

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE



**THE EFFECT OF FLEXIBLE WORKING ARRANGEMENTS ON THE
ORGANIZATIONAL COMMITMENT OF EMPLOYEES**

IN THE CASE OF THE ECONOMIC COMMISSION FOR AFRICA

**A Thesis Submitted to the Addis Ababa University College of Business and
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Requirement of the Master's of Arts Degree in Human Resources Management**

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DECLARATION

I, the undersigned, hereby declare that this thesis entitled “The effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of Employees at the Economic Commission for Africa” is my original work. I have conducted the research with a great support and guidance from my advisor, Dr. Abeba Beyene. I would like to confirm that this research work has never been submitted for any degree or diploma fulfillment program in this or any other institutions and that all sources of materials used for the research have been rightly acknowledged.

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CERTIFICATE

This is to certify that Weinsnet Walegne Hailu has undertaken this research work entitled “The effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of Employees at the Economic Commission for Africa”. This study was conducted for the partial fulfillment of the requirement of the Master’s of Arts Degree in Human Resources Management at the Addis Ababa University, College of Business and Economics School of Commerce.

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Abbreviations and Acronyms

AC	Affective Commitment
CC	Continuance Commitment
COVID-19	The Novel Coronavirus Disease 2019
DV	Dependent Variable
ECA	Economic Commission for Africa
ECOSOC	UN Economic and Social Council
FWA	Flexible Working Arrangements
HR	Human Resources
IDEP	African Institute of Economic Planning and Development
IT	Information Technology
IV	Independent Variables
NC	Normative Commitment
OC	Organizational Commitment
OCQ	Organizational Commitment Questionnaire
OSAGI	Secretary-General on Gender Issues
PP	Probability Plot
RHO	Spearman's Rank Order Correlation
SES	Skills and Employment Survey
SGB	Secretary-General's Bulletin
SPSS	Statistical Package of Social Sciences
SROs	Sub-Regional Offices
UN	United Nations
UNHQ	United Nations Headquarters
UNICEF	United Nations Children's Fund
VIF	Variance Inflation Factor

Abstract

The main purpose of this research is to identify the effect of Flexible Working Arrangements (FWAs) on the Organizational Commitment (OC) of employees in the Economic Commission for Africa (ECA). This study looked at the effect of the three components of FWAs that is flextime schedule (staggered working hours), compressed work schedule, and telecommuting (independent variables) on OC (dependent variable). To achieve this objective, the study applied a quantitative research approach and data was obtained from primary and secondary sources. 245 questionnaires were sent out to the employees of ECA and the returned yielding a response rate of 203 (83%). The data was analyzed using Statistical Package of Social Sciences (SPSS) version 20 statistical programme by using various statistical methods such as descriptive statistics, correlation, and regression. The Spearman's correlation results showed that the relationship between Flextime Schedule and Organizational Commitment is positive with a strong relationship between the variables. Similarly, the correlation coefficient of compressed work schedule and Organizational Commitment is positive with moderate relationship between them. The relationship between Telecommuting and Organizational Commitment is also positive with a strong relationship between the variables. The results showed that flextime schedule, compressed work schedule and telecommuting had significant effect on Organizational Commitment respectively. Flextime schedule predicts Organizational Commitment higher than compressed work schedule and telecommuting. In addition, the effect of the independent variables (FWAs) on the dependent variable (OC) is above moderate. The three hypotheses were supported in this regard. The study recommends that ECA has to develop new and/or expand existing flexible solutions; hold extensive communication campaign on Flexible Working Arrangements; to assess the gaps in the implementation of FWAs; finally to identify and decide on the desired outcomes of Organizational Commitment of employees and the values/qualities required to achieve those outcomes.

Keywords: *Flexible Working Arrangements, organizational commitment, flextime schedule, compressed work schedule, telecommuting*

CHAPTER ONE

INTRODUCTION

This chapter introduces background of the study, statement of the problem, research questions and objectives. In addition, it provides background information of the organization under study and explains significance, scope and limitations of the study. It also provides definitions of key terms and details how the chapters are organized.

1.1 Background of the Study

Many scholars defined Organizational Commitment as an employees' psychological attachment to the organization. Organizational Commitment is critical to the success of any organization (small, medium, or large). Generally, Organizational Commitment is about the degree of loyalty that employees show toward their employers. On the other hand, flexibility in the workplace is defined as the opportunity of employees to make choices influence when, where, and for how long they can work (Bal & De Lange, 2014). There is no universal definition of Flexible Working Arrangements (FWAs). It is the adjustment to working schedules and locations, which gives employees an opportunity to balance their personal and professional lives in return (UN HR Portal 2020:1).

The history of Flexible Working Arrangements is believed to have been sparked by the oil crisis in the United States in the 1970s. It is thought that Jack Nilles, an engineer working for the National Aeronautics and Space Administration coined FWA in 1973 (Avery & Zabel, 2001). The idea was to move the work to workers rather than workers coming to the workplace to alleviate traffic problems and to reduce energy consumption. In the 1970s, private companies realized that telecommuting could also be used to help address workforce issues and in 1978, West Germany developed the term "flex time", which later led to the establishment of policies to balance work and family life. Moreover, the shift from a manufacturing to an information economy has increased the transition to telecommuting (Kizza, 2013). Nevertheless, it is only in recent years that Flexible Working Arrangements have been perceived as beneficial for both employees and employers (Clutterbuck, 2003).

Flexible Working Arrangements (FWAs) have become part of the modern workplace in the 21st Century. According to Carlson, Grzywacz, Kacmar (2010), the reason for this increased interest is that FWAs has offered a competitive advantage to organizations

attracting and retaining qualified employees. Another important element is the outbreak of the novel coronavirus disease 2019 (Covid-19), which brought drastic changes to the way the world does business and forced organizations to transition to working remotely (Crooks, Hogg, Martin, Grant, Lemoie & Robbins 2020).

There is a shortage of studies on the adoption of FWAs by various organizations in African countries (Conradie & De Klerk, 2019; Hunter, 2019). A recent study showed that FWAs are mainly adopted by software development companies in South Africa based on the perceived benefits to both employees and employers in the sector (Conradie & De Klerk, 2019). Nevertheless, employers and governments on the African continent were forced to implement FWAs because of COVID-19, which has taken the whole world by storm (Tasmanian Government, 2020). A similar situation was exhibited in Ethiopia where government employees were asked to work from home in March 2020 to mitigate the spread of the disease (Fana Broadcasting Corporate, 2020).

Flexible Working Arrangements have become the new working modality (SHRM 2020; Kim, Galinsky & Pal 2020). Many public and private sectors and non-profit organizations are adopting and implementing FWAs (Njiru, Kiambati & Kamau 2015; Waiganjo & Kihoro 2016).

The Economic Commission for Africa (ECA) is one of the organizations that has promoted FWAs to enhance the well-being of employees and to create work-life balance. Consequently, the organization has applied three types of FWAs, and these are flextime schedule, compressed work schedule and telecommuting. Specifically, flextime schedule (staggered working hours) is when an employee adjusts the start and end times of his/her working days but is present at the core working hours (usually 9 or 10 a.m. to 3 or 4 p.m.). A compressed work schedule is when a ten-day work period is compressed into nine working days by increasing the number of hours an employee is required to work per day. This would allow a staff member to take one day off every other week. It is also possible to compress five working days into four and a half days. Telecommuting is when an employee is allowed to work away from the office for several days/weeks or to telecommute outside his/her duty station, for a maximum of six months and on exceptional basis it can be extended for additional three months, due to compelling personal circumstances (UN Secretary-General's Bulletin, 2019).

For instance, due to COVID-19, employees of the UN in Ethiopia, including ECA, have been required to work remotely (from home) since March 2020. As a result, access to the ECA compound is limited to critical staff only in which, a list is approved by the management on a weekly basis.

According to the staff survey on COVID-19 response (2020), the major concerns of employees of the UN in Ethiopia is medical (availability of medical facilities and vaccine, etc.) and office re-opening without adequate safety measures in place. In addition, the study showed that employees would like to receive adequate information on the back to office plan. They would also like the organization to maintain alternative working arrangements until employees feel safe to return to work and to give especial attention to UN personnel with chronic illnesses when the office is fully reopened.

Organizations that have flexible working policies and practices indicate that they value their employees, which can lead to increased commitment to the organization (Chelliah, Sundarapandiyana & Vinoth, 2015). Furthermore, studies show that employees with FWA options show high levels of company loyalty, discretionary effort, and organizational commitment (Bond, Galinsky & Hill, 2006).

Accordingly, this study explored how Flexible Working Arrangements such as flextime schedule, compressed work schedule, and telecommuting influence Organizational Commitment of employees in the main office of the Economic Commission for Africa (ECA) in Addis Ababa. This research paper employed a quantitative research methodology. A survey with close-ended questions was applied. In addition, the researcher used primary and secondary sources conducting a review of policies and various relevant literature.

1.2 Background of the Organization

The Economic Commission for Africa was established in 1958 by the Economic Social Council (ECOSOC) of the United Nations (UN) as one of the UN's five regional commissions (ECA official website 2021). ECA's mandate is to promote the economic and social development of its member States, cultivate intra-regional integration, as well as international cooperation for Africa's development. ECA is made up of 54 member States and it is the only UN agency mandated to operate at the regional and sub-regional level to apply resources and bring them to bear on Africa's priorities. Its mission is to deliver ideas and actions that empowers and transforms Africa.

ECA has eight Substantive Divisions with thematic areas of Macroeconomic Policy and Governance; Regional Integration and Trade; Private Sector Development and Finance; Data and Statistics; Technology, Climate Change, and Natural Resource Management; Gender, Poverty and Social Policy and Economic Development and Planning (ECA official website 2021). Out of the eight divisions, six are in the main office, Addis Ababa Ethiopia, whereas two are in the different parts of Africa. For example, African Institute of Economic Planning & Development (IDEP) is in Senegal, Dakar and the five Sub-Regional Offices (SROs), categorized as one division are in East, West, Central, South and North part of Africa.

The organization has 722 employees including those that are in SROs and IDEP. Out of 722, 197 are International staff, 33 are National Officers and 492 are General Services (support staff). ECA is a multicultural environment where employees are from diverse backgrounds.

There are three types of FWAs in ECA and these are flextime schedule, compressed work schedule and telecommuting. Hence, this study looked at whether the availability and use of FWAs has increased Organizational Commitment of employees or not.

1.3 Statement of the Problem

Flexible working arrangement is gaining interest in modern organizations in different parts of the world since it is believed to help maintain a healthy and well performing workforce (Allen, Golden, & Shockley, 2015; Standen, 1997). The COVID-19 pandemic has placed FWAs in the spotlight (Legesse, 2020) and as part of the response to contain the spread of the virus, countries have allowed only essential businesses to open, and other employers were prompted to implement flexible working options.

Research on the adoption of FWAs in developing African countries is limited (Conradie & De Klerk, 2019; Rooplal, 2017). Researchers asserted that this may be due to the lack of Information Technology (IT) infrastructure and the cultural context of many African nations (Adonis & Kabanda, 2019; Leonardi, Treem, & Jackson 2010; Peretz, Fried, & Levi 2018; Rooplal, 2017). A study of FWAs across multiple countries revealed that national culture plays a crucial role in the implementation of FWAs (Peretz, et.al., 2018). Ethiopia's situation is similar to that of other African nations where the culture and the IT infrastructure do not promote the adoption of FWAs. However, this situation recently changed with the outbreak of the COVID-19 pandemic in Ethiopia where employers were compelled to

transition to FWAs. Nevertheless, only a few studies have been conducted so far on the overall impact of Flexible Working Arrangements on Organizational Commitment of employees in the Ethiopian context.

In the United Nations, as per the General Assembly resolutions 65/247 and 67/255, member States requested the Secretary-General to report on the efforts to enhance the principles of work-life balance and a flexible workforce across the Secretariat. As a result, the United Nations motivates staff to use FWAs in the secretariat and various announcements and administrative instructions were issued in this regard (UN HR Portal 2020:1). Historically, only a very small percentage of ECA staff members have utilized FWAs according to the Information Circular (2020) shared with ECA staff. However, the Secretariat has exceptionally approved remote working and international telecommuting in response to the COVID-19 pandemic. For this reason, majority of UN employees in Ethiopia including ECA are still working remotely since March 2020.

Studies on Staff Engagement were conducted within the United Nations in 2017 and 2019. Staff Engagement is how we create the conditions in which, staff members give their best each day with an enhanced sense of their own well-being (UN HR portal: 2019). The main purpose of this survey is to evaluate the way the organizational practices, structures, policies, and operations influence the key drivers of staff engagement. It is also used to identify best practices and areas where there is room for improvement.

Subsequently, the first global United Nations Staff Engagement Survey was done in December 2017; where staff members had the opportunity to express their opinions regarding engagement, alignment, agility, work-life balance, and other dimensions. Over 14,662 staff members (39%) of the total staff participated in this study offering valuable feedback on the challenges the UN Secretariat faces in the workplace. For example, the survey results for work-life balance dimension, which included questions on Flexible Working Arrangements for the UN Secretariat was 60% and for ECA 47% (UN Staff Engagement Survey, 2017). The result for ECA was identified as one of the areas that require improvement to bring greater staff engagement.

The same study was done in 2019 and the work-life balance for the UN Secretariat score remained the same (60%) while it slightly changed for ECA, from 47% in 2017 to 50% in 2019 (UN Staff Engagement Survey, 2019). For this reason, the researcher would like to explicitly study this gap by focusing on the impacts of FWAs on OC.

It is noteworthy to mention that the existence of Flexible Working Arrangements programs or policies is a representative of the organizational support to its employees. In addition, the perception of having flexible solutions is a critical factor for organizations to show that they care about their employees and are willing to adapt to employee's needs whether the employee had used the program or not (Choo, Desa & Asaari, 2016). This perception would not be adequate unless other benefits of FWAs are realized and experienced by employees, which will in return bring success to the organization.

If we look into studies done by UN entities, on FWAs, for example, the Department of Management, UNHQ conducted a survey in January 2009 on telecommuting and 93% of respondents to the survey showed that telecommuting is a valuable tool for the Secretariat, while 73% of managers, who supervise telecommuters confirmed that it is working well (OSAGI, 2009). However, research on the impact of Flexible Work Arrangements on Organizational Commitment of employees in ECA is particularly lacking.

Pertaining to Organizational Commitment of employees, some studies found null-effects and unfavorable outcomes of telework (Groen, Van, Triest, Coers, & Wtenweerde, 2018). For example, they claim that supervisors, who do not trust employees working from home, may control them by monitoring their laptop activity, which may trigger unfavorable outcomes (Groen et al., 2018). Another explanation for null-effects and potential negative side effects that telework can bring is the risk for boundary blurring (Delanoetje et al., 2019). Some researchers believe that when people work from home, the home and the work role are co-located and boundaries are blurred (Gajendran & Harrison, 2007; Schieman & Young, 2010), which can create stress, increase work-to-home conflict and lower performance.

Considering the above, the study aimed at investigating and understanding the impact of Flexible Working Arrangements (flextime schedule, compressed work schedule, and telecommuting) on Organizational Commitment of employees in the case of the Economic Commission for Africa.

1.4 Basic Research Questions

The basic research questions that guided this study were as follows:

1. What is the effect of flextime on Organizational Commitment of ECA employees?
2. What is the effect of compressed work schedule on Organizational Commitment of ECA employees?
3. What is the effect of telecommuting on Organizational Commitment of ECA employees?

1.5 Objectives of the Study

The following part covers the general and specific objectives of this study.

1.5.1 General Objective

The main objective of this study is to investigate the effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of employees in the Economic Commission for Africa.

1.5.2 Specific Objectives

Apart from the general objective stated above, this study attempted to achieve the following specific objectives:

1. To examine the effect of flextime schedule on Organizational Commitment of employees in the Economic Commission for Africa.
2. To examine the effect of compressed work schedule on Organizational Commitment of employees in the Economic Commission for Africa.
3. To examine the effect of telecommuting on Organizational Commitment of employees in the Economic Commission for Africa.

1.6 Significance of the Study

The significance of this study is to identify how Flexible Working Arrangements have affected the Organizational Commitment of employees in the case of ECA. The primary beneficiaries of this study are employees and the management of the Economic Commission

for Africa followed by policymakers and other researchers, who are interested to study the topic further.

Flexible Working Arrangements are expected to create a win-win working relationship by recognizing and fulfilling the needs of both employers and employees (UNICEF, 2020). Therefore, having adequate knowledge of FWAs motivate employees to benefit from FWAs, offered by the organization, and help them to balance their personal and professional lives.

The findings on this study would also help the management to understand, which FWAs are effective in order to increase Organizational Commitment of employees. It could also assist to understand employees' attitude towards FWAs, and the gaps, to possibly improve policies and to take the necessary actions to design and implement strategies that improve FWAs, which in turn ensures work-life balance and Organizational Commitment of employees. In addition, insight into this matter might motivate employers to offer alternative FWAs options or improve existing FAWs policies, thereby helping employees to create work-life balance and to enhance Organizational Commitment of employees.

Identifying such gaps help organizations and employees to collectively address unfavorable outcomes of FWAs through the design and implementation of strategies and policies to improve the dynamics of FWAs and enhance Organizational Commitment of employees.

Furthermore, the researcher believed that the outcome of this study might provide input to organization in Ethiopia, which is interested to adopt FWAs. The research findings could also be used as a reference for other studies that can be conducted in the future.

1.7 Scope of the Study

This study focused on the effect of the three dimensions of Flexible Working Arrangements such as flextime schedule, compressed work schedule, and telecommuting on Organizational Commitment of employees but it does not cover other types of FWAs.

The study was conducted in the main office of the Economic Commission for Africa main office located in Addis Ababa, Ethiopia. Hence, the study excluded 90 staff working in Sub-Regional Offices and IDEP, which are in the five African regions and Dakar respectively. The five sub regional offices and IDEP are established to bring the services of ECA closer to the member States. As a result, the staff members are usually on field

missions with limited internet access, which would cause a delay in providing response. Therefore, out of the target population of 722 regular/permanent staff in the organization, the study focused on 632 employees, which comprised of Professional staff, National Officer and General Services staff working in various divisions/sections in ECA.

The study methodologically applied a quantitative approach whereby a questionnaire with closed ended questions was used for data collection. The quantitative approach was preferred because of time constraints and data can be analyzed easily using Statistical Package of Social Sciences (SPSS).

1.8 Limitations of the Study

One of the limitations of this study was that not all dimensions of FWAs were covered in this study. Other researchers might be interested in covering the aspects of FWAs that were left out of this study. Another limitation of this study is that due to inaccessibility of employees in SROs and IDEP, the study focused on the main office of the Economic Commission for Africa. Finally, this study involved only regular staff, whose contract is either fixed term or permanent. Therefore, it did not involve consultants and contractors, as their type of contract do not allow them to request FWAs.

1.9 Definition of Key Terms

Flexible Working Arrangements are alternative work options that allow work to be accomplished outside of the traditional setting of a standard workday (Allen and Shockley, 2007). In the context of the United Nations, Flexible Working Arrangements are adjustments to the normal working hours and locations (Secretary-General's bulletin, 2019)

Organizational Commitment of employees is a view of an organizational member's psychological attachment towards the organization that he/she is working for (Meyer & Herscovitch, 2001).

Flextime schedule or staggered working hours: employees choose the start and end times of their work hours within the time limits established by the employer. However, employees must be present daily during "core hours" (UN HR Portal 2020:1).

Compressed work schedule: an employee can work on a full-time schedule in less than five days per week by working longer days for the part of the week (Kossek & Mitchel, 2011).

Telecommuting - employees work remotely from other locations or working some portion of time away from the normal workplace, often from home and communicating by a means of computer-based technology (Allen, Golden & Shockley, 2015)

1.10 Organization of the Study

The research paper has five chapters. Chapter 1 is an introduction, chapter 2 is literature review (to assess previous studies and research work done on the subject matter). Chapter 3 deals with the methodology of the study followed by chapter 4, which entails the presentation, analysis and interpretation of data. The last chapter, chapter 5, covers summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This research paper assessed various studies on Organizational Commitment and Flexible Working Arrangements (FWAs) conducted by different scholars. It also aimed to review theories, models, and definitions of key concepts that are related to the subject matter and those presented in the form of theoretical and conceptual frameworks for this study.

2.1 Theoretical Literature Review

2.1.1 Definition of Organizational Commitment

Organizational Commitment (OC) is one of the most studied approaches in the organizational sciences literature (Ng and Feldman, 2011). Following Mowday (1979) groundbreaking work on the “Organizational Commitment Questionnaire”, significant attention has been given to OC in organizations through a wide range of disciplinary lenses, contexts, and methodologies (Klein, Molloy & Brinsfield, 2012; Meyer, 2016; Reichers, 1985).

Furthermore, Organizational Commitment has been given a lot of attention in the literature, as it is an issue that affects both employees and employers.

Maamari and Saheb (2018) defined Organizational Commitment as a psychological condition that binds an employee to an organization, thus reducing the incidence of variation. Organizational Commitment is also a forecaster of employee effectiveness in accomplishing the mission and vision of the organization and the management. (Al-Jabari & Ghazzawi, 2019)

For this study, the researcher used Meyer and Herscovitch (2001) definition of organizational commitment, which is an attitude that involves a strong psychological attachment or bond toward a specific organization. According to these researchers, this attitude leads to act in a manner that matches organizational goals and interests, by promoting involvement in organizational activities and reducing turnover.

2.1.2 Organizational Commitment Models

Meyer and Allen (1991) defined Organizational Commitment as a psychological state that binds an employee to an organization. They also suggested the following highly influential models of Organizational Commitment (OC):

(a) Affective Commitment (AC) – has been the most desired form of commitment. It is about employee's emotional attachment to the organization in terms of, identification and involvement in its activities. Employees with a strong AC work and stay in the organization because they are willing to exert great effort on behalf of the organization.

(b) Continuance Commitment (CC) – is an awareness of the costs and penalties associated with leaving the organization. Briscoe and Finkelstein (2009) stated that employees have continuance commitment due to the inconvenience of leaving, and due to the perceived cost for leaving an organization such as time, status, and pensions and employee benefits, etc.

(c) Normative Commitment (NC) refers to the perceived obligation to remain in the firm and behave according to the organizational goals. It is an individual sense of obligation and loyalty to remain in the organization and reflects the degree that one's values and beliefs match to those of the organization (Meyer & Allen, 1991, 1997). When an organization shares clear goals or values, the individual is more likely to be obedient to the authority and norms of the group as appropriate.

2.1.3 Definition and Concept of Flexible Working Arrangement

Flexible work practices are mutual arrangements made between employers and employees that vary the work schedule and location of work, often with the aim of improving employees' work-life balance and meeting the organization's demands (Thompson, Payne & Taylor, 2015). FWAs allow more control regarding where, when, and how work is done such as flextime, compressed hours, and telecommuting (Chung & van der Horst, 2018; de Menezes & Kelliher, 2017; Kossek & Lautsch, 2018). These researchers further added the dimensions of how much work is done, referring to FWAs practices such as part-time, term-time, and job sharing, and for how long work is done.

FWAs are commonly used as a tool to increase employees' autonomy, with the objective to improve employees well-being, work-life balance, and organization performance

(Anderson, Coffey, & Byerly, 2002; de Menezes & Kelliher, 2011; Ortega, 2009; Schieman, Milkie, & Glavin, 2009). De Menezes and Kelliher (2017), divided FWAs into two namely formal and informal, where the former is offered through formal organizational policies and the latter is negotiated or discussed informally between the employee and the employer.

With the shift of employee mindset from traditional work setting towards more flexible work options, organizations are also integrating more flex work options in order to attract and retain the talented employees and maintain a competitive market position (Rawashdeh, Almasarweh & Jaber, 2016). One of the most common reasons employees opt for FWAs is to combine work with private life more easily (Allen, Golden & Shockley, 2015). Bal & De Lange (2014), claims that Flexible Working Arrangements can provide employees with more energy to invest in the job.

Anderson and Kelliher (2009) found that flexible workers were likely to be more engaged than non-flexible workers since they showed higher levels of organizational commitment, job satisfaction, and organizational citizenship behavior than non-flexible workers did. Various studies and meta-analyses on FWA show that FWA is associated with the expected favorable outcomes (Allen, Golden & Shockley, 2015; Gajendran & Harrison, 2007; Veiga, 2006; Harker Martin & MacDonnell, 2012; Hill, 1998; Kossek., 2006).

Some studies have found unfavorable outcomes of FWAs, which may be due to the implementation of telework (Delanoeiye & Verbruggen, 2020). For instance, supervisors, who do not fully trust their employees (telecommuters), they may control them more; for example, by monitoring their laptop, which may bring unfavorable outcomes (Groen el ai., 2018). Delanoeiye (2019) stated that the risk for boundary blurring is a potential negative side effect of telework. The home and the work role are co-located when people work from home, which get boundaries blurred and this can bring stress, increase work-to-home conflict and lower performance (Gajendran & Harrison, 2007; Schieman & Young, 2010). Nevertheless, many researchers have debated that teleworkers may experience less work-home conflict because they can do some personal tasks during their working day (Golden et al., 2006); however, this only applies to teleworking days. In addition, telework may decrease people's person-level work-to-home conflict because an increased scheduling autonomy of telework enables teleworkers to arrange their work demands around their home demands (Beauregard & Henry, 2009; Golden et al., 2006).

Flexible work options during normal period could be different to times when there are pandemics such as COVID-19 (Tasmanian Government, 2020). Because during normal periods, employees are given the opportunity to choose the options (Kossek & Michel, 2011) but during a pandemic outbreak the employer impose FWAs that are mandatory for all staff (Tasmanian Government, 2020). Therefore, flexibility can be distinguished and could relate to those adopted for the benefit of the employer and the employee during pandemics like COVID-19.

The John Hopkins Centre for Health Security stated that African countries might not be able to provide IT support for the implementation of FWAs during the COVID-19 period (Lusaro-Prisno, Adebisi, & Xu, 2020). The reason for this is majority of the African countries, as well as some companies, do not have the capacity to put in place internal communication platforms such as an intranet, emails, websites, noticeboards, forums. For this reason, companies operating in African countries must provide the IT support for the successful implementation of FWAs, which leads to an increase of employees' productivity (Atiku, Jeremiah & Boateng, 2020).

2.1.4 Theories of Flexible Work Arrangement

There are different kinds of FWAs theories, which include Work/Family Border Theory, Spillover Theory, Social Exchange Theory, Signaling Theory and Psychological Contract Theory (Dettmers, Kaiser & Fietze 2013; Omondi & K'Obonyo 2018; Opeyemi, Maloma, Ebe Odunayo, Maxwell and Hezekiah, 2019).

2.1.4.1 Work/family Border Theory

This theory, developed by Clark (2000), tries to explain how people manage to balance their personal and work lives and the boundaries between these domains as they try to strike a balance. The main aspect of this theory is that even if work and family make up two distinct spheres, but they can have a bearing on each other. Clarke and Holdsworth (2009) observe that the reason for this is that there are different cultures both at the family level and work level, which means an individual must transit between these two cultures daily. However, the transition could be small when acceptable behavior in both cases is similar (Othman, 2009).

2.1.4.2 Spillover Theory

This theory states that general behavior, emotions, attitudes and stress can be carried over from work to their family and vice versa (Wilensky, 1960). Spillover can be either negative or positive (Greenhaus, Collins & Shaw, 2003). Negative spillover can be demonstrated with the type of conflicts it results into. According to Haar & Bardoel (2000) work-life conflict can be characterized into three categories, time based, strain based and behavior-based conflict. These conflicts generally add up the problems that employees face as they try to negotiate between work and family.

2.1.4.3 Social Exchange Theory

This theory can be explained by the concept of reciprocity where Korsgaard, Meglino, Lester & Jeong (2010) identify that there are two forms of reciprocity. The first form is the obligation to reciprocate, which is the belief that someone will return a favor because they feel obligated to pay someone back. The second form of reciprocity is expected reciprocity, which is the belief that if a person does something for another person, he or she should get some sort of benefit in return, in the future. Beham (2011) confirms that employees will act in accordance with social exchange theory (employees are continually participating in a give-and take relationship with their employer).

2.1.4.4 Signaling Theory

Signaling theory has been used to explain how flexible work schedules can lead to positive perceptions (Grover & Crooker, 1995). By offering flexible work schedules, organizations demonstrate that they support employee's well-being by allowing them to meet their personal needs such as childcare or elder care, attendance to health matters like exercise and professional development. In this situation, employees may experience more control to cope with work-family demands and in return have job satisfaction and commitment).

2.1.4.5 Psychological Contract Theory

The psychological contract theory explains a two-way exchange process of perceived promises and obligations between employees and the organization. To Armstrong (2006), it is an open-ended agreement about what the individual and the organization expect to give and receive in return in the employment process. Bratton and Gold (2007) contend that at the center of the psychological contract theory is an exchange of individual employee

commitment, motivation and task performance beyond expected outcomes by the organization. Therefore, employees can perceive the provision of Flexible Working Arrangements as a favor that deserves to be reciprocated (Beauregard, Basile, and Canonico, 2019)

2.1.5 Types of Flexible Working Arrangements (FWAs)

There are different types of FWAs that an organization may implement that range from telework, flextime, compressed work schedule, shift work and contingent work (Conradie & De Klerk, 2019; Hunter, 2019; Kossek & Mitchel, 2011; Kossek et al., 2020; Kroll & Nuesch, 2017). This study focused on the following three types of Flexible Working Arrangements (FWAs):

2.1.5.1 Flextime Schedule (staggered working hours)

Flextime is a type of alternative work schedule that gives a worker greater freedom in choosing his or her working hours. In another words, in flextime, employees have the choice and freedom to vary the times they arrive at work and leave work. This arrangement allows an employee to choose his/her own start and end time by working the required number of hours per day and being at work during the core business hours of the day (Rahman 2019).

Flextime schedules have a predetermined range of times in which employees can arrive and leave, with a core band in between work starting and stopping times when all employees must be present. Core hours are required to help managers with the coordination of meetings and supervision (Van Dyne, Kossek & Lobel, 2008). For example, an organization's core hours might be between 10 a.m. to 4:00 p.m.; hence, employees might have the choice to start work any time between 7:00 to 10:00 a.m. and the choice to leave between 4: to 7 p.m., provided that they work 8 hours.

2.1.5.2 Compressed Work Schedule

In compressed work schedule, an employee can work on a full-time schedule in less than five days per week (Kossek & Mitchel, 2011). To elaborate it further, a 40-hour work schedule can be achieved in 4 days, which roughly translates to a 10-hour work schedule per day. In other words, an employee can enjoy a 3-day weekend every week with a 10-hour per day compressed work schedule option (Kossek & Mitchel, 2011; Mutahaba, 2013). An employee can work for four 10-hour days or even three 12-hour days instead of the

traditional five 8-hour days a week. For example, the organization under study has a compressed work schedule option, in which a ten-day work period is compressed into nine working days by increasing the number of hours an employee is required to work per day. This would allow a staff member to take one day off every other week. It is also possible to compress five working days into four and a half days.

2.1.5.3 Telecommuting

The terms telecommuting and telework are interchangeable. To Allen, Golden & Shockley (2015), telecommuting includes telework, remote work, distributed work, virtual work, and flexible work, flex place and distance work. Telework involves working away from the office for a portion of the work schedule while getting in contact via information technology (Allen, et al., 2015). The main advantage of telecommuting is that it saves travel time and enables staff to have regular interactions with their colleagues, leading to higher productivity and commitment (Klindzic & Maric, 2019; Kossek & Mitchel, 2011; World Economic Forum, 2020).

Employees can use different video-conferencing technologies such as Skype, Zoom or Teams to contact colleagues or attend meetings. There are different types of telework (Kossek 2020, Human Resources, 2016, Kossek et al., 2011) but the major ones are telecommuting, satellite offices, nearby work centres and mobile workers, where information technology support is provided by the organization.

2.1.6 Advantages of Flexible Working Arrangements

Flexible working hours enable employees to manage priorities on hand, either family or personal needs or organizational needs (Jackson and Fransman 2018). FWA can benefit both the organization and its employees and these benefits include higher commitment, lower turnover, reduced work-family conflict, higher autonomy and higher job satisfaction (Omondi and K'Obonyo, 2018). Some of benefits associated with employees, who use FWAs include increased productivity; fewer work accidents and reduced turnover (Kossek & Thompson, 2016).

Some of the benefits of Flexible work arrangements for employees and employer include assisting in recruiting efforts, enhancing worker morale, reducing absenteeism, improving retention of good workers, boosting productivity, creating a better work/life

balance for workers, minimizing harmful impact on global ecology (reducing carbon emissions and workplace "footprints" in terms of creation of new office buildings) and allowing for business continuity during emergency circumstances (SHRM - 2021). Nevertheless, not all types of Flexible Working Arrangements are applicable to all sizes and types of organizations; hence, companies should assess to determine whether and what kind of flexible scheduling will meet their needs or not.

Flexible Working Arrangements have the potential to benefit employees and organizations through bringing positive job attitudes such as organizational commitment, motivation and job satisfaction and high levels of job performance (Fransman 2015; Leslie, 2012; Nadeem & Henry 2003).

2.2 Empirical Literature Review

This section covers the empirical literature review where researchers designed and tested theoretical models to show the linkage between FWAs (flextime schedule, compressed work schedule and telecommuting) and Organizational Commitment.

2.2.1 Flextime Schedule and Organizational Commitment

To Rahman (2019), flextime allows employers to operate beyond the traditional working hours, this by itself helps the organization to save overtime costs, and at the same time, it gives the employees a certain level of autonomy.

Some studies show that reduced hours and remote working with more extensive (the number of working hours) and intensive work effort (the rate of physical and/or mental effort contributed) (Bloom, Liang, Roberts, & Ying, 2015; Anderson & Kelliher (2010) while other studies show that flextime has weak or negative associations with extensive work effort (Avgoustaki, 2016). Many studies showed that workers, who have access to flexible schedule will not receive overtime and they tend to have high status, high earnings, and opportunities for advancement (Bond and Galinsky, 2006).

Christensen and Staines (1990) reported that flextime is not linked with organizational effectiveness or organizational commitment. However, some studies showed that flextime is related to items such as absenteeism, turnover, organizational commitment and job satisfaction (Narayanan & Nath, 1982; Pierce & Newstrom, 1983; Scandura & Lankau, 1997). In addition, several studies show that most of the FWAs especially flextime schedules

are significantly helping to improve work-life balance and commitment; hence, Rawashdeh, Almasarweh and Knauth (2016) recommend that organizations need to incorporate such work practices in their system. In line with previous studies, it can be hypothesized that:

H1: There is a positive effect of Flextime Schedule on Organizational Commitment of ECA employees.

2.2.2 Compressed Work Schedule and Organizational Commitment

Among other demographics, employees whose family status involves childcare or elder care responsibilities may prefer a compressed work schedule (Rawashdeh, Almasarweh & Jaber, 2016).

Organizations that implement compressed work schedule can realize substantial cost savings, higher employee performance and commitment while employees, who apply for this type of flexibility, will have an extra day each week away from workplace (Baltes, Briggs, Huff, Wright & Neuman, 1999). Workers with greater control over work schedules tend to show increased engagement, commitment, retention, and job satisfaction (Muchiti and Gachunga, 2015). Hence, it can be hypothesized that:

H2: There is a positive effect of Compressed Work Schedule on Organizational Commitment of ECA employees.

2.2.3 Telecommuting and Organizational Commitment

The extent of telecommuting has been positively associated with Organizational Commitment and lower turnover intentions (Golden, 2006a). Some scholars speculate that if an organization consider telework as an exception; telecommuters may feel responsible for minimizing any negative impact of not being physically present at the office for instance, by working longer hours to show their commitment to non-telecommuters (Gajendran et al., 2015). In addition, studies show that teleworkers put in longer hours when working at home (Kelliher & Anderson, 2010; Mariani, 2000; Peters & van der Lippe, 2007).

A study referring on data from the 2001, 2006, and 2012 Skills and Employment Survey (SES) series found that telework was associated with higher levels of organizational commitment, enthusiasm, and job satisfaction. Another study shows that social support provided by colleagues predicts high-intensity teleworkers' levels of Organizational

Commitment and identification with the employing organization (Beauregard, Basile & Canonico, 2019).

This link between telecommuting and Organizational Commitment has been echoed in other studies, which confirmed that teleworkers are less likely to express a desire to leave their employer or, in some cases, to change jobs within the same organization (Glass & Riley, 1998; Golden, 2006b; Igarria & Guimares, 1999; Kossek et al., 2006).

Individuals, who telecommuted extensively with high-quality supervisory relationships showed the highest levels of commitment, job satisfaction, and job performance (Golden & Veiga, 2008). Hence, it can be hypothesized that

H3: There is a positive effect of Telecommuting on Organizational Commitment of ECA employees.

Subsequently, this paper considers Flexible Working Arrangements (flextime schedule, compressed work schedule and telecommuting) as independent variables and Organizational Commitment as dependent variable.

2.3 Conceptual Framework

A conceptual framework helps simplify the proposed relationship between the variable under study and show the same graphically or diagrammatically (Mugenda, 2003). Based on the literature review and analysis presented above, this study proposes the below conceptual framework (model). Figure 2.1 is a summary of the relationship between variables that guided the study - the three forms of Flexible Working Arrangements (independent variable) affect the dependent variable (Organizational Commitment).

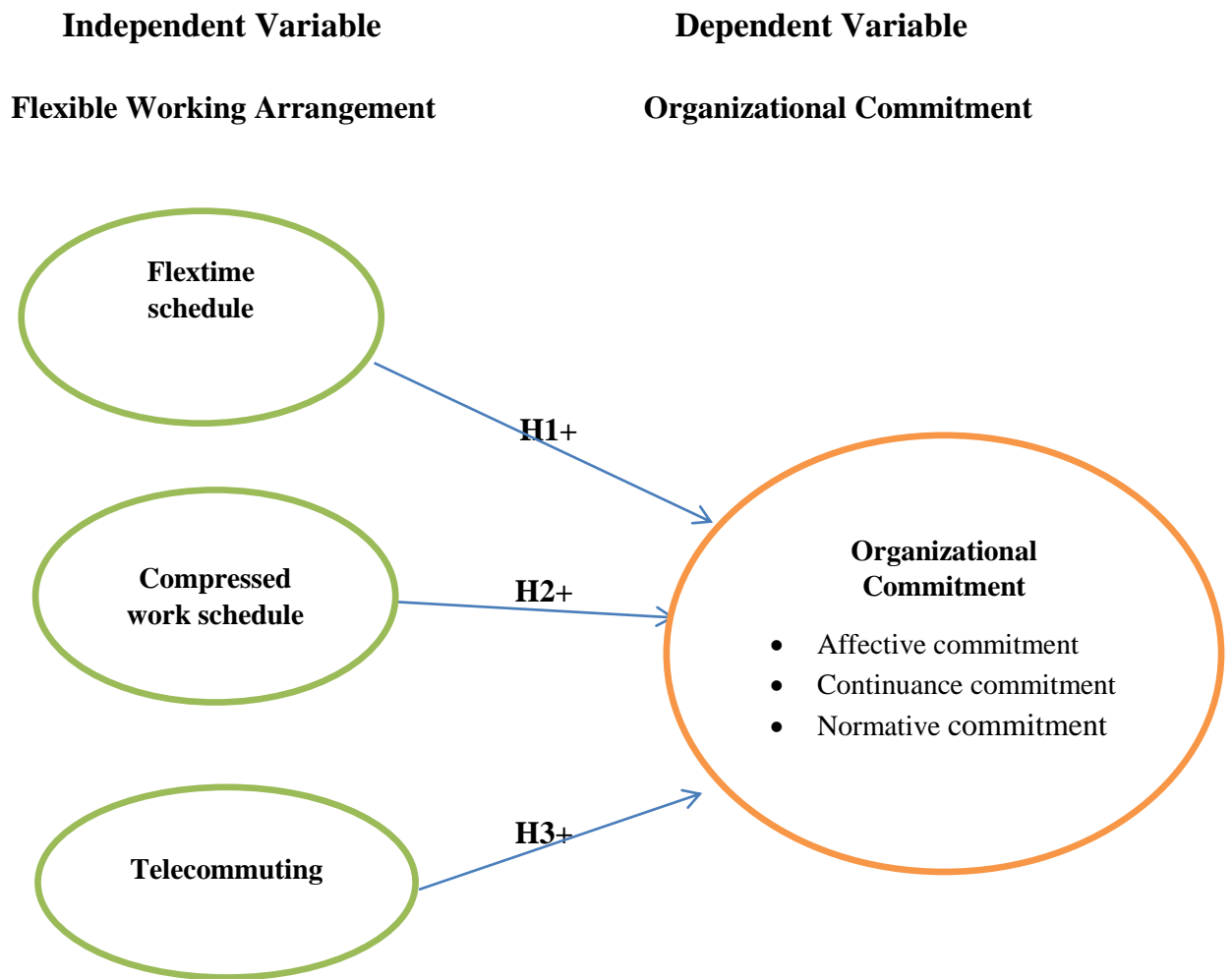


Figure 2. 1: Conceptual Model of the Study

(Source: Review of related literature)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents details of the research design and methodology. In addition, it shows the research setting, sample size and sampling technique, data source and collection method, procedure of data collection and questionnaire. The objective of the study is to examine the effect of Flexible Working Arrangements on Organization Commitment.

3.1 Research Setting

This study was conducted at the Headquarters of the Economic Commission for Africa (ECA), which is located on Minilik Avenue in Addis Ababa.

3.2 Research Approach

This research was conducted through a cross-sectional quantitative approach to explore the effect of Flexible Working Arrangements (flextime schedule, compressed work schedule and telecommuting) on the Organizational Commitment of employees. This approach was used to gather evidence for a theory through measurement of variables that brings numeric outcomes and data can be interpreted through statistical testing (Field, 2019).

3.3 Research Design

The study applied descriptive research design. As the name implies, it describes what is situation as it exists at present (Kothari, 2004). Descriptive research design could also be applied when the researcher wants to understand the relationship between variables and to answer questions that relate to the issue/problem under study (Nassaji, 2015).

In this case, the study explored the effect of Flexible Working Arrangements (flextime schedule, compressed work schedule and telecommuting) on the Organizational Commitment of employees in the case of ECA.

3.4 Population and Sample Size

This study was conducted in ECA located in Addis Ababa. There are about 722 regular/permanent employees in the organization including Sub-Regional Offices and IDEP. However, this study focused on the entire target group of the Headquarters i.e., 632

regular/permanent staff, which comprises of “Professional/International staff, National Officers and General Services (support staff)” working in various divisions/sections at ECA.

Therefore, the target population is 632 employees at Headquarters, which is large enough to allow for precision, confidence, and generalizability of the research findings. Therefore, the researcher applied a sampling method to study the group in the main office.

3.5 Sampling Technique

This study applied stratified random sampling to obtain a representative sample. According to Kothari (2004), stratified random sampling can be used if the population from which a sample is to be drawn does not have a homogeneous group. For this reason, stratified sampling technique was applied to divide the population into sub-populations (strata) that are individually homogenous than the total population. This technique would enable us to get more precise estimates for each stratum, by estimating accurately each of the component parts, and this could get us a better estimate of the total population (Kothari, 2004). Therefore, the post category at the ECA was used as a stratum. Specifically, the total population was divided by post category (Professional Staff, National Officers, and General Services) to obtain a representative sample. After this, a random sample was taken from each post category (stratum) in which the size of sample is proportional to its stratum sizes as compared to the target under study. Subsequently, to determine the sample size from the population, the researcher employed Yamane Taro (1967) sample size formula as follows:

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

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

n = The required sample size

N = Target population

e = level of error, which is 0.05

$$n = \frac{632}{1 + 632(0.05)^2}$$

$$n = 245$$

As indicated on the sampling table (Table 3.1), the sample size is 245 from the total target group of 632 where 63 Professional staff, 7 National officers and the remaining, 175 are General services, who participated in this study.

Table 3. 1 Sampling

No.	Post category	Number of Employees	Percentage <i>(No. of staff/Total No. of staff * 100%)</i>	Sample Size and Distribution <i>(No. of staff * 245)/Total No. of staff</i>
1	Professional staff (P)	162	26%	63
2	National Officer (NO)	18	3%	7
3	General Services (GS)	452	72%	175
	Total	632	100%	245

3.6. Data Types and Sources

In this research, both primary and secondary sources of data were applied. Questionnaire was used as a primary source of data, to study employees' attitude towards Flexible Working Arrangements and whether it influences Organizational Commitment of employees or not.

For secondary data, books, journals, policies, internet sources and administrative instructions of the organization under study, and relevant documents on Flexible Working Arrangements and Organization Commitment were used. The main objective of using a secondary source of data is to see what has been investigated by other researchers.

3.7. Data Collection Instrument

A survey with three parts has been developed and the first part (Part-I) covers demographic information of the respondents such as gender, age, educational background, work experience, post category and post level. The second part of the survey (Part- II) covers questions related to the independent variables, FWAs, which was adopted from Rahman (2019) measurement of Flexible Working Arrangements. Flextime schedule and

telecommuting were measured using 4 items whereas compressed work schedule was measured using 5 items.

The third part (Part – III) consists of 5 items of each component of the dependent variable (affective commitment, continuance commitment and normative commitment) and this was adopted from Meyer and Allen (1991) scale for measurement of organizational commitment.

The survey was constructed using Likert rating scales, which is 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” being strongly disagree to “5” being strongly agree. The questionnaire in Part II and III have 28 questions in total.

3.8 Scale of Reliability and Validity

According to Field (2019), one way to try to minimize error is to determine properties of the measure so that we are confident that it is doing its job properly. The first item is validity, which is whether an instrument measures what is intended to measure. The second is reliability, which shows whether an interpreted instrument provides stable and consistent results.

The validity and reliability of the questionnaire on FWAs and OC were tested by Rahman (2019) and Meyer and Allen (1991) respectively using Cronbach Alpha coefficient, which is often used to measure internal consistency (Hamed, 2016).

Scales with coefficient alpha less than .6 are considered as poor, those within the .7 range labeled as acceptable and coefficient alpha over .8 as good (Sekaran and Bougie', 2016). However, Kline (1999) indicated that although the generally recognized value of .8 is appropriate for cognitive tests such as intelligence tests, for ability tests .7 is more suitable. He further explained that when dealing with psychological constructs values below even .7 can, realistically, be expected due to the diversity of the constructs being measured.

Table 3.2 Summary of Measures

Study Variable	Components	Source of Items	Number of Items	Cronbach's Alpha(α)
Flexible Working Arrangements	Flexitime schedule	.734	4	.827
	Compressed work schedule	.655	5	.691
	Telecommuting	.630	4	.785
Organizational Commitment		.82	15	.795

As indicated in Table 3.2, the Cronbach's Alpha coefficient values for flexitime schedule, compressed work schedule and telecommuting is .827, .691 and .785 respectively. The overall reliability of the measures used in this study can be categorized as acceptable.

3.9 Data Distribution and Collection Process

A total of 245 questionnaires were distributed and administered both online and in hard copy by target respondents. The respondents were informed about the purpose of the study and that the participation in the survey was on a voluntarily basis. Sufficient time was given to the respondents so that they can fill the survey at their own pace. An e-mail reminder was sent to those, who did not respond to the survey. The researcher also followed-up with the participants via phone calls (Microsoft Teams).

3.10 Methods of Data Analysis

Relevant information was gathered from target respondents through online and hard copy distributed questionnaires. The collected data was edited, coded followed by tabulation of the collected data. Furthermore, data was analyzed systematically through Statistical Package for Social Science (SPSS) version 20 software. In addition, descriptive analysis such as frequencies, percentages, means, and standard deviations were used to provide summarized information.

According to Frost (2019), regression analysis is used to describe the relationships between independent variables (IV) and a dependent variable (DV). In addition, it helps to explain how changes in the IV relate to changes in the DV.

Considering this, the researcher used inferential statistics such as correlation and regression analysis to examine the relationship between the independent variables (Flexible Working Arrangements) and the dependent variable (Organizational Commitment of employees).

3.11 Ethical Considerations

Appropriate ethical considerations were taken by the researcher to protect the confidentiality of the organization's information as well as to respect the privacy of the respondents. In addition, the data was collected anonymously. Written materials were clearly cited and sources for literature are duly acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

The main objective of this study is to investigate the effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of employees in the Economic Commission for Africa. This chapter presents the analysis and interpretation of data through descriptive analysis, and inferential statistics. Data analysis and findings are presented below using SPSS version 20.

4.1. Response Rate

Survey was sent out through online and hard copy to 245 employees of the Economic Commission for Africa as per the stratum. To get satisfactory response/feedback from respondents, reminders were sent out by e-mail and calls were made through Microsoft Teams. Out of 245 target respondents, 203 of them completed the survey. This gives a response rate of 83%, which was adequate to proceed with the study.

4.2. Demographic Profile of Respondents

The gender composition of the respondents is out of 203 respondents, 108 (53.2%) are female whereas 95 (46.8%) are male. This shows that both female and male were fairly represented. Regarding the age range of respondents, the biggest number of the respondents, 85 (41.9%) are in the age category of 46 to 55, followed by the second biggest number of respondents, 77 (37.9%) belonging to the age group of 36 to 45 years. Respondents belonging to the age ranges of between 56 and 65 years old and 18 to 35 years make up 28 (13.8%) and 13 (6.4%) respectively.

In terms of academic qualification of the respondents, majority of the respondents, 118 (58.1) are postgraduate (MA, MSc, MBA) whereas 70 (34.5%) of the respondents hold a bachelor's degree. In addition, 8 (3.9%) of the respondents finished their High School Diploma while 7 (3.4%) have a PhD.

Regarding work experience, out of 203 respondents, 57 (28.1%) have 11 to 15 years of experience within ECA whereas 54 (26.6%) of the respondents worked between 16 to 20

years in this organization. 42 (20.7%) of the respondents have been with ECA from 6 to 10 years followed by those that have worked in the organization for more than 20 years, 41 (20.2%). Only 9 (4.4%) of them worked in ECA between 1 and 5 years.

The post classification/type of respondents, 146 (71.9%) are General Services staff (support staff) while 51 (25.1%) are Professional staff (International staff) and the remaining 6 (3%) are National Officers. This shows that both the local and international employees of ECA were involved in this study, which would bring diversified views and experience.

With regard to post level, out of 203 respondents, 146 (72%) are General Services staff in which 69 (34%) of them are at G-6 level (34%); 43 (21.2%) are at G-7 level; 30 (14.8%) are at G-5 level and 4 (2%) are at the G-4 level. In the second post category, 6 (3%) of the respondents are National Officers with a post level of 4 (2%) as NO-C, and 1 (.5%) as NO-B and NO-D each. Out of 203 respondents, 51 (25.2%) are professional (international) staff where 18 (8.9%) are P-3 and P-4 each; 11 (5.2%) for P-5 and 4 (2%) for P-2.

4.3. Percentage Analysis and Descriptive Statistics (Items Analysis) of Flexible Working Arrangements and Organizational Commitment

Table 4.1 presents the analysis of the items of Flexible Working Arrangements and Organizational Commitment.

Table 41 Percentage Analysis and Descriptive Statistics (Items Analysis)

No.	Flexible Working Arrangements	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree		
	1. Flextime schedule (staggered working hours)	1	2	3	4	5	Mean	SD
1	My job does not have rigid start and end times.	13 6.4%	28 13.8%	34 16.7%	89 43.8%	39 19.2%	3.56	1.14
2	My job gives me the flexibility to choose my start and end times provided that I work the mandatory core hours.	10 4.9%	25 12.3%	32 15.8%	96 47.3%	40 19.7%	3.65	1.08
3	My job allows me to leave an hour earlier if I can compensate it on another working day.	11 5.4%	21 10.3%	29 14.3%	87 42.9%	55 27.1%	3.76	1.12
4	My productivity at work is higher due to flexible working hours.	4 2%	12 5.9%	42 20.7%	73 36%	72 35.5%	3.97	.990

No.	Flexible Working Arrangements	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree		
	2. Compressed work schedule	1	2	3	4	5		
5	I have the option to work less than 5 days per week.	59	38	47	39	20	2.62	1.34
		29.1%	18.7%	23.2%	19.2%	9.9%		
6	I have the possibility to work for 9 hours or more each day to avail myself of an extra day off in the week.	30	49	35	58	31	3.05	1.32
		14.8%	24.1%	17.2%	28.6%	15.3%		
7	I have the option to take short breaks during the day when I work extended hours.	7	15	51	78	52	3.75	1.03
		3.4%	7.4%	25.1%	38.4%	25.6%		
8	Before the outbreak of COVID-19, I had to be present at the office during the core working hours.	3	6	7	44	143	4.57	.820
		1.5%	3%	3.4%	21.7%	70.4%		
9	I have been able to increase my engagement level at work because of the opportunity of a compressed work schedule.	9	25	88	55	26	3.32	.995
		4.4%	12.3%	43.3%	27.1%	12.8%		
	3. Telecommuting	1	2	3	4	5		
10	I prefer telecommuting to traditional working arrangements.	11	16	48	69	59	3.73	1.13
		5.4%	7.9%	23.6%	34%	29.1%		
11	The nature of my work allows me to work away from the office with the help of technology.	10	9	11	78	95	4.18	1.06
		4.9%	4.4%	5.4%	38.4%	46.8%		
12	It is easier to balance work and personal life with telecommuting.	7	26	48	64	58	3.69	1.12
		3.4%	12.8%	23.6%	31.5%	28.6%		
13	In my opinion, telecommuting does not negatively affect career development.	3	28	46	63	63	3.76	1.08
		1.5%	13.8%	22.7%	31%	31%		
Dimensions of Organizational Commitment								
No.	Affective Organizational Commitment	1	2	3	4	5		
1	I would be happy to spend the rest of my career in this organization.	9	17	44	81	52	3.74	1.07
		4.4%	8.4%	21.7%	39.9%	25.6%		
2	I feel as if this organization's problems are my own.	10	17	46	90	40	3.66	1.04
		4.9%	8.4%	22.7%	44.3%	19.7%		
3	I feel like I am "part of a family" in this organization.	8	15	50	82	48	3.72	1.03
		3.9%	7.4%	24.6%	40.4%	23.6%		
4	This organization has a special personal meaning for me.	4	15	65	67	52	3.73	.99
		2%	7.4%	32%	33%	25.6%		
5	I have a strong sense of belonging to this organization.	6	16	37	84	60	3.87	1.02
		3%	7.9%	18.2%	41.4%	29.6%		

No.	Dimensions of Organizational Commitment	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	SD
	Continuance Organizational Commitment	1	2	3	4	5		
6	It would be difficult for me to leave my job in this organization even if I wanted to.	21	44	57	40	41	3.18	1.27
		10.3%	21.7%	28.1%	19.7%	20.2%		
7	Too much of my life would be disrupted if I left this organization.	20	46	60	48	29	3.10	1.19
		9.9%	22.7%	29.6%	23.6%	14.3%		
8	If I had not already given so much to this organization, I might consider leaving.	13	53	87	38	12	2.92	.97
		6.4%	26.1%	42.9%	18.7%	5.9%		
9	If I leave my job, it might be difficult to find another one because of the scarcity of alternatives elsewhere.	23	31	64	52	33	3.20	1.22
		11.3%	15.3%	31.5%	25.6%	16.3%		
10	I find it difficult to adapt to a new work environment.	67	62	37	19	18	2.31	1.27
		33%	30.5%	18.2%	9.4%	8.9%		
	Normative Organizational Commitment	1	2	3	4	5		
11	I do not mind using free time to finish a work assignment, when necessary.	1	2	14	77	109	4.43	.710
		.5%	1%	6.9%	37.9%	53.7%		
12	Even if it was to my advantage, I do not feel it would be right to leave.	27	58	73	35	10	2.72	1.06
		13.3%	28.6%	36%	17.2%	4.9%		
13	I owe a great deal to this organization.	8	18	71	84	22	3.46	.94
		3.9%	8.9%	35%	41.4%	10.8%		
14	I would not leave my organization right now because of my sense of obligation.	23	37	73	55	15	3.01	1.1
		11.3%	18.2%	36%	27.1%	7.4%		
15	I intend to continue my employment because I am loyal to the organization.	11	35	63	69	25	3.31	1.07
		5.4%	17.2%	31%	34%	12.3%		

Source: SPSS output 2020

4.4. Descriptive Statistics of Variables

Descriptive Statistics is used to offer basic summaries about the sample and the measures (Mishra, et al., 2019). Accordingly, this method was used to present the basic characteristics of the data in the study.

Table 4.2 Descriptive Statistics of Variables

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Flexitime Schedule	203	3.6606	.61604	-.585	.171	.774	.340
Compressed Work Schedule	203	3.4621	.74799	-.221	.171	-.208	.340
Telecommuting	203	3.8411	.85470	-.729	.171	-.131	.340
Organizational Commitment	203	4.4322	.78395	.338	.171	-.585	.340
Valid N (listwise)	203						

Source: SPSS output 2020

To describe the mean score of the respondents, the mean score measurement of Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

As indicated in Table 4.2, the mean score of responses on flexitime schedule and compressed work schedule is 3.66 and 3.46 respectively and both are moderate. On the other hand, telecommuting has a mean score of 3.84, which is high. The mean score of responses on Organizational Commitment is 4.43, which is also high. This shows that currently the Economic Commission for Africa is applying telecommuting, which includes working away from the office within and outside the duty station, compared to the other two types of Flexible Working Arrangements.

If the values for skewness or kurtosis are less than ± 1.0 , then the skewness or kurtosis for the distribution is not outside the range of normality (Brown, 2016). As indicated in Table 4.2, the values for skewness and kurtosis are within the range, which means that the distribution is normal.

4.5. Correlation Analysis of the Variables

As per Frost (2019), correlation is a quantitative assessment that measures both the direction and the strength of variables and the tendency to vary together. Correlation was used to measure the degree of the association between Flexible Working Arrangements (independent variable) and Organizational Commitment (dependent variable). Spearman's

Rank Order Correlation (rho) analysis has been used and the result is shown in Table 4.3 below.

Table 4.3 Correlation Analysis

Spearman's Rank Order Correlation (rho)		Flextime Schedule	Compressed Work Schedule	Telecommuting	Organizational Commitment
Flextime Schedule	Correlation Coeff.	1			
	Sig. (2-tailed)				
	N	203			
Compressed Work Schedule	Correlation Coeff.	.745**	1		
	Sig. (2-tailed)	.000			
	N	203	203		
Telecommuting	Correlation Coeff.	.757**	.193**	1	
	Sig. (2-tailed)	.000	.006		
	N	203	203	203	
Organizational Commitment	Correlation Coeff.	.455**	.262**	.439**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	203	203	203	203
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: SPSS output 2020

Spearman's Correlation is applied to calculate the strength of the relationship between two continuous variables (Pallant, 2005). According to Spearman's Correlation analysis, a coefficient of +1 shows a perfect positive linear relationship (when one variable increases, the other one does too). Conversely, a coefficient of -1 indicates a perfect negative linear relationship (when one variable increases the other decreases). A coefficient of zero indicates no linear relationship at all, which means one variable changes, the other remains the same (Field, 2009). The correlations coefficient is regarded as weak in magnitude if it is at or below about .10, correlations around .30 as moderate in magnitude, and correlations of .50 and above as strong in magnitude (Field, 2019).

Table 4.3 indicates that the relationship between Flextime Schedule and Organizational Commitment is positive with a coefficient of 0.455 and significant with a p-value (p=0.000). This shows that there is strong relationship between the variables. The

direction of the relationship between Compressed Work Schedule and Organizational Commitment is also positive with a coefficient of 0.262 and a significant relationship with a p-value ($p=0.000$). There is a moderate relationship between these two variables. In addition, the relationship between Telecommuting and Organizational Commitment is positive with a coefficient of 0.439 and significant with a p-value ($p=0.000$). This indicates that there is strong relationship between the variables.

4.6. Checking Assumptions

Various tests of assumptions were conducted within the data set prior applying regression analysis.

4.6.1 Normality Test of Residuals

In this study, Normal Probability Plot (P-P) and Histogram for Standardized Residuals were used to test the normality assumption. Normal probability plot is a graphical technique for assessing how closely observed and expected data sets agree (Filed, 2019). When data are normally distributed, it forms an approximate straight line and departures from this straight-line shows departure from normality (Mishra, Pandey, Singh, Gupta1, Sahu2, Keshri, 2019). Accordingly, see below the normal P-P plot of regression standardized residual that was run using SPSS version 20. It showed that the data is normally distributed since the points lie in a diagonal straight line from bottom left to top right. Hence, there is no major deviation from normality.

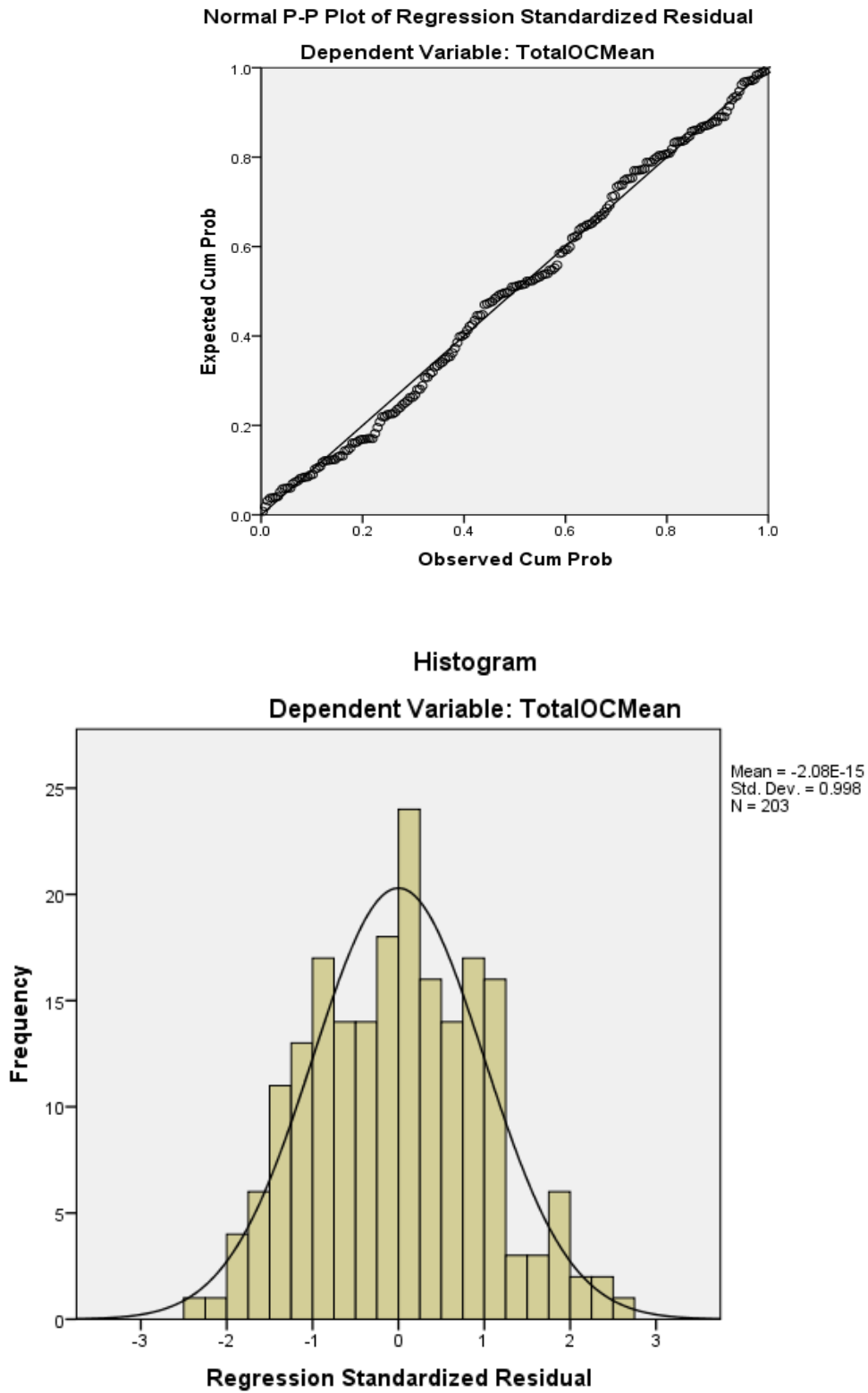


Figure 4.1 Normal P-P and histogram plot of regression of standardized residuals.

Source: SPSS output 2020

With regard to the histogram plot of regression of standardized residuals, the standard normal distribution that has the most important continuous probability distribution has a bell-shaped density curve described by its mean and standard deviation and extreme values in the data set (Mishra, Pandey, Singh, Gupta1, Sahu2, Keshri 2019).

The histogram has a bell-shaped curve and the standardized residuals are symmetrical within the center that is zero as depicted in figure 4.1.

4.6.2 Test of Homoscedasticity

Homoscedasticity describes a situation in which the error term (random disturbance in the relationship between the independent and the dependent variables) is the same across all levels of the independent variable (Filed, 2009). On the other hand, when the variance of errors differs at different values of the independent variable or when there is unequal scatter it is called heteroscedasticity. This assumption can be checked by visual examination of a plot of the standardized residuals by the standardized predicted value (Frost, 2019).

As per figure 4.2, we can conclude that there is no violation of homoscedasticity since the plot is roughly concentrated around point zero and it is having the same scatter.

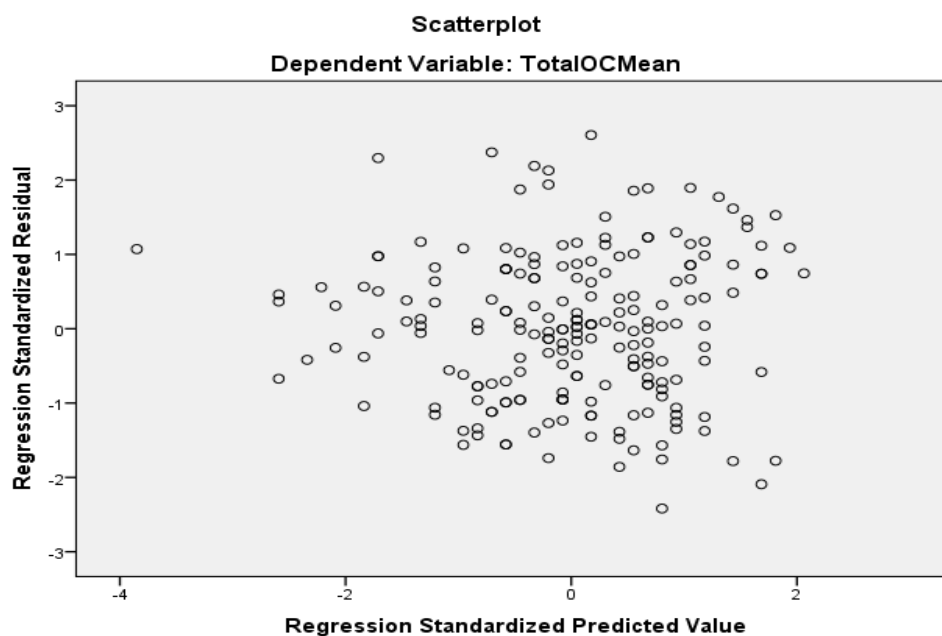


Figure 4.2 Scatter plot of regression of standardized residual value against the regression standardized predicted value.

Source: SPSS output 2020

4.6.3 Multicollinearity Test

When two independent variables are highly correlated, it leads to the issues of multicollinearity (Filed, 2009). Multicollinearity can be tested in SPSS and if the variance inflation factor (VIF) is between 1 and 10, it can be said that there is no multicollinearity (Pallant, 2005). In Table 4.4, the VIF is between the above-mentioned ranges, which mean there is no multicollinearity.

Table 4.4 Collinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	8.494	.772		11.24	.000		
	Flextime schedule	.599	.079	.471	7.563	.000	.772	1.296
	Compressed work schedule	.289	.071	.276	4.065	.000	.780	1.281
	Telecommuting	.419	.058	.457	7.284	.000	.900	1.111
a. Dependent Variable: Organizational Commitment								

Source: SPSS output 2020

4.6.4 Linearity Test

Linearity is checked by observing the scatter plots of standardized residuals of dependent and independent variables (Pallant, 2005). If we draw a line from bottom left to top right, the residuals should have a straight-line relationship with predicted dependent variable score. Therefore, if we apply this theory in Figure 4.2 (scatter plot), we can conclude that the assumption of linearity was not violated.

4.6.5 Autocorrelation Test

Autocorrelation is when the residuals of two observations in a regression model are correlated. The Durbin Watson statistic can be used to test autocorrelation in a data set, in which it has a value between zero and four. Furthermore, a value closer to two indicates no autocorrelation in the sample and a value closer to zero shows positive autocorrelation and a value closer to 4 shows negative autocorrelation (Saunders, Lewis, & Thornhill, 2009).

As Table 4.5 indicates, the Durbin Watson value is 1.960, which means that there is no autocorrelation since the value is close to two.

Table 4.5 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.490 ^a	.240	.229	.68838	1.960
a. Predictors: (Constant), Telecommuting, Compressed, Flextime					
b. Dependent Variable: Organizational Commitment					

Source: SPSS output 2020

4.7 Regression Analysis and Hypothesis Testing

Multiple regression was applied to identify if there is any association between the three types of Flexible Working Arrangements (flextime schedule, compressed work schedule and telecommuting) and Organizational Commitment.

4.7.1 Overall Fit of the Model

Table 4.6 is a summary of the model that provides the value of R and R Square. R-squared is the percentage of the dependent variable variation that a linear model explains. According to Frost (2019), small R-squared values are not always a problem, and high R-squared values are not necessarily good. A good model can have a low R² value whereas; a biased model can have a high R² value. Regression models with low R-squared values can be perfectly good models because some fields of study have an inherently greater amount of unexplainable variation. Because of this the R² values are destined to be lower. For example, studies that try to explain human behavior generally have R² values less than 50% because people are harder to predict than things like physical processes. Fortunately, if there

is a low R-squared value but the independent variables are statistically significant, we can still draw important conclusions about the relationships between the variables (Frost, 2019).

As indicated in table 4.6, the value of R² is .24, which means that Flexible Working Arrangements (Flextime Schedule, Compressed Work Schedule and Telecommuting) can account for 24 % of the variation in Organizational Commitment. If there is a high discrepancy between the results of R square and Adjusted R Square, the data is set to be poor fit of the model (Dhakal, 2018). In this study, we can conclude that the model is fit since there is small discrepancy between the R square 0.240 and adjusted R square 0.229. In addition, the F-ratio in the ANOVA tests if the regression model is a good fit or not. As shown in Table 4.6 the F-ratio (F-change) is 20.994 with a significant value of p (0.000) < 0.05.

Table 4.6 Model Summary and ANOVA

Model Summary^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.490 ^a	.240	.229	.68838	.240	20.994	3	200	.000
a. Predictors: (Constant), Telecommuting, Compressed work schedule, Flextime schedule									
b. Dependent Variable: Organizational Commitment									
ANOVA^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	29.845	3	9.948	20.994	.000 ^b			
	Residual	94.300	200	.474					
	Total	124.145	203						
a. Dependent Variable: Organizational Commitment									
b. Predictors: (Constant), Telecommuting, Compressed work schedule, Flextime schedule									

Source: SPSS output 2020

4.7.2 Multiple Regression and Hypothesis Test Results

Table 4.7 Regression analysis between flextime schedule, compressed work schedule and telecommuting and Organizational Commitment

Model Summary ^b								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	Sig. F Change	
1	.490 ^a	.240	.229	.68838	.240	20.994	.000	
a. Predictors: (Constant), Telecommuting, Compressed work schedule, Flextime schedule								
b. Dependent Variable: Organizational Commitment								
ANOVA ^a								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	29.845	3	9.948	20.994	.000 ^b		
	Residual	94.300	200	.474				
	Total	124.145	203					
a. Dependent Variable: Organizational Commitment								
b. Predictors: (Constant), Telecommuting, Compressed work schedule, Flextime schedule								
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.494	.772		11.24	.000		
	Flextime schedule	.599	.079	.471	7.563	.000	.772	1.296
	Compressed work schedule	.289	.071	.276	4.065	.000	.780	1.281
	Telecommuting	.419	.058	.457	7.284	.000	.900	1.111
a. Dependent Variable: Organizational Commitment								

Source: SPSS output 2020

As indicated in table 4.7, the value of R square is .240 and the adjusted R square is .229 in which, the R square value (.240) shows that 24% variability of Organizational Commitment is explained by the combination of telecommuting, compressed work schedule and flextime schedule. This means that a unit changes in these three forms of FWAs will result to a change in OC by a factor of .24 at 5% significant level. This shows that there is a positive relationship between the independent variables (FWAs) and the dependent variable (OC).

According to Cohen (1988), R2 values are measured 0.26 significant, 0.13 moderate, and 0.02 weak. In this study, the effect of the independent variables (FWAs) on the dependent variable (OC) with R-square value of .24 is above moderate.

The ANOVA table (Table 4.7) indicates that the overall fitness of the model with F-change 20.994 and p-value 0.000 shows that the model is a good fit for the data at a 5% level of significance. The F ratio (F=20.994, p=.000) 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 (.471, p=.000) compared to compressed work schedule (.276) and telecommuting (.457) at a 5% level of significance.

4.7.3 Hypothesis test results

In summary, all the three hypotheses were supported as depicted in Table 4.8.

Table 4.8 Summary of tested hypothesis

	Hypothesis	Beta	t-value	Sig.	Decision
H1	There is a positive and significant relationship between flextime schedule and Organizational Commitment of employees.	.471	7.563	.000	Supported
H2	There is a positive and significant relationship between compressed work schedule and Organizational Commitment of employees.	.276	4.065	.000	Supported
H3	There is a positive and significant relationship of telecommuting and Organizational Commitment of employees.	.457	7.284	.000	Supported

As mentioned above, flextime schedule has a positive and significant relationship with Organizational Commitment (0.471, $p=0.000$). This result agrees with the first hypothesis, **H1**, which is there is a positive effect of Flextime Schedule and Organizational Commitment of ECA employees. This result agrees with previous findings of Rawashdeh, Almasarweh and Knauth (2016).

Similarly, compressed work schedule and Organizational Commitment shows positive and significant relationship (0.276, $p=0.000$), which supports the previous findings of Muchiti and Gachunga (2015). As a result, this confirms to the second hypothesis, **H2**, which is there is a positive effect of Compressed Work Schedule and Organizational Commitment of ECA employees.

Furthermore, there is a positive and significant relationship (0.457, $p=0.000$) between telecommuting and Organizational Commitment, which confirms to the third hypothesis, **H3** (There is a positive effect of Telecommuting and Organizational Commitment of ECA employees). This finding is also in agreement with previous studies done by many researchers and scholars (Beauregard, Basile & Canonico, 2019; Glass & Riley, 1998; Golden, 2006b; Igarria & Guimares, 1999; Kossek et al., 2006).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents summary, conclusion, and recommendations of the study. The first section provides a summary note that highlights the most significant findings of the study and the conclusion part discusses the major points of the study in line with the research objective and results of the study. Finally, the researcher presents recommendations (as per the major findings of the study) for the management and the Human Resources Services Section of the Economic Commission for Africa and other concerned bodies.

5.1 Summary

The main objective of the study is to assess the effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of Employees at the Economic Commission for Africa.

The demographic profiles of the respondents show that majority of the respondents are female (53.2%). With regards to age range of respondents, most of the respondents are aged between 46 to 55 (41.9%) followed by 37.9% aged between 36 to 45 years. In terms of academic qualification, majority of the respondents (58.1%) are postgraduate (MA, MSc, MBA) whereas 34.5% of the respondents hold a bachelor's degree. When it comes to work experience, 28.1% have 11 to 15 years of experience within ECA whereas 26.6% of the respondents worked between 16 to 20 years in ECA. Majority of the respondents (71.9%) are General Services staff while 51 (25.1%) are Professional staff and the remaining 6 (3%) are National Officers. Regarding post level, 34% of the respondents from the General Services staff category are G-6; 2% of the respondents are NO-C in the National Officers post category and in the Professional post category 8.9% of them are P-3 and P-4 each.

The mean score of responses on Flextime Schedule and Compressed Work schedule is between 3.4 and 3.79, which is moderate. The mean score of Telecommuting and Organizational Commitment is above 3.8, which is high. This shows that telecommuting is being applied more compared to flextime schedule and compressed work schedule in the Economic Commission for Africa. The values for skewness and kurtosis are within the range, which indicates that the distribution is normal.

Data was analyzed using SPSS version 20 software and the researcher used Spearman's correlation analysis to measure the strength and direction of association between the independent variables and dependent variables. The relationship between Flextime Schedule and Organizational Commitment is positive. There is also a strong relationship between the variables. The direction of the relationship between Compressed Work Schedule and Organizational Commitment is positive and moderate. In addition, the relationship between Telecommuting and Organizational Commitment is positive and strong.

The regression analysis shows that 24% (R-square .24) variability of Organizational Commitment is explained by the combination of Telecommuting, Compressed Work Schedule, and Flextime Schedule. The R square value is above moderate. The model is a good fit for the data at a 5% level of significance.

The regression coefficient table shows that Flextime Schedule predicts Organizational Commitment better compared to Compressed Work Schedule and Telecommuting.

Three hypotheses were proposed to examine the relationships between independent variables and dependent variable and all the hypotheses were supported.

5.2 Conclusion

This study is aimed to investigate the effect of Flexible Working Arrangements (FWAs) on the Organizational Commitment of employees in the Economic Commission for Africa.

The study revealed that Flextime Schedule ($\beta=.455$, $p=.000$) was a significant predictor for Organizational Commitment of employees among the three forms of FWAs followed by Telecommuting ($\beta=.439$, $p=.000$) and Compressed Work Schedule ($\beta=.262$, $p=.000$). This implies that employees prefer to have control of their start and end times of their working days as long as they are present during core working hours.

The three forms of FWAs (Flextime Schedule, Compressed Work Schedule, and Telecommuting) account for 24% ($R^2=.24$) of the variation in Organizational Commitment. Therefore, we can conclude that there is a significant correlation between the predictor variable (the three forms of FWAs) and the outcome variable (Organizational Commitment).

From the findings of this study, it can be stated that the effect of Flextime Schedule, Compressed Work Schedule and Telecommuting on Organizational Commitment of

employees is positive and significant respectively. The availability of FWAs is seen as an indicator that the organization cares about the well-being of its employees. Hence, the existence of flexible programs and policies contribute to the Organizational Commitment of employees.

Therefore, the Economic Commission for Africa ought to continue the implementation of Flexible Working Arrangements and expand on the existing flexible programs, practices, and policies because such human resources management practices contribute to the Organizational Commitment of employees. In addition, Human Resources Management Section and managers have a key role in the successful implementation of flexible policies. Nevertheless, there are clear signs that not all forms of FWAs bring similar results.

5.3 Recommendations

The following recommendations were developed based on an integration of the research evidence reviewed and the findings of the study.

- Develop new and/or expand existing flexible solutions - Although the study showed a strong relationship and positive associations among the variables (IVs and DV), it is recommendable that ECA is responsive to the needs and constantly changing requirements of employees and the effect of environmental issues in order to improve programs and policies of FWAs that would ultimately increase staff engagement (commitment) at all levels.
- An extensive communication campaign on Flexible Working Arrangements – To achieve the effectiveness of flexible work policies, both Human Resources Management Section and senior management ought to play an important role in communicating, implementing, and managing the flexibility options within the organizational culture. With this supportive attitude from HR and senior management, there is a greater tendency for employees to be more engaged, which can lead to an increased possibility to stay committed to the organization and its goals and values.
- The findings of this study have shown that Flextime Schedule was a significant predictor to Organizational Commitment compared to the other two forms of FWAs. However, Telecommuting is being practiced and implemented more than Flextime in ECA. This could be because most of the staff members in ECA are working remotely

due to COVID-19. Hence, HR should study the gaps in the implementation of FWAs to create a work-life balance as well as increase the level of Organizational Commitment of employees. In addition, there should be a channel available for employees to obtain clarity of information on FWAs to optimize the benefits of flexibility while minimizing potential issues.

- The organization ought to identify and decide on the desired outcomes of Organizational Commitment of employees and the values/qualities required to achieve those outcomes. As per this evaluation, the organization has to determine whether to focus on establishing commitment to a broad target (e.g., at the macro level), or to more specific objectives (e.g., goal attainment, reflecting it on the work plan of each Section/Division) or both.

5.4 Future Areas of Study

- As indicated in chapter four, some fields of study have an inherently greater amount of unexplainable variation where the R² values become less than 50% (Frost (2019)). In the present study, the three forms of Flexible Working Arrangements accounted for 24 % of the variation in organizational commitment. Therefore, researchers could study what other factors influences Organizational Commitment of employees apart from FWAs.
- The researcher recommends that other researchers explore the dimension of FWAs that are not covered in this study.
- This study focused on and is limited to the main office of the Economic Commission for Africa; however, other researchers could study the subject matter in similar organizations or in the context of Ethiopia with larger sample size.

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Appendix I



ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

Dear Respondent,

My name is Weinshet Walelgne and I am your colleague at the Economic Commission for Africa (ECA), where I am an Administrative Assistant in the Publications and Conference Management Section. I am also a third-year student at the Addis Ababa University School of Commerce majoring in Human Resources Management. This research is conducted as partial fulfillment for a Master of Arts Degree in Human Resources Management. The main objective of the study is to assess the “Effect of Flexible Working Arrangements (FWAs) on Organizational Commitment of Employees” at the ECA”. Therefore, the objective of this questionnaire is to collect respondents view concerning the impact of FWAs on the Organizational Commitment of employees.

The survey is anonymous, and I want to assure you that the information and data collected will only be used for the above-mentioned objective and will be kept confidential. In light of the above, I am inviting you to participate in this study by completing the on-line survey.

This will not take you less than 10 minutes.

Please select your preferred answers or write down your answers in the spaces provided, if required.

Thank you for your time.

Part I: Demographics Question

1. Gender: Female Male
2. Age: 18-35 years old 36-45 years old 46-55 years old
56-65 years old
3. Educational Background: High School Diploma Bachelor's Degree
Post graduate (MA, MSc, MBA) Ph
4. How long have you been in the Economic Commission for Africa?
1-5 years 6-10 years 11-15 years 16-20 years
More than 20 years
5. Post Type: General Services (GS) Professional staff (P)
National Officer (NO)
6. Post Level (e.g., G-5, NO-B, P-3) _____

Part II: Flexible Working Arrangements

This section covers questions that relate to Flexible Working Arrangements (FWA). Three types of FWA will be covered in this study: flextime schedule (staggered working hours), compressed work schedule and telecommuting.

Please use the scoring scale below to select your answer.

1 = Strongly disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly agree

- a. Flextime schedule (staggered working hours) is when an employee adjusts the start and end times of his/her working days but is present at the core working hours (usually 9 or 10 a.m. to 3 or 4 p.m.).
- b. A compressed work schedule is when a ten-day work period is compressed into nine working days by increasing the number of hours an employee is required to work per day. This would allow a staff member to take one day off every other week. It is also possible to compress five working days into four and a half days.
- c. Telecommuting is when an employee is allowed to work away from the office for several days/weeks or to telecommute outside his/her duty station due to compelling personal circumstances.

Please select your preferred answers or write down your answers in the spaces provided, if required.

No.	Flexible Working Arrangements	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	1. Flextime schedule (staggered working hours)	1	2	3	4	5
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.					
	2. Compressed work schedule	1	2	3	4	5
5	I have the option to work less than 5 days per week.					
6	I have the possibility to work for 9 hours or more each day to avail myself of an extra day off in the week.					
7	I have the option to take short breaks during the day when I work extended hours.					
8	Before the outbreak of COVID-19, I had to be present at the office during the core working hours.					

9	I have been able to increase my engagement level at work because of the opportunity of a compressed work schedule.					
	3. Telecommuting	1	2	3	4	5
10	I prefer telecommuting to traditional working arrangements.					
11	The nature of my work allows me to work away from the office with the help of technology.					
12	It is easier to balance work and personal life with telecommuting.					
13	In my opinion, telecommuting does not negatively affect career development.					

*Source: Rahman (2019)

Part III: Organizational Commitment

This section pertains to questions on Organizational Commitment of employees.

Affective Organizational Commitment is an employee's positive emotional attachment to the organization.

Continuance Organizational Commitment is an awareness of the costs and penalties associated with leaving the organization.

Normative Organizational Commitment refers to the perceived obligation to remain in the organization and behave according to the organizational goals.

Please use the scoring scale below to select your answer.

1 = Strongly disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly agree

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 happy to spend the rest of my career in this organization.					
2	I feel as if this organization's problems are my own.					
3	I feel like I am "part of a family" in this organization.					
4	This organization has a special personal meaning for me.					
5	I have a strong sense of belonging to this organization.					
	Continuance Organizational Commitment	1	2	3	4	5
6	It would be difficult for me to leave my job in this organization even if I wanted to.					
7	Too much of my life would be disrupted if I left this organization.					
8	If I had not already given so much to this organization, I might consider leaving.					
9	If I leave my job, it might be difficult to find another one because of the scarcity of alternatives elsewhere.					
10	I find it difficult to adapt to a new work environment.					
	Normative Organizational Commitment	1	2	3	4	5
11	I do not mind using free time to finish a work assignment, when necessary.					
12	Even if it was to my advantage, I do not feel it would be right to leave.					
13	I owe a great deal to this organization.					
14	I would not leave my organization right now because of my sense of obligation.					
15	I intend to continue my employment because I am loyal to the organization.					

*Source: Allen and Meyer (1990)

Appendix II

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Flexitimemean	203	3.6606	.61604	-.585	.171	.774	.340
Compressedmean	203	3.4621	.74799	-.221	.171	-.208	.340
Telecommutingmean	203	3.8411	.85470	-.729	.171	-.131	.340
TotalOCMean	203	4.4322	.78395	.338	.171	-.585	.340
Valid N (listwise)	203						

Correlations

			Flexitimemean	Compressed mean	Telecommutingmean	TotalOCMean
Spearman's rho	Flexitimemean	Correlation Coefficient	1.000	.745**	.757**	.455**
		Sig. (2-tailed)	.	.000	.000	.000
		N	203	203	203	203
	Compressedmean	Correlation Coefficient	.745**	1.000	.193**	.262**
		Sig. (2-tailed)	.000	.	.006	.000
		N	203	203	203	203
	Telecommutingmean	Correlation Coefficient	.757**	.193**	1.000	.439**
		Sig. (2-tailed)	.000	.006	.	.000
		N	203	203	203	203
	TotalOCMean	Correlation Coefficient	.455**	.262**	.439**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	203	203	203	203

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

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.490 ^a	.240	.229	.68838	.240	20.994	3	199	.000

a. Predictors: (Constant), Telecommutingmean, Compressedmean, Flexitimemean

b. Dependent Variable: TotalOCMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.845	3	9.948	20.994	.000 ^b
	Residual	94.300	200	.474		
	Total	124.145	203			

a. Dependent Variable: TotalOCMean

b. Predictors: (Constant), Telecommutingmean, Compressedmean, Flexitimemean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.834	1	23.834	47.759	.000 ^b
	Residual	100.311	202	.499		
	Total	124.145	203			

a. Dependent Variable: TotalOCMean

b. Predictors: (Constant), TotalFWA

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.375	.302		7.870	.000	1.780	2.970
	TotalFWA	.562	.081	.438	6.911	.000	.401	.722

a. Dependent Variable: TotalOCMean

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.438 ^a	.192	.188	.70644	.192	47.759	1	201	.000

a. Predictors: (Constant), TotalFWA

b. Dependent Variable: TotalOCMean