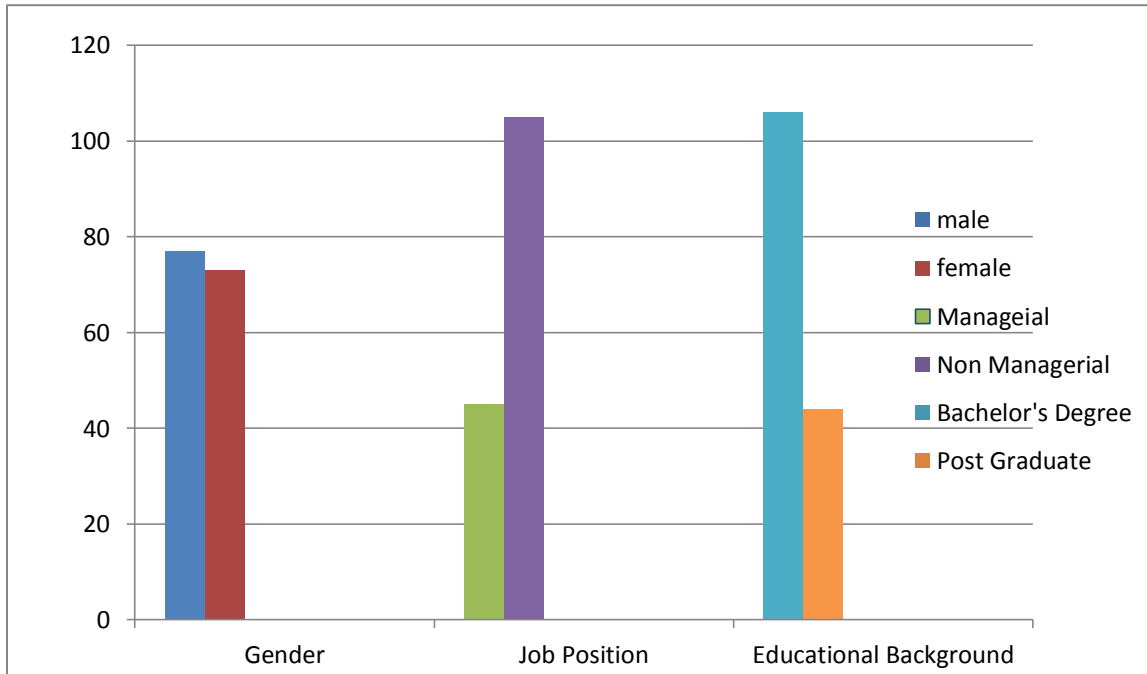
The educational background of the participants showed that 69.3% had a bachelor's degree, while the remaining 30.7% had a postgraduate degree.

In terms of length of service, the majority of the participants (62.0%) had been with MMCY|Tech for 1–5 years, while 31.3% had been with the company for 6–10 years, and only 6.7% had worked for the company for 11–15 years.

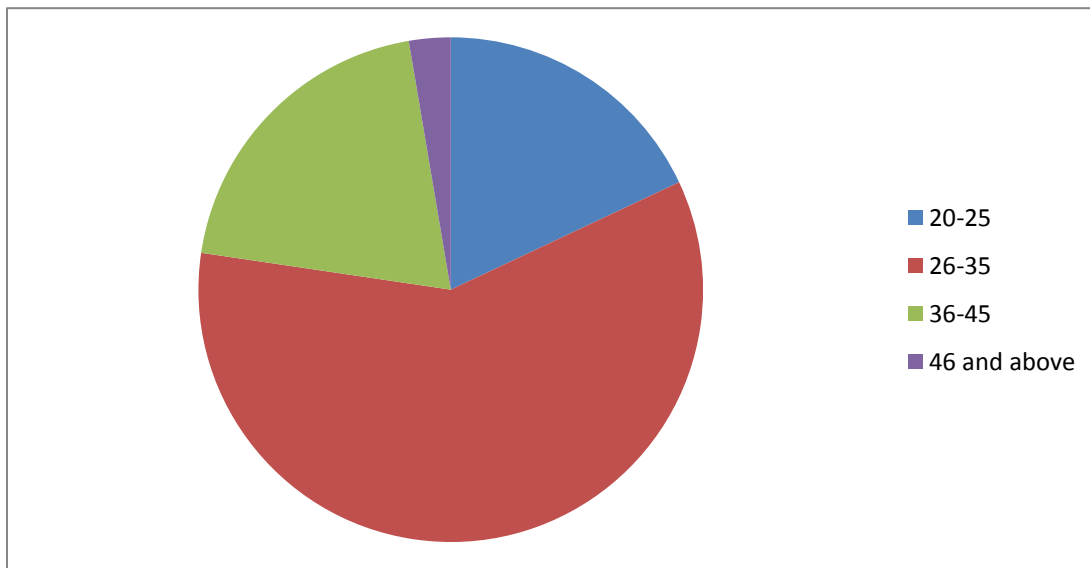
Finally, in terms of job positions, the study participants were divided into managerial and non-managerial positions, with 31.3% of participants holding managerial positions and 68.7% holding non-managerial positions.

The below figures provided a clearer representation of the demographic profile.

**Figure 4.4-1 Demographic profile**



**Figure 4.4-2 Age**



### **4.3 Percentage Analysis and Descriptive Statistics (Items Analysis)**

The fundamental characteristics of the data in a study are described using descriptive statistics. Simple summaries of the sample and the measurements are presented. They serve as the foundation for almost any quantitative study of data, along with straightforward figurative analysis like the tables the measurements are presented along with straight forward figurative analysis like the tables. Inferential statistics and descriptive statistics are often distinct from one another. In this study, the researcher is merely describing what the data shows when using descriptive statistics and attempting to draw conclusions using inferential statistics that go beyond the immediate facts alone in the net subsections in this chapter.

Below, table 4.1 shows majority of respondents agreed or strongly agreed with the statements regarding flexible working arrangements. Specifically, for the flextime schedule, the highest percentage of respondents (63.3%) agreed that their job does not have rigid start and end times. Similarly, a significant proportion (57.3%) agreed that they have the flexibility to choose their start and end times within the mandatory core hours.

Regarding the ability to leave an hour earlier and compensate on another working day, the majority (45.3%) agreed with this arrangement. Additionally, a significant proportion (50.0%) agreed that their productivity at work is higher due to flexible working hours. Overall, the mean ratings for these statements ranged from 3.66 to 4.12, indicating a generally positive perception of flexible working arrangements.

Moving on to telecommuting, the next set of statements focused on this work arrangement. The data shows that opinions were more varied compared to flexible working arrangements. For the statement about preferring telecommuting to traditional working arrangements, the ratings were distributed across the scale, with the highest percentage (32.0%) indicating a neutral stance.

When it comes to the nature of work allowing remote work with the help of technology, the majority (40.0%) agreed, while 37.3% were neutral. Regarding work-life balance with telecommuting, a notable proportion (54.7%) agreed that it is easier to balance work and personal life in this setup.

Lastly, opinions were somewhat divided on whether telecommuting negatively affects career development. While 32.0% were neutral, a significant percentage (40.0%) agreed that telecommuting does not have a negative impact on career development.

Based on the data the analysis of the respondents' opinions regarding flexible working arrangements revealed that the flextime schedule, a majority of respondents agreed or strongly agreed with statements indicating the benefits of flexible schedules. This includes not having rigid start and end times, having the flexibility to choose start and end times within core hours, and the ability to leave earlier and compensate on another working day. Furthermore, a significant portion of respondents believed that their productivity at work is higher due to flexible working hours. These findings suggest that employees perceive flextime schedules positively and appreciate the flexibility it provides in managing their work schedules.

On the other hand, the opinions on telecommuting were more varied. While there were respondents who expressed a preference for telecommuting over traditional working arrangements, a considerable percentage indicated a neutral stance. This suggests that opinions on telecommuting may be influenced by individual preferences and circumstances.

When it comes to the nature of work allowing remote work with the help of technology, a majority agreed, indicating that technology plays a crucial role in enabling telecommuting. This finding aligns with the increasing reliance on technology for remote work in today's digital era.

Regarding work-life balance, a significant proportion of respondents agreed that telecommuting makes it easier to balance work and personal life. This finding highlights one of the key advantages of telecommuting, as it allows employees to have more control over their work schedules and reduces the time and stress associated with commuting.

Opinions were somewhat divided on whether telecommuting negatively affects career development. While a notable percentage agreed that telecommuting does not have a negative impact on career development, a considerable number of respondents were neutral on this statement. This suggests that there may be differing views on the long-term career implications of telecommuting.

Overall, the analysis reveals that respondents generally have a positive perception of flexible working arrangements, particularly flextime schedules. The findings also suggest that telecommuting has its benefits, particularly in terms of work-life balance, but opinions may vary on its impact on career development. These insights provide valuable information for organizations considering the implementation of flexible working arrangements, highlighting the potential advantages and areas that may require further attention or clarification.

Table 4.1 Percentage Analysis and Descriptive Statistics (Items Analysis)

| <b>Flexible Working Arrangements</b>  | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Neither agree nor disagree</b> | <b>Agree</b> | <b>Strongly agree</b> |             |           |
|---|--------------------------|-----------------|-----------------------------------|--------------|-----------------------|-------------|-----------|
| <b>Flextime schedule</b>  | <b>1</b>                 | <b>2</b>        | <b>3</b>                          | <b>4</b>     | <b>5</b>              | <b>Mean</b> | <b>SD</b> |
| My job does not have rigid start and end times.   | 9                        | 16              | 11                                | 95           | 19                    | 3.66        | 1.029     |
|   | 6.00%                    | 10.70%          | 7.30%                             | 63.30%       | 12.70%                |             |           |
| My job gives me the flexibility to choose my start and end times provided that I work the mandatory core hours. | 7                        | 11              | 10                                | 86           | 36                    | 3.89        | 1.007     |
|   | 4.70%                    | 7.30%           | 6.70%                             | 57.30%       | 24.00%                |             |           |
| My job allows me to leave an hour earlier if I can compensate it on another working day.                        | 3                        | 10              | 11                                | 68           | 58                    | 4.12        | 0.948     |
|   | 2.00%                    | 6.70%           | 7.30%                             | 45.30%       | 38.70%                |             |           |

|   |          |          |          |          |          |             |           |
|---|----------|----------|----------|----------|----------|-------------|-----------|
| My productivity at work is higher due to flexible working hours.                          | 7        | 4        | 10       | 75       | 54       | 4.1         | 0.975     |
|   | 4.70%    | 2.70%    | 6.70%    | 50.00%   | 36.00%   |             |           |
| <b>Telecommuting</b>  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>Mean</b> | <b>SD</b> |
| I prefer telecommuting to traditional working arrangements.                               | 7        | 26       | 48       | 39       | 30       | 3.39        | 1.129     |
|   | 4.70%    | 17.30%   | 32.00%   | 26.00%   | 20.00%   |             |           |
| The nature of my work allows me to work away from the office with the help of technology. | 24       | 10       | 56       | 60       | 24       | 4.01        | 1.055     |
|   | 16.00%   | 6.70%    | 37.30%   | 40.00%   | 16.00%   |             |           |
| It is easier to balance work and personal life with telecommuting.                        | 14       | 20       | 82       | 34       | 14       | 3.91        | 0.854     |
|   | 9.30%    | 13.30%   | 54.70%   | 22.70%   | 9.30%    |             |           |
| In my opinion, telecommuting does not negatively affect career development.               | 2        | 18       | 48       | 60       | 22       | 3.55        | 0.931     |
|   | 1.30%    | 12.00%   | 32.00%   | 40.00%   | 14.70%   |             |           |

| <b>Dimensions of Organizational Commitment</b>  | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Neither agree nor disagree</b> | <b>Agree</b> | <b>Strongly agree</b> |             |           |
|---|--------------------------|-----------------|-----------------------------------|--------------|-----------------------|-------------|-----------|
| <b>Affective Organizational Commitment</b>  | <b>1</b>                 | <b>2</b>        | <b>3</b>                          | <b>4</b>     | <b>5</b>              | <b>Mean</b> | <b>SD</b> |
| I would be very happy to spend the rest of my career in this organization                       | 12<br>8.00%              | 30<br>20.00%    | 48<br>32.00%                      | 57<br>38.00% | 3<br>2.00%            | 3.06        | 0.9<br>91 |
| I really feel as if this organization's problems are my own.                                    | 4<br>2.70%               | 9<br>6.00%      | 37<br>24.70%                      | 68<br>45.30% | 32<br>21.30%          | 3.77        | 0.9<br>44 |
| I feel like "part of my family" at this organization  | 4<br>2.70%               | 7<br>4.70%      | 36<br>24.00%                      | 71<br>47.30% | 32<br>21.30%          | 3.8         | 0.9<br>2  |
| I feel "emotionally attached" to this organization  | 8<br>5.30%               | 33<br>22.00%    | 45<br>30.00%                      | 55<br>36.70% | 9<br>6.00%            | 3.16        | 1.0<br>11 |
| This organization has a great deal of personal meaning for me                                   | 5<br>3.30%               | 17<br>11.30%    | 55<br>36.70%                      | 61<br>40.70% | 12<br>8.00%           | 3.39        | 0.9<br>11 |
| I have a strong sense of belonging to this organization   | 4<br>2.70%               | 8<br>5.30%      | 32<br>21.30%                      | 82<br>54.70% | 24<br>16.00%          | 3.76        | 0.8<br>8  |
| <b>Continuance Organizational Commitment</b>  | <b>1</b>                 | <b>2</b>        | <b>3</b>                          | <b>4</b>     | <b>5</b>              | <b>Mean</b> | <b>SD</b> |
| It would be very hard for me to leave my job at this organization right now even if I wanted to | 7<br>4.70%               | 48<br>32.00%    | 69<br>46.00%                      | 24<br>16.00% | 2<br>1.30%            | 2.77        | 0.8<br>2  |
| Too much of my life would be disrupted if I leave my organization                               | 24<br>16.00%             | 60<br>40.00%    | 50<br>33.30%                      | 11<br>7.30%  | 5<br>3.30%            | 2.42        | 0.9<br>57 |

|  |          |          |          |          |          |             |           |
|--|----------|----------|----------|----------|----------|-------------|-----------|
| Right now, staying with my job at this organization is a matter of necessity as much as desire             | 24       | 49       | 50       | 20       | 7        | 2.58        | 1.057     |
|  | 16.00%   | 32.70%   | 33.30%   | 13.30%   | 4.70%    |             |           |
| If I had not already given so much to this organization, I might consider leaving                          | 15       | 68       | 58       | 6        | 3        | 2.43        | 0.806     |
|  | 10.00%   | 45.30%   | 38.70%   | 4.00%    | 2.00%    |             |           |
| If I leave my job, it might be difficult to find another one because of the lack of alternatives elsewhere | 27       | 66       | 38       | 8        | 11       | 2.4         | 1.074     |
|  | 18.00%   | 44.00%   | 25.30%   | 5.30%    | 7.30%    |             |           |
| I find it difficult to adopt to a new work environment   | 21       | 68       | 36       | 14       | 11       | 2.51        | 1.079     |
|  | 14.00%   | 45.30%   | 24.00%   | 9.30%    | 7.30%    |             |           |
| <b>Normative Organizational Commitment</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>Mean</b> | <b>SD</b> |
| I feel obligated to remain with my organization  | 13       | 48       | 44       | 42       | 3        | 2.83        | 1.002     |
|  | 8.70%    | 32.00%   | 29.30%   | 28.00%   | 2.00%    |             |           |
| Even if it were to my advantage, I do not feel it would be right to leave                                  | 19       | 51       | 57       | 19       | 4        | 2.59        | 0.957     |
|  | 12.70%   | 34.00%   | 38.00%   | 12.70%   | 2.70%    |             |           |
| I would feel guilty if I left this organization now  | 8        | 20       | 50       | 66       | 6        | 3.28        | 0.935     |
|  | 5.30%    | 13.30%   | 33.30%   | 44.00%   | 4.00%    |             |           |
| This organization deserves my loyalty  | 1        | 8        | 44       | 82       | 15       | 3.68        | 0.754     |
|  | 0.70%    | 5.30%    | 29.30%   | 54.70%   | 10.00%   |             |           |
| I intend to continue my employment because I am loyal to the organization.                                 | 2        | 39       | 52       | 47       | 10       | 3.16        | 0.935     |
|  | 1.30%    | 26.00%   | 34.70%   | 31.30%   | 6.70%    |             |           |
| I owe a great deal to this organization  | 3        | 20       | 57       | 60       | 10       | 3.36        | 0.869     |
|  | 2.00%    | 13.30%   | 38.00%   | 40.00%   | 6.70%    |             |           |

As shown above in terms of the dimensions of organizational commitment. In the Affective Organizational Commitment dimension, a significant portion of participants expressed agreement with statements indicating strong emotional attachment and identification with the organization. For example, a considerable percentage of respondents (38%) agreed that they would be very happy to spend the rest of their career in the organization. Additionally, a substantial number of participants (45.3%) agreed that they really feel as if the organization's problems are their own, and majority (47%) agreed that they feel like part of family in there organization & 54% Agreed that they have a strong sense belonging to their organization.

In Continuance Organizational Commitment dimension 46% of participants stayed neutral for the question that it would be very hard for them to leave their job at the organization right now, even if they wanted to. Furthermore, a significant proportion of respondents (40%) disagreed that leaving the organization would disrupt too much of their life, also 33.3% to the part that says they would leave there organization if they haven't given so much to their organization

In the Normative Organizational Commitment dimension, a substantial percentage of participants expressed feelings of obligation and loyalty towards the organization. For instance, 28% of respondents agreed that they feel obligated to remain with the organization, and 54.7% agreed that this organization deserves their loyalty. Moreover, a considerable number of participants (40%) agreed that they owe a great deal to this organization.

These responses provide insights of strong emotional attachment, hesitancy to leave, and feelings of obligation and loyalty that exist among the respondents towards the organization.

Based on the above information in the Affective Organizational Commitment dimension, a significant portion of participants expressed strong emotional attachment and identification with the organization. Many participants agreed that they would be very happy to spend their entire career in the organization, indicating a deep sense of commitment in their organization work. Additionally, a large number of respondents indicated that they feel a strong sense of ownership and responsibility for the organization's problems, suggesting a high level of personal investment and commitment. The majority of participants also expressed a feeling of being part of a family

within the organization, emphasizing a sense of belonging and camaraderie. These findings indicate a strong emotional connection and positive sentiments towards the organization.

In the Continuance Organizational Commitment dimension, participants' responses were more varied. While a considerable percentage stayed neutral on the question of whether it would be hard for them to leave their job at the organization, even if they wanted to, indicating a certain level of ambivalence, a significant proportion disagreed that leaving the organization would disrupt too much of their life. This suggests that participants may not perceive significant barriers to leaving the organization, potentially indicating a lower sense of commitment based. However, a notable percentage of respondents expressed a hesitancy to leave the organization if they had already invested a substantial amount of time and effort into it. These findings suggest that participants' commitment to the organization in terms of continuity may be influenced by factors such as tenure and personal investment.

In the Normative Organizational Commitment dimension, participants displayed feelings of obligation and loyalty towards the organization. Many participants agreed that they feel obligated to remain with the organization, indicating a sense of duty and responsibility. A significant percentage of respondents also expressed the belief that the organization deserves their loyalty, further highlighting their strong commitment to upholding organizational values and goals. Additionally, a considerable number of participants agreed that they owe a great deal to the organization, indicating recognition of the benefits and contributions they have received from being part of it. These findings suggest a high level of normative commitment among the participants, with a strong sense of loyalty and obligation towards the organization.

Overall, the analysis indicates that the participants have a strong emotional attachment to the organization, with a sense of belonging, ownership, and identification. While there may be some uncertainty regarding the continuance commitment, participants expressed a hesitancy to leave if they have invested significant time and effort. Furthermore, a sense of duty and loyalty is evident, with participants feeling obliged to remain with the organization and recognizing the organization's deservingness of their loyalty. These findings shed light on the complex nature of

organizational commitment and the various factors that contribute to employees' attitudes and behaviors towards their organization.

#### 4.4 Descriptive statics of variables

Descriptive statistics are used to organize data by describing the relationship between variables in a sample or population. They consist of measures of variability like standard deviation and variance as well as measures of central tendency like mean, median, and mode (Kaur, 2018).

Table 4.2 Descriptive Statistics of Variables

|                    | N         | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|--------------------|-----------|-----------|----------------|-----------|------------|-----------|------------|
|                    | Statistic | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| Flextime Schedules | 150       | 3.9417    | 0.84266        | -1.463    | 0.198      | 2.294     | 0.394      |
| Telecommuting      | 150       | 3.715     | 0.69997        | -0.397    | 0.198      | -0.018    | 0.394      |
| Affective OC       | 150       | 3.4889    | 0.80284        | -0.639    | 0.198      | 0.33      | 0.394      |
| Continuance OC     | 150       | 2.5178    | 0.62664        | 0.579     | 0.198      | 0.661     | 0.394      |
| Normative OC       | 150       | 3.1489    | 0.63108        | 0.037     | 0.198      | 0.415     | 0.394      |
| OC Mean            | 150       | 3.0519    | 0.48268        | -0.642    | 0.198      | 1.405     | 0.394      |
| Valid N (listwise) | 150       |           |                |           |            |           |            |

Source: SPSS 25 output 2023

The mean score measurement by Pihie, (2009) was employed to analyze and describe the average scores obtained from the respondents. According to this measurement approach, scores falling below 3.39 were classified as low, indicating a relatively lower level of the measured variable. Mean scores ranging from 3.4 to 3.74 were considered moderate, reflecting a moderate

level of responses or measurements. On the other hand, mean scores exceeding 3.8 were categorized as high, signifying a relatively higher level of the measured variable.

Table 4.2 presents the mean scores for telecommuting and flextime schedules in the study. The mean score for telecommuting is 3.71, which falls within the moderate range. This suggests that respondents' perceptions of telecommuting are moderately positive. On the other hand, the mean score for flextime schedules is 3.94, indicating a high level of acceptance and positive perceptions among respondents. Finally, the mean score for organizational commitment is 3.05, which is classified as low.

Based on the mean scores obtained, it can be interpreted that employees have a higher preference for flextime schedules compared to telecommuting. The mean score for flextime schedules was 3.94, which is categorized as high, indicating a relatively higher level of acceptance and positive perceptions among employees. On the other hand, the mean score for telecommuting was 3.71, falling within the moderate range.

This suggests that employees perceive flextime schedules more favorably and may be more inclined to use or prefer this flexible work arrangement compared to telecommuting. However, it's important to note that both flextime schedules and telecommuting received positive mean scores, indicating a certain level of acceptance and utilization by employees.

Skewness quantifies the degree of asymmetry in a distribution, with negative skewness indicating a longer tail on the left side and positive skewness indicating a longer tail on the right side. Kurtosis, on the other hand, measures the degree of peakedness or flatness in a distribution (Groeneveld & Meeden, 1984).

Skewness measures how symmetrical the distribution of a variable is. When the distribution of responses for a variable is skewed to the right or left tail of the distribution, the distribution is said to be skewed. A negative skewness indicates a greater number of larger values, whereas a positive skewness indicates a greater number of smaller values. A skewness value between  $-1$  and  $+1$  is considered good, but a value between  $-2$  and  $+2$  is generally considered acceptable. Values beyond  $-2$  and  $+2$  are considered indicative of substantial nonnormality (Hair et al., 2022).

Kurtosis is a measure of whether the distribution is too peaked (a very narrow distribution with most of the responses in the center). A positive kurtosis value indicates that the distribution is more peaked than normal. A negative kurtosis, on the other hand, indicates a flatter-than-normal shape. Similar to skewness, the general rule is that kurtosis greater than +2 indicates that the distribution is too peaked. Similarly, a kurtosis of less than -2 indicates an overly flat distribution. When both skewness and kurtosis are close to zero, the pattern of responses is considered normal distribution (Hair et al., 2022).

As indicated in Table 4.2, the values for skewness are less than  $\pm 2$ , which mean that the symmetrical distribution is normal. As the kurtosis measurement for the flexible schedules reached above +2, it means somehow the distribution has peaked. But generally, as the value results for both measurements are mostly in the range of  $\pm 1$ , the histogram graph has a bell-shaped symmetrical normal distribution.

#### **4.5 Correlations analysis**

Correlation analysis is a statistical technique utilized to identify and assess the presence and strength of a relationship between two variables (James, n.d.) Correlation analysis was conducted to examine the relationship between the independent variables, flextime and telecommuting, and the dependent variable, organizational commitment. The purpose of this analysis was to determine whether a significant correlation exists between flexible work arrangements and employees' commitment to their organization.

Table 4.3 shows the results of Spearman's rank-order correlation ( $\rho$ ) analysis.

Table 4.3 Correlation Analysis

|  |                    |                         | Flextime Schedules | Telecommuting | OC Mean |
|--|--------------------|-------------------------|--------------------|---------------|---------|
| Spearman's rho   | Flextime Schedules | Correlation Coefficient | 1                  | 0.048         | .298**  |
|  |                    | Sig. (2-tailed)         | .                  | 0.56          | 0       |
|  |                    | N                       | 150                | 150           | 150     |
|  | Telecommuting      | Correlation Coefficient | 0.048              | 1             | .248**  |
|  |                    | Sig. (2-tailed)         | 0.56               | .             | 0.002   |
|  |                    | N                       | 150                | 150           | 150     |
|  | OC Mean            | Correlation Coefficient | .298**             | .248**        | 1       |
|  |                    | Sig. (2-tailed)         | 0                  | 0.002         | .       |
|  |                    | N                       | 150                | 150           | 150     |
| **. Correlation is significant at the 0.01 level (2-tailed). |                    |                         |                    |               |         |

Source: SPSS 25 output 2023

The table shows the correlation coefficients between three variables - Flextime Schedules, Telecommuting, and OC based on data from a sample of 150 individuals. The Spearman correlation coefficient is used to measure the strength and direction of the relationship between each pair of variables.

Reading the table beginning with the top-left cell of the table, we can see that the correlation between Flextime Schedules Mean and itself is 1, which is to be expected because a variable is exactly connected with itself. Moving to the right, we see a 0.48 correlation coefficient between

the flextime schedule and telecommuting, which indicates that there is no significant relationship because both are independent variables. While the correlation coefficients between the flextime schedule and telecommuting to the organizational commitment are 0.298 and 0.248, respectively.

| <b>Correlations</b>  |                     |                         |                    |         |
|--|---------------------|-------------------------|--------------------|---------|
|  |                     | Flextime Schedules Mean | Telecommuting Mean | OC Mean |
| Flextime Schedules Mean                                      | Pearson Correlation | 1                       | 0.09               | .346**  |
|  | Sig. (2-tailed)     |                         | 0.275              | 0       |
|  | N                   | 150                     | 150                | 150     |
| Telecommuting Mean   | Pearson Correlation | 0.09                    | 1                  | .283**  |
|  | Sig. (2-tailed)     | 0.275                   |                    | 0       |
|  | N                   | 150                     | 150                | 150     |
| OC Mean  | Pearson Correlation | .346**                  | .283**             | 1       |
|  | Sig. (2-tailed)     | 0                       | 0                  |         |
|  | N                   | 150                     | 150                | 150     |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                         |                    |         |

Based on the Pearson correlation results, the study suggests that there is a positive correlation between flexible work arrangements (specifically flextime schedules and telecommuting) and organizational commitment (OC) in the sample. The correlation between flextime schedules and OC was  $r = .346$ ,  $p < .001$ , and between telecommuting and OC was  $r = .283$ , with the  $p < .0001$ , which means there is a strong relationship between the FWAs and OC. Even though this is a positive indication of the study objective, we cannot conclude the FWAs have an effect on the OC without testing the regression.

#### **4.6 Checking Assumptions**

In order to ensure the validity of the results obtained from the regression analysis, various tests of assumptions were conducted within the data set prior to applying the regression analysis.

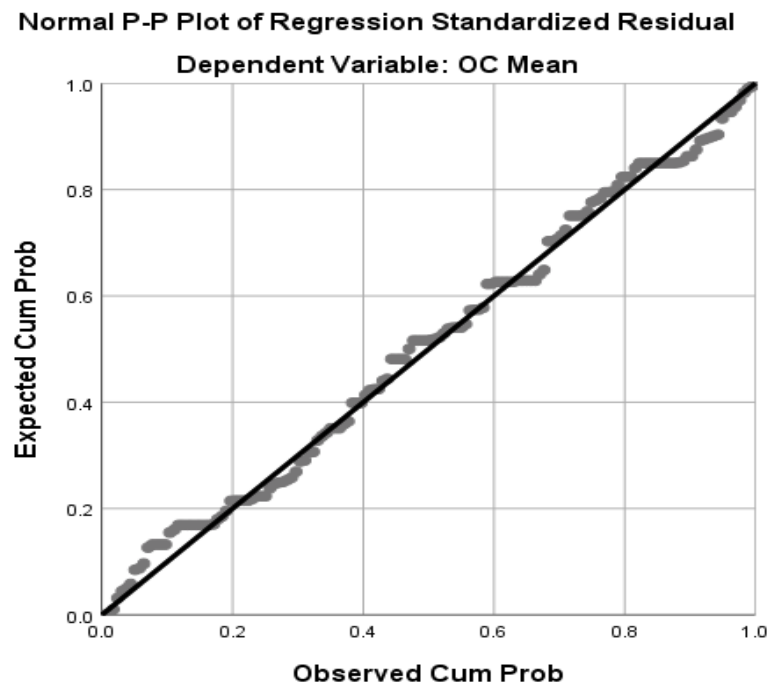
### 4.6.1 Normality Test of Residuals

In order to ensure the validity of the results obtained from the regression analysis, various assumptions were checked. Firstly, a normality test was conducted on the residuals of the regression model to check if they followed a normal distribution.

A normal probability plot of the residuals is a graphical tool used to assess the assumption of normality in the error terms of a statistical model. It provides a visual representation of how well the observed residuals conform to a normal distribution.

In a normal probability plot, the observed residuals are plotted against the expected quantiles of a standard normal distribution. If the residuals are normally distributed, the points on the plot should roughly follow a straight line (*Normal Probability Plot of Residuals | STAT 501, n.d.*)

As shown in the figure 4.3 the normal probability plot showed a relatively straight line, indicating that the residuals were normally distributed.

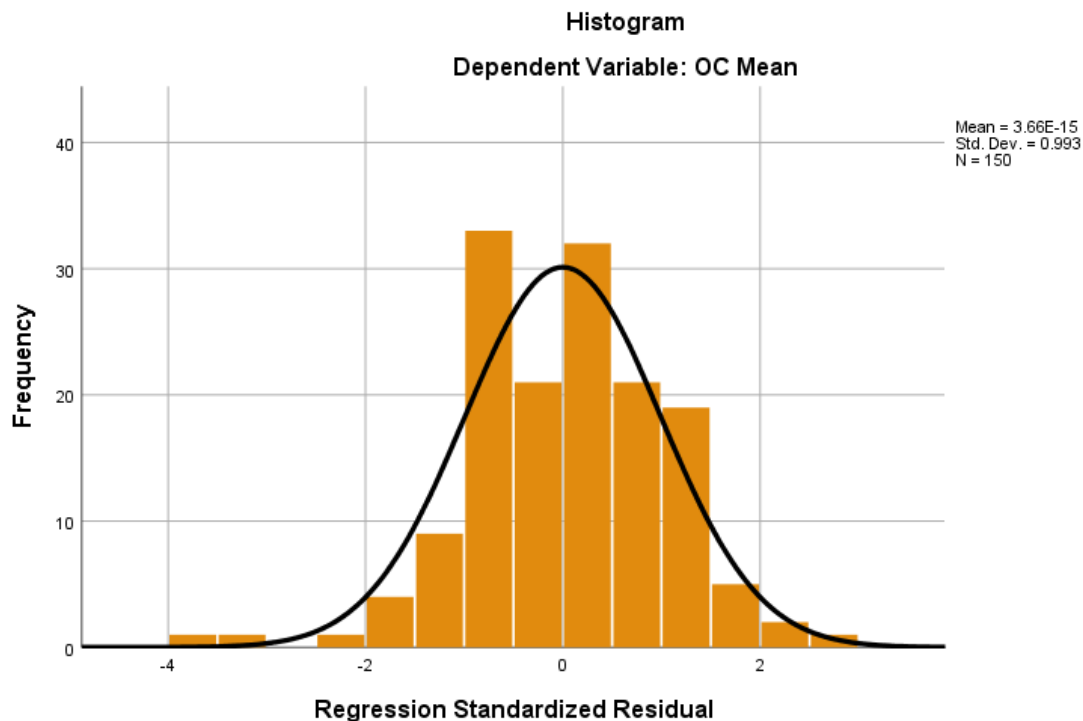


*Figure 4-4-3 Normal P-P*

*Source: SPSS 25 output 2023*

A histogram plot of the standardized residuals can also be used to assess the normality of the residuals. The standardized residuals are the residuals divided by their standard deviation. If the residuals are normally distributed, the histogram plot should show a bell-shaped curve that is symmetric around zero. The mean and standard deviation of the standard normal distribution are 0 and 1, respectively. The normality of the residuals is an important assumption in regression analysis. If the residuals are not normally distributed, it may indicate that the model is not a good fit for the data or that there are outliers or influential observations in the data set. (UCLA, n.d.).

As shown figure 4.4. Additionally the histogram showed a bell-shaped distribution, which indicates that the data is normally distributed



**Figure 4.4** Histogram plot of regression of standardized residuals.

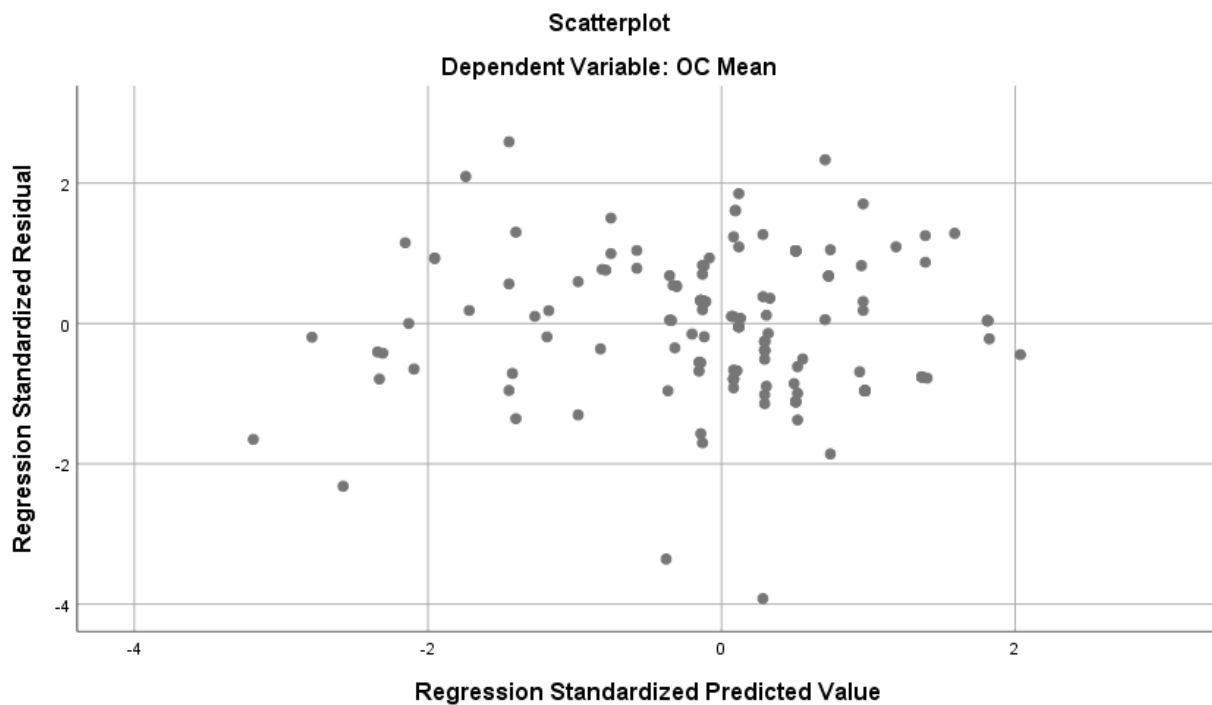
Source: SPSS 25 output 2023

#### 4.6.2 Test of Homoscedasticity

Homoscedasticity is the assumption that the error term, which represents the random disturbance

in the relationship between the independent and dependent variables, remains consistent across all levels of the independent variable. In contrast, heteroscedasticity occurs when the variance of errors differs at different values of the independent variable, resulting in unequal scatter. A common method to assess homoscedasticity is by visually examining the plot of standardized residuals against standardized predicted values(Field, 2019).

Although it is generally recommended to satisfy the homoscedasticity assumption in studies involving large datasets, the analysis of figure 4.5 in this study shows no violation of homoscedasticity. The plot displays a concentration of data points around zero and exhibits similar scatter throughout the range of standardized predicted values. Therefore, it can be concluded that the assumption of homoscedasticity is met



*Figure 4-5 Scatter plot of regression of standardized residual value against the regression standardized predicted value.*

*Source: SPSS 25 output 2023*

### 4.6.3 Linearity test

Secondly, a linearity test was conducted to check if the relationship between the independent and dependent variables was linear. As shown in figure 4.5 the scatterplots of each independent variable against the dependent variable showed that the assumption of linearity was upheld, indicating that a linear relationship exists between the independent and dependent variables.

### 4.6.4 Multicollinearity Test

A multicollinearity test was performed to identify any correlations among the independent variables. Multicollinearity can result in biased and unreliable regression coefficients (Tabachnick & Fidell, 2007). Hence, conducting this test was crucial to ascertain that the independent variables used in the regression analysis were not strongly correlated with each other.

Table 4. 4Collinearity Test

| Coefficients <sup>a</sup> |                     |                             |            |                           |       |       |                         |       |
|---------------------------|---------------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| Model                     |                     | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  | Collinearity Statistics |       |
|                           |                     | B                           | Std. Error | Beta                      |       |       | Tolerance               | VIF   |
| 1                         | (Constant)          | 1.671                       | 0.246      |                           | 6.779 | 0     |                         |       |
|                           | Flexitime Schedules | 0.185                       | 0.043      | 0.323                     | 4.32  | 0     | 0.992                   | 1.008 |
|                           | Telecommuting       | 0.175                       | 0.052      | 0.254                     | 3.398 | 0.001 | 0.992                   | 1.008 |

a. Dependent Variable: OC Mean

Source: SPSS 25 output 2023

#### 4.6.5 Autocorrelation Test

The Durbin-Watson test was used as a statistical tool to examine the presence of autocorrelation within the residuals of the regression analysis. Following the guidelines outlined by Kanda, (2022), the test statistic, which ranges from 0 to 4, was employed to evaluate the degree of autocorrelation. A value approximating 2 was indicative of the absence of autocorrelation, suggesting that the residuals were independent and devoid of any discernible patterns. Positive autocorrelation was suggested by values approaching 0, implying a positive correlation among the residuals over a specific time lag. Conversely, values nearing 4 indicated negative autocorrelation, implying a negative correlation among the residuals. as shown in Table 4.5, the Durbin-Watson value is 2.269, and since this value is near to two, there is no autocorrelation.

Table 4. 5: Durbin-Watson test

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .429 <sup>a</sup> | 0.184    | 0.173             | 0.43902                    | 2.269         |

Source: SPSS 25 output 2023

#### 4.7 Multiple Regression Analysis

Regression analysis is a statistical approach that involves estimating relationships between a dependent variable and one or more independent variables. Its primary purpose is to assess the strength of the relationship between these variables (Taylor, 2020)

To determine the strength of the relationship between the two types of flexible working arrangements (flextime schedules and telecommuting) and organizational commitment, multiple regressions was used.

### 4.7.1 Model summery

Table 4. 6 Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |             |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|-------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. Change |
| 1     | .429 <sup>a</sup> | 0.184    | 0.173             | 0.43902                    | 0.184             | 16.55    | 2   | 147 | 0           |

*Source: SPSS 25 output 2023*

According to Table 4.6, the model summary reveals that the R square value is 0.184 and the Adjusted R square is 0.173. These values indicate that the combination of a flexible schedule and telecommuting explains 18% of the variability observed in organizational commitment (OC). Furthermore, at a 5% significance level, a unit change in either of these two flexible work arrangements (FWAs) is associated with a corresponding 0.18 change in OC. This suggests a positive and favorable relationship between the independent variables (FWAs) and the dependent variable (OC). Thus, the presence of FWAs such as a flexible schedule and telecommuting positively influences organizational commitment.

Table 4.7 Model Summary

| ANOVA <sup>a</sup> |            |                |     |             |        |                   |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | Df  | Mean Square | F      | Sig.              |
| 1                  | Regression | 6.381          | 2   | 3.191       | 16.554 | .000 <sup>b</sup> |
|                    | Residual   | 28.333         | 147 | 0.193       |        |                   |
|                    | Total      | 34.714         | 149 |             |        |                   |

*Source: SPSS 25 output 2023*

As we have seen in Table 4.7 for the mode summary and ANOVA regression results, this also indicates the same results: at the 5% significant level, a unit change in either of these two types of FWAs will cause a change in OC of a factor of 0.18. This demonstrates that the independent variables (FWAs) and the dependent variable (OC) have a favorable relationship.

Cohen (1988) determined the R<sup>2</sup> values to be 0.26 significant, 0.13 moderate, and 0.02 weekly. With an R-square of 0.18, the independent variables' (FWAs) influence on the dependent variable (OC) in this study is moderate.

The ANOVA table (Table 4.7) indicates that the overall fitness of the model with F-change 16.554 and p-value less than 0.001 shows that the model is a good fit for the data at a 5% level of significance. The F ratio (F=16.554, p<0.001) result presented that the combination of flexible working arrangements was a good fit in predicting organizational commitment.

As per the regression coefficient table (Table 4.7), flextime schedule predicts organizational commitment better (0.323, p<0.001) compared to telecommuting (0.254, p<0.001) at a 5% level of significance.

Table 4.8 Estimated Regression Coefficients

| Model              | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|--------------------|-----------------------------|------------|---------------------------|-------|-------|
|                    | B                           | Std. Error | Beta                      |       |       |
| (Constant)         | 1.671                       | 0.246      |                           | 6.779 | 0     |
| Flextime Schedules | 0.185                       | 0.043      | 0.323                     | 4.32  | 0     |
| Telecommuting      | 0.175                       | 0.052      | 0.254                     | 3.398 | 0.001 |

#### 4.7.2. Hypothesis test results

Table 4.9 Result of Hypothesis test

|    | Hypothesis   | Beta | t-value | Sig. | Decision |
|----|--|------|---------|------|----------|
| H1 | There is a positive and significant relationship between flextime schedule and Organizational Commitment of employees. | .323 | 4.320   | .000 | Accepted |
| H2 | There is a positive and significant relationship of telecommuting and Organizational Commitment of employees.          | .254 | 3.398   | .001 | Accepted |

As seen in Table 4.9 both the hypotheses were proven valid in the end.

Flextime schedules, as previously mentioned, show a significant and positive link with organizational commitment (0.323,  $p = 0.000$ ). This finding supports the first hypothesis, H1, that flextime scheduling and organizational commitment among MMCY|Tech personnel have a positive effect.

Similarly, there is a positive and significant relationship (0.254,  $p < 0.001$ ) between telecommuting and organizational commitment, which confirms the second hypothesis, H2 (there is a positive effect of telecommuting and organizational commitment on MMCY|Tech employees).

## **CHAPTER FIVE**

### **5 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This Chapter dedicated to presenting the summary, conclusion, and recommendations of the study. This chapter is a culmination of the entire study, bringing together all the findings and analyzing them in the context of the research objective. The summary section provides a brief overview of the most significant findings of the study, highlighting the key points discussed in the previous chapters. The conclusion section, on the other hand, offers a critical discussion of the research results, assessing the study's strengths, weaknesses, and limitations. Lastly, the recommendations section provides practical suggestions based on the study's findings

#### **5.1 Summary**

The general objective of the study is to see the effect of flexible work arrangements on organizational commitment of MODERN ETH (MMCY|Tech) employees and the specific objectives are to see the effect of two flexible work arrangements which are flextime schedules and telecommuting on employee's organizational commitment at MODERN ETH (MMCY|Tech).

A cross sectional survey was distributed to 170 employees of MMCY|Tech and According to the respondents' demographic gender profiles and 150 employees completed The survey which brings the response rate to 88.23%.of the total of 150 participants, almost in the same ratio, 50.6% were men. In terms of respondents' age category, 59% (89) are between the ages of 36 and 45, making up the majority of respondents. and the lowest, only four participants were over the age of 46. The remaining participants were between the ages of 20 and 25, covering 18% (27) participants, and between the ages of 26 and 35, there were 20% (30) participants. The participants' educational backgrounds ranged from bachelor's degrees to postgraduate programs, accounting for 69% and 31%, respectively, of their total education. Out of 150 participants, 93 (62%) have one to five years of work experience, making up the majority of the MMCY|Tech

workforce. followed by 47 (31%) of the workforce having between six and ten years of work experience in the organization. Only 10 (7%) employees of the participants stayed for a long duration, from 11 to 15 years, but none of the participants were older than 15 years. In the MMCY|Tech, there are two tiers of employee designations or job positions: manager and non-managerial, which are located at 47 (31%) and 103 (69%), respectively.

The mean scores for flextime schedules and telecommuting on FWAs are 3.94 and 3.71, respectively. Therefore, according to Pihie, (2009), the mean score measurement indicates that flextime schedules have a higher response score than the medium score level of telecommuting. The mean scores for the three types of organizational commitment, affective, continuation, and normative, on the other hand, are 3.49, 2.52, and 3.15, respectively. This indicated a response renegade between low and medium categorization, with both affective and continuous OC having a low response compared to normative OC. When looking at the three OC mean scores, it shows an average score of 3.05.

Because the skewness values are less than  $\pm 2$ , the symmetrical distribution is normal. The fact that the kurtosis measurement for flexible schedules exceeded +2 indicates that the distribution has peaked in some way. The histogram graph, however, has a bell-shaped symmetrical normal distribution because the value results for both measurements are mostly in the range of  $\pm 1$ .

According to Spearman's rho correlation coefficient SPSS generated result output, the correlation between flextime schedules and OC was  $r = 0.298$ , and the correlation between telecommuting and OC was  $r = 0.248$  at both  $p < 0.0001$ . This indicates that there is a strong relationship between the FWAs and the OC. Therefore, the data analysis for the variables shows some clues that there is a strong relationship between the independent variables (FWAs) and independent variables (OC). Especially flexible schedules can have an effect on the OC, but we cannot ascertain this without taking the regression measurements.

In order to ensure the validity of the results obtained from the regression analysis, various tests of assumptions were conducted within the data set prior to applying the regression analysis. These are the normality test of residuals, the homoscedasticity test, the linearity test, the

multicollinearity test, and the autocorrelation test. All these regression test assumptions between independent and dependent variables had normal values, so finally the data was examined for regression analysis and hypothesis testing.

Mode summary and ANOVA regression results show an 18% (R-square 0.184) at the 5% level of significance. This means that a unit change in either of these two types of FWAs will cause a change in OC by a factor of 0.18. According to the regression coefficient table in the results section, at the 5% level of significance, flextime schedules predict organizational commitment better than telecommuting ( $\beta=0.323$ , at  $P<0.001$ ) than telecommuting ( $\beta=0.254$ , at  $P<0.001$ ). Therefore, the above regression results are approved and accepted for both hypotheses:

H1: There is a positive and significant relationship between flextime schedule and organizational commitment of employees.

H2: There is a positive and significant relationship between telecommuting and organizational commitment of employees.

## **5.2 Conclusion**

The main objective of this study was to determine whether flexible work arrangements have an effect on the organizational commitment of employees at MMCY|Tech. This entails investigating the beneficial effects of flextime schedules and telecommuting on organizational commitment. According to the analysis, Flextime schedules and telecommuting both had a statistically significant positive impact of  $\beta=0.323$  and  $\beta=0.323$  at  $P<0.00$ , respectively. According to this premise, a rise in the use of flexible working arrangements (telecommuting and flextime schedules) can boost employee organizational commitment at the workplace. The independent variables had an R value of 0.43 and an R<sup>2</sup> of 0.18, indicating that flexible working arrangements can explain 18% of the corresponding variations in employee's commitment. Nonetheless, because the effectiveness of FWAs is highly dependent on several factors, they cannot be applied uniformly across cultures and contexts.

The findings of this study are consistent with previous research in the field, reinforcing the significance of flexible work arrangements (FWAs) in enhancing employees commitment. Several studies, such as Choo et al., (2016), Ridwan et al., (2020) have demonstrated a positive relationship between FWAs and organizational commitment, aligning with the results obtained in this study.

Furthermore, the hypotheses formulated in this research are in line with studies conducted by (Walelgne, 2021) ,Ilma et al., (2022) and others which also explored the effects of FWAs on organizational commitment. The current study's findings provide additional support to the existing body of knowledge and strengthen the understanding of the positive impact of FWAs on employee commitment

As a result, it can conclude that there is a significant relationship between the Independent variable (the two types of FWAs used at the company which are flextime and telecommuting) and the Dependent variable (organizational commitment).

### **5.3 Recommendations**

Based on the study findings and other related literatures, the following recommendations are suggested for the company:

- The research findings indicate a connection between flexible work arrangements (FWAs) and organizational commitment (OC). It is advised that the organization should consider introducing more FWAs, as this could potentially influence employees' level of commitment.
- Create clear policies, to get an effective use of FWAs by providing employees with transparent guide and information; it can create a supportive and encouraging work environment.
- Train Managers to play a crucial role in supporting and managing employees who use FWAs. It is recommended to provide training and support to managers on how to effectively manager remote workers.

- Regularly Evaluate the effectiveness of FWAs and getting opinion from employees the company can optimize the benefits of FWAs.
- To fully use FWAs, it is important to establish a trusting and collaborative environment. Encouraging open communication and team work.
- Considering on the job description assigned to different departments within the organization, it is important to identify the right FWA. Besides to telecommuting and flextime, it is recommended to explore other available FWAs that align with the nature of employee's task.

These recommendations can be considered as short term and long term plans, depending on the organization's goals and priorities.

Regarding responsibilities, the organization as a whole should take ownership of implementing these recommendations. However, different Departments within the organization like Human Resources (HR) Department, IT Department, Managers and Supervisors can take the lead to take specific actions.

#### **5.4 Future Areas of Study**

- Explore additional types of flexible work arrangements (FWAs): Since this study focused on only two types of FWAs (flextime and telecommuting), future research can investigate other types of FWAs.
- Include qualitative analysis, while this study focused on quantitative analysis, by including qualitative research methods such as interviews or open-ended survey questions researchers can gain deeper insights into employees' experiences and perceptions regarding FWAs and their impact on organizational commitment.
- Future research can expand upon this study by examining how FWAs interact with other influencing factors such as leadership styles, organizational culture, employee motivation, and job satisfaction to gain more understanding.

- Assess whether the relationship between FWAs and organizational commitment remains consistent over time or if there are any changes.
- Explore the association between personal characteristics (such as gender, marital status, dependent children, and age, education, occupation, and wage level) and access to FWAs.
- Explore cultural and contextual factors: Since the effectiveness of FWAs may vary across cultures and contexts, it would be valuable to understand how different cultural and contextual factors influence the relationship between FWAs and organizational commitment.
- Compare various FWA types; examine how each style of FWA affects organizational commitment. For instance, contrast the effects of telecommuting and flexible work arrangements (FWAs) with those of job sharing or compressed hours. Organizations can choose the arrangement that will best promote organizational commitment by understanding the effects of various FWAs.
- Additionally, future studies can explore the potential challenges and implications of the lack of access to technology, particularly in developing countries like Ethiopia, on the implementation and effectiveness of flexible work arrangements (FWAs) and its impact on organizational commitment. As limited technology might impact employees' ability to fully engage and commit to remote work, potentially impacting their job satisfaction and organizational commitment.

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## Appendix I



### ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICSSCHOOL OF COMMERCE

My name is Melat Arkebom and I am a graduate student at Addis Ababa University pursuing a Master's Degree in Human Resources Management. As part of my research, I am conducting a study on the "Effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of Employees in MMCY|Tech". The main objective of the study is to assess the impact of FWAs on employees' commitment to their organization. I am reaching out to you today to request your participation in this study by completing this survey. The survey is anonymous and will only take about 10 minutes of your time.

I want to assure you that the information and data collected will only be used for academic purposes and will be kept confidential. Your responses will be used solely for the purpose of this study and will not be shared with anyone outside of the research team.

**Thank you for your time and consideration!**

This questioner has three sections, and in each section, there are instructions on how to answer it; please respond to each question accordingly.

**Note:** The information provided in this questionnaire is provided anonymously, is used **only** for the purpose of the research described above, and is **not disclosed** to any other parties.

SECTION ONE: Demographic Information

**Instruction:** This part of the questionnaire asks for personal and job-related information. Please respond to each question by selecting the option and giving an approximate whole-digit number that represents your personal profile

1. Gender

Male  Female

2. Age

20-25  26-35  36-45  46 and above

3. Educational Background:

High School Diploma  Bachelor's Degree  Post graduate  PHD

4. How long have you been in MODERNETH (MMC|Tech)?

1-5 years  6-10 years  11-15  16-20

5. Designation or Job position

Managerial  non-Managerial

**Section II: flexible work arrangements**

**Instruction:** Instruction: This section covers questions that relate to Flexible Work Arrangements (FWA). Two types of FWA will be covered in this study: flextime and telecommuting.

*Please use the scoring scale below to select your answer. 1 mean I strongly disagree, 2 means I disagree, 3 means I neither agree nor disagree, 4 means I agree, and 5 means I strongly agree.*

1. Flextime schedules an employee is able to choose the specific hours that they work each day, as long as they meet certain core requirements or are present during certain designated times.

2. Telecommuting also known as telework or remote work, is a type of flexible work arrangement in which an employee works from a location outside of the office, such as from home or a remote location, using technology

| No. | Flexible Working Arrangements   | Strongly disagree | Disagree | Neither agree nor disagree | Agree    | Strongly agree |
|-----|---|-------------------|----------|----------------------------|----------|----------------|
|     | <b>Flexitime schedule</b>   | <b>1</b>          | <b>2</b> | <b>3</b>                   | <b>4</b> | <b>5</b>       |
| 1   | My job does not have rigid start and end times.   |                   |          |                            |          |                |
| 2   | My job gives me the flexibility to choose my start and end times provided that I work the mandatory core hours. |                   |          |                            |          |                |
| 3   | My job allows me to leave an hour earlier if I can compensate it on another working day.                        |                   |          |                            |          |                |
| 4   | My productivity at work is higher due to flexible working hours.  |                   |          |                            |          |                |
|     | <b>3. Telecommuting</b>   | <b>1</b>          | <b>2</b> | <b>3</b>                   | <b>4</b> | <b>5</b>       |
| 5   | I prefer telecommuting to traditional working arrangements.   |                   |          |                            |          |                |
| 6   | The nature of my work allows me to work away from the office with the help of technology.                       |                   |          |                            |          |                |
| 7   | It is easier to balance work and personal life with telecommuting.  |                   |          |                            |          |                |
| 8   | In my opinion, telecommuting does not negatively affect career development.                                     |                   |          |                            |          |                |

**Section III: Organizational commitment**

**Instruction:** Instruction: This section covers questions on organizational commitment of employees.

**Please use the scoring scale below to select your answer. 1 mean I strongly disagree, 2 means I disagree, 3 means I neither agree nor disagree, 4 means I agree, and 5 means I strongly agree.**

1. Affective commitment emotional attachment to the organization and a belief in its goals and values.
2. Continuance commitment refers to a commitment to stay with the organization because of the perceived costs of leaving, such as the difficulty of finding a new job or the financial losses associated with leaving
3. Normative commitment employees believe they are obligated to stay in their organization due to moral or ethical or other reasons

| No. | Dimensions of Organizational Commitment                                   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|-----|---|-------------------|----------|----------------------------|-------|----------------|
|     | Affective Organizational Commitment                                       | 1                 | 2        | 3                          | 4     | 5              |
| 1   | I would be very happy to spend the rest of my career in this organization |                   |          |                            |       |                |
| 2   | I really feel as if this organization's problems are my own.              |                   |          |                            |       |                |
| 3   | I do not feel like "part of my family" at this organization               |                   |          |                            |       |                |
| 4   | I do not feel "emotionally attached" to this organization                 |                   |          |                            |       |                |
| 5   | This organization has a great deal of personal meaning for                |                   |          |                            |       |                |

|    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
|    | me   |   |   |   |   |   |
| 6  | I do not feel a strong sense of belonging to this organization   |   |   |   |   |   |
|    | Continuance Organizational Commitment  | 1 | 2 | 3 | 4 | 5 |
| 7  | It would be very hard for me to leave my job at this organization right now even if I wanted to                                  |   |   |   |   |   |
| 8  | Too much of my life would be disrupted if I leave my organization  |   |   |   |   |   |
| 9  | Right now, staying with my job at this organization is a matter of necessity as much as desire                                   |   |   |   |   |   |
| 10 | I believe I have very few options to consider leaving this organization  |   |   |   |   |   |
| 11 | If I leave my job, it might be difficult to find another one because of the lack of alternatives elsewhere                       |   |   |   |   |   |
| 12 | One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice. |   |   |   |   |   |

|    | Normative Organizational Commitment  | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| 13 | I do not feel any obligation to remain with my organization                          |   |   |   |   |   |
| 14 | Even if it were to my advantage, I do not feel it would be right to leave            |   |   |   |   |   |
| 15 | I would feel guilty if I left this organization now                                  |   |   |   |   |   |
| 16 | This organization deserves my loyalty  |   |   |   |   |   |
| 17 | I would not leave my organization right now because of my sense of obligation to it. |   |   |   |   |   |
| 18 | I owe a great deal to this organization  |   |   |   |   |   |

**Thank You!**

## Appendix II

### Descriptive Statistics

|                         | Mean   | Std. Deviation | N   |
|-------------------------|--------|----------------|-----|
| OC Mean                 | 3.0519 | .48268         | 150 |
| Flextime Schedules Mean | 3.9417 | .84266         | 150 |
| Telecommuting Mean      | 3.7150 | .69997         | 150 |

### Correlations

|                         |                     | Flextime Schedules Mean | Telecommuting Mean | OC Mean |
|-------------------------|---------------------|-------------------------|--------------------|---------|
| Flextime Schedules Mean | Pearson Correlation | 1                       | .090               | .346**  |
|                         | Sig. (2-tailed)     |                         | .275               | .000    |
|                         | N                   | 150                     | 150                | 150     |
| Telecommuting Mean      | Pearson Correlation | .090                    | 1                  | .283**  |
|                         | Sig. (2-tailed)     | .275                    |                    | .000    |
|                         | N                   | 150                     | 150                | 150     |
| OC Mean                 | Pearson Correlation | .346**                  | .283**             | 1       |
|                         | Sig. (2-tailed)     | .000                    | .000               |         |
|                         | N                   | 150                     | 150                | 150     |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Model Summary

| Model | R                 | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     | Sig. Change | F |
|-------|-------------------|-------------------|----------------------------|-------------------|----------|-----|-----|-------------|---|
|       |                   |                   |                            | R Square Change   | F Change | df1 | df2 |             |   |
| 1     | .429 <sup>a</sup> | .184              | .43902                     | .184              | 16.554   | 2   | 147 | .000        |   |

a. Predictors: (Constant), Telecommuting Mean, Flextime Schedules Mean

## ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 6.381          | 2   | 3.191       | 16.554 | .000 <sup>b</sup> |
|       | Residual   | 28.333         | 147 | .193        |        |                   |
|       | Total      | 34.714         | 149 |             |        |                   |

a. Dependent Variable: OC Mean

b. Predictors: (Constant), Telecommuting Mean, Flextime Schedules Mean

## Coefficients<sup>a</sup>

| Model |                         | Unstandardized Coefficients |            | Standardized | t     | Sig. |
|-------|-------------------------|-----------------------------|------------|--------------|-------|------|
|       |                         | B                           | Std. Error | Coefficients |       |      |
| 1     | (Constant)              | 1.671                       | .246       |              | 6.779 | .000 |
|       | Flextime Schedules Mean | .185                        | .043       | .323         | 4.320 | .000 |
|       | Telecommuting Mean      | .175                        | .052       | .254         | 3.398 | .001 |

a. Dependent Variable: OC Mean