

Majors: HRM

No. (HRM/27)

**“Impact of Flexible Work Arrangement on Organizational Commitment in IT
Industry”**



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DECLARATION

I, Bushra Afridi, MBA student in HRM subject, the subject matter of this study is my own work and has not been printed, published and/or submitted in any form as a research work, dissertation, or publication at any university in Pakistan or abroad.

ABSTRACT

This study aimed to explore the flexible work arrangement specifically flexible work hours and employee well-being by keeping work life balance as a mediator and organizational commitment as a deviant behavior. The purpose of this research is to identify the factors enhancing the organizational commitments in IT industry of Pakistan who worked in IT sectors. The research design & method is quantitative as we determine the association of independent and dependent variables that are already exist. This study independent variables are Flexible working hours and Employee's well-being to enhance commitment with the organization which is the dependent variable while taking work life balance as a mediator. Study was conducted in twin cities of Rawalpindi and Islamabad with a sample size of 150-375 to explore the relationship among variables. Exploratory factor analysis was used for scale validation, structural equation modeling was used for validation and testing of conceptual model of the study. A structured questionnaire is draft to collect approximately 150-375 sample sizes by using social sites such as LinkedIn, Office group approach and other helpful mediums by keeping twin cities in view. A Google survey form link will be circulated among different cities of Pakistan. The research is quantitative in nature and analysis were being made via SPSS. Results have revealed that there exists a significant relationship between Flexible working hours and employee wellbeing (independent variables), Work life balance (mediating variable), and Organization commitment (dependent variable) in IT industry of Islamabad and Rawalpindi.

Key words: Work Life Balance, Flexible work arrangement, Flexible working hours, Employee Well-being, Flexible work system, Work family conflict and flexible work schedule.

Chapter: 1 INTRODUCTION

1. Introduction:

Flexible work arrangements allow employees to set their time according to their comfort level. It also enables employees to manage work-life balance according to their behaviour and family demands. FWA involves flexible time, sabbaticals, paid leaves, telecommuting, compressed workweek, part-time work, employee's choice of days off, job sharing, and seasonal work. Flexible working arrangements affect the organizational commitment in the IT industry of Pakistan whereas flexibility plays a vital role in the organizational commitment. The employee-driven or employer-driven flexible working arrangements enhances the organizational commitment of the IT business. Employers are facing problems in managing the well-being of the employees, finding ways to lower the absenteeism rate in the workplace and provide flexible working hours to employees to increase the organizational commitment by using the work-life balance as a mediator. **(Austin-Egole, Iheriohanma, Nwokorie, & Science, 2020)** Most companies offer flexible work arrangements to retain, attract, motivate, and increase the ability to experience high-performance employees. They wanted to provide their employees with a stress-free working environment and try to reduce the absenteeism rate to boost their productivity. It helps employees to manage their responsibility inside as well as outside of work. It also enables them to increase their energy level, creativity, ability to oversee stress and the satisfaction level also gets high. It enhances diversity and lowers the office overhead cost that impacts positively on the climate of the organization. IT industry is flourishing day by day and technology needs attention in a developing country. Employee Innovation (EI) recognize as the key driver of competitiveness of any IT industry that causes the country to move forward and plays an essential role in the growth of the economy. IT industry may involve Software Engineer, Database Administrators, Developers, System Engineers, Network Managers, Programmer Specialist, Graphic Designers, Quality Assurance Testers, System Engineers, etc who contributes to improving the economies of scale. **(Siengthai, Swierczek, & Bamel, 2019)**

Flexible work arrangements (FWAs) are the practices to allow employees to work in the flexibility to perform their tasks that include Flexible Working Hours and Work from Home which has been fuelled to correlate with employee engagement and employee wellbeing. (Allen, Johnson, Kiburz, & Shockley, 2013). The organizational cost associated with organizational commitment involves a high absenteeism rate where employees felt lethargic while doing non-stop work with strict time-bound resulting in low retention. FWAs introduced as a policy to some organizations that can assist in maintaining the work-life balance and give a boost to employee well-being. Employee engagement plays a vital role in the enhancement of employee's performance that indirectly impacts organizational commitment where the employee does not want to go to such a productive and pleasant environment. (Kahn & Heaphy, 2014) This performance includes productivity, motivation, employee satisfaction, decrease in absenteeism, financial considerations, and increase in overall service quality or final product. (Weideman, 2020 #18)

1.1. Background of the Study:

With the new forms of working and with the rise of population in the world, the scientific interest in the flexible work arrangement has been introduced named as "Activity Based Working" ABW and the structure of workspace designed accordingly. ABW is abbreviated to offer employees workplace that can control and can organize the timing and place in great degree. The world is depending on the IT sectors and Pakistan starts promoting the Information Technology sectors to contribute to the economy of the country as the IT business could generate billions in foreign exchange. So, it is essential to work for the well-being of employees and encourages employee to work in a flexible environment which is stress free to enhance productivity. The organization tends to choose their own custom spaces where they can easily perform their tasks and can commute easily.

Information Technology is very important for everyone in this world. For any nation, Technology enhancement adds on value to work for the development of the country. Many developed countries are advanced and technically strong to reduce the cost and time for doing businesses. If the human resources of a nation are smart, they will be more efficient, effective, and productive. And thus, the more productive human resource of a nation, the more developed, advance, and prosperous that nation would be.

Information Technology plays a vital role in many ways now IT industry is drastically move upwards and adding their contribution in Pakistan's GDP. IT industries such as gaming industry, IT service providers, software developers, IT freelancers, system developers who gave ease of doing business and make people aware of technology. Human have been storing, reinventing, using artificial intelligence and communicating information using technology.

People working in this innovative environment needs to have some physical and mental relaxation for thinking out of the box. The technical workers are tech gurus who worked and play with the coding and other technologies to develop new thing that give ease to the people.

The feature of AWB is useful for those workplaces where they have shared spaces designed with different work tasks. There is the concept of Activity related workspaces that focus on concentration rooms etc. Workspaces were reserved by employees based on their current work tasks with regular dealing. This flexible work arrangements also associates with the principle of Desk Sharing which means that the employees were not assigned with designated workstations choosing their own workspaces freely and this setting use different information technology. Prior study has shown that the job autonomy increases when employer allows workers to manage their own working hours, designated places, choose their own working location, manage their tasks with less micro-management these forms also allow employees to vary job specific requirements and needs. ABW offers employees an extremely elevated level of autonomy that demands optimal working conditions. **(Mache, 2020 #19)**

IT industry who does not have flexible work arrangements faced elevated level of turnover as a lot of companies do micro- management who creates stress and burdensome on employees that cause job burnout, and they tend to search for other companies. Over the past few decade researchers studied organizational commitments to identify the core job attitudes that affects the employee's behaviour and attitude. Weak organizational commitment means that the productivity is less than the optimal level and they make a decision to switch job sooner rather than later. **(Austin-Egole et al., 2020)**

One study suggested that the organizational commitment can be strengthen by using two approaches. First one can be employers can enhance the employee's perception of membership with the organization whereas second one can be to provide such benefits that shows care to

the employees. Employees stays committed to those organization where the environment have supportive and conducive working conditions that develops its employees, rewards performance and offer the market competitive benefits to keep employee satisfaction and motivation level high.

As the IT sector is growing day by day so there are a lot of challenges being faced by agile workforce and thus the industry is in continuously improving the benefits program and designing those programs for employees which are externally competitive and internally rewarding as compared to other countries benefits.

This study caters majority of the areas to identify the flexible work arrangements that impacts on the organizational commitment. Jackson (2007) claims that the employees are the most important asset for any organization that satisfy their employees to achieve goal. The workers face burdened of how to manage their work life balance in that condition they rely on the organization to provide relief where they can manage their competitive needs such as resolution of family problems, family commitments, family events and other certain activities that sometimes conflicts with organizational goal that caused him disparity to serve office despite of home. That situation creates negative impact that could be in the form of absenteeism from the work place, lowering work performance, job burnout, marital conflicts, separations, divorce, inefficient parenting and sometimes employees may commit suicide. **(Austin-Egole et al., 2020)**

In the world of digitalization, the advancement of technology and information gathering sources affects the human nature as well as their performance. The teleworking sectors however enable employees to evolve with the organization 24/7 and creates a thin line against the work and non- work separations. Flexible work arrangements (FWAs) used by employers to stabilize the impact of such short falls and introduced such programs that enable workers to schedule their time according to their job requirements. These programs aim to increase the flexibility, better work life balance, and increase organizational commitments.

1.2. Purpose of the Study:

The research paper focused on the relationship of flexible work arrangements such as flexible working hours and employee's well-being with Organizational Commitment using work-life balance as a mediator in the IT industry of Pakistan. The purpose of this research is to identify the factors enhancing the organizational commitments in IT sectors. The research design & method is quantitative as we determine the association of independent and dependent variables that already exist. This study's independent variables are Flexible working hours, lowering absenteeism, and employees' well-being to enhance commitment with the organization which is the dependent variable while taking work-life balance as a mediator. A structured questionnaire is a draft to collect 150-375 sample sizes by using social sites such as LinkedIn, the Office group approach, and other helpful mediums. A Google survey form link will be circulated among different cities of Pakistan targeted Rawalpindi & Islamabad. The research is quantitative in nature and analysis were being made via SPSS.

1.3. Statement of problem:

There is an immense issue that was being caused by long working hours that may include job burnout, distress, lesser productivity, absenteeism, no work-life balance, and inability to make appropriate decisions. Employers nowadays use unrealistic approaches to achieve goals by providing flexible work arrangements that may increase the capabilities of employees and may also increase the skills of the worker that is the source of organizational commitment and bring loyalty in worker's nature. In this developing world, technology is growing immensely where the skills and capabilities are the essential requirements to achieve the organizational goal efficiently. In that situation, researchers are supposed to find out factors affecting the employee's performance and productivity in the workplace. However, this research was conducted to find out enhance the organizational commitment through flexible work arrangements. IT sectors rely on the technical knowledge and tools grip the work is more related to the brain so it should be relaxing and calm. The fear factor for not addressing this problem is that it can cause zero organizational commitment; no productivity takes place, and it may cause distress with the high rate of job burnout. Flexible work arrangement initiation helps the IT sectors as a whole. **(Aziz-Ur-Rehman & Siddiqui, 2019)**

1.4. Objectives of the Research:

Flexible work arrangements (FWAs) are the factors that are used to retain the commitment, enhance productivity, and lower the absent rates nowadays from the workplace. It not only fulfils the needs of employers but also provides benefits to the employees such as flexible timings, reduction of stress, decreased conflicts in personal and professional life, and job satisfaction. The study reflects the gap to find the impact of flexible work arrangements in IT sectors of Pakistan and how it will be influenced by the flexible working hours, lowering absenteeism, and employee well-being. Primary data collected through the previous research journals and sampling areas will be taken from different cities of Pakistan whereas responses were collected via online mediums. The research aims to find the impact of flexible work arrangements (FWAs) on the organizational commitment of the IT sector of Pakistan by keeping flexible working hours and employee well-being as independent variables in view. This study investigates the relationship between flexible working arrangements and organizational commitments and finds whether work-life balance plays a mediating role and what will impact employees' motivation and satisfaction levels.

1.5. Research Questions:

- Do the flexible working arrangements (FWAs) impact on organizational commitment of IT sector?
- Do the flexible working arrangements (FWAs) significantly affect the motivation and satisfaction of employees?
- Does the work life balance have significant impact on Organizational Commitment?

1.6. Limitation of Research:

All research has some limitations this research has following research limitations:

- Researcher is focused on Islamabad and Rawalpindi.
- Flexible working arrangements have lots of components, but flexible working hours and employee well-being was the main essence of this study.
- Time to conduct this research was limited.

- Online medium was used in this research due to pandemic issues.
- Not all IT companies were covered for the data collection.

Chapter: 2

LITERATURE REVIEW

The creativity brings in the environment are increasing in recent years. Employees now a days needs flexibility to manage the work demanding the job and live their life with work-life balance. Those who have two jobs' families by taking care of their parents and their spouse and children, needs flexibility to stay committed with the organization. Integrated work is challenging for many families proven in both academic and popular media researcher at the same time experimental and qualitative research suggested that the flexible work arrangement is the key solution to all the problem arise in the lives of employees. **(Fuller, Hirsh, & Occupations, 2019).**

The creativity of the environment and the procedure has been increased in the recent decade. The interest has been increased in the climate change of the business. The climate and the business changes may include commodities, global marketplace, product life cycle and the demand of technical expertise in the organizational. (Mayfield, 2020)

2.1 Flexible Work Arrangements:

The arrangement named as flexible, alternative or non-standard is the option that allows workers to do their jobs beyond the traditional enclose standards of organization with different work settings that makes them distributed their tasks and time according to their own will which is directly proportional to traditional work arrangement such as weekend works, shift work, overtime work, annual hours contracts, part time work, work from home, job sharing, flexi-time, casual work and temporary work. **(Austin-Egole et al., 2020)**

With the advancement in IT and Telecommunication sector in the world, the widely dissemination of internet, new policies of working arrangements and flexibility have become popular. In this Era, people tend to seek those opportunities that are more flexible and according to their comfort level that give rise to flexible work arrangement. Workforce has drastically

change people want more freedom and seeks the opportunity to work in more flexible manner in terms of timing and spatial location. Offering the choice of experience to the employee and flexibility at workplace elevates the psychological and physical job experience resource. These physiological and psychological aspects of the organization reduce the job demands and costs and employees seek to achieve functional work goals.

FWAs enable workers to cope up with their stresses that arises between the work and family and improve their standard of living, they experience the interaction between their personal and work life. It includes many different kind of work arrangements such as flextime that allow individuals to work according to their own set time, teleworking or telecommunicating where the worker can perform their task from home or remotely, job sharing in that context the organization can allow individual to do their task by interchanging with other's job task and variety of temporary or contractual work arrangements. In common of these all-flexible work arrangement in full time job type are flextime and telecommunication where they can choose any of the option, but the goal will be completion of task. **(Conradie, W. J., & De Klerk, J. J., 2019).**

2.1.1 Flexible Working Hours:

Employees choose those organizations who allows them to work in a flexible environment that may attracts the talent. It is a helpful tool that was provided by the employers to increase the satisfaction and loyalty rate in the workplace. Flexible working hours reduces the family and organizational conflicts as employees' easy juggles with the work. **(Aziz-Ur-Rehman & Siddiqui, 2019)**

Flexible working defined as the employee control over when and where they are working in terms of spatial location and working hours. Specifically, flexitime is more towards one's routine of working over the time (starting and ending time). It is more like change of the working hour and hour of being worked per day or week that enables them to take day off or week off. Broadly, Flexitime helps to calculate the annual hours of working where that can't be calculated or defined per days or weeks but counted as annual hours of working per year or also be calculated as compressed hours where workers can complete their tasks usually full-time but in less numbers of days. Telecommunicating allows workers to work outside that could be remotely or work from home base but restricted to complete the task before the deadline

ends. This approach can allow workers to control their hours of working usually in the way of reducing the hours so that they can enjoy their free time. The main agenda of supplying employee's a flexible working hour is to allow workers to enjoy their work life balance and some companies use this practice to enhance the productivity of the employees in terms of performance. This would also lead with the motivation, retention and lowering the absenteeism of employees. This practice of flexible working arrangement is used as high-performance system that specifically enhances the performance outcomes (**Chung, H., 2020**).

Flexible work arrangement has many components, but some are explained in this research study. Non-standard and alternative work arrangements allow employees to work outside the traditional confines of the standard organization such as amount of time they are working, distribution of working time and place of location where the job task has been conducted. This is the indirect approach towards working in the traditional working arrangements that requires standard time of working and place daily. This arrangement includes, weekend working, shift working, overtime, annual hours, contractual jobs, part time job, job sharing, flexible timings, temporary jobs, fixed term jobs, home based jobs, part time jobs, telework jobs, compressed jobs, work from home jobs, remote jobs, freelancing etc. In flexible working arrangements there are three categories: Flexibility in scheduling of hours, flexibility in location and flexibility in length of work. In flexibility in scheduling of hours includes teleworking jobs, job sharing, phased retirement, contract work, part time jobs and term job time. Flexitime applicable to the higher management who are more professionals than usual social workers. Second, flexibility in location is outside of the physical organizational setting. It includes telecommunication, satellite office, neighbourhood work centres and mobile workers. Flexibility in length of the work involves the relocation of work and longer hours than usual. This enable employees to work in creative environment to be adequate, be independent and be self-worth and these social workers are more committed to the organization. (Austin-Egole, 2020)

2.1.2 Working Time Reduction:

There are several companies in United Kingdom (UK) and abroad where they already shifted towards the shortened working weeks without losing any penny. Employees work more efficiently and trilled to work to produce the same output in 4 days rather than taking 5 days.

The improvement in employee retention and morale of each worker rises. This kind of working arrangement immensely reduces the time without bearing more employees or purchasing automation technologies as they rely on their current employees, and they trusted that their employees could complete the assigned task or project in a certain period. Productivity comes from the re-cognition of work and enhances the motivation and morale of employees. But this practice is limited to small companies where they have a small number of employees to manage that doesn't collapse with the company's conflict of interest and company doesn't want to hire more staff either they have sufficient place to manage them. This change would only be possible if the individual company took the initiative to implement such an approach.

In most of the developed company's large number of employees voluntarily choose part-time working hours rather than more hours of working where the weekly average of working hours would be 30 hours rather than 48 hours of working in a full-time organization, they choose to take part-time. Neither land has the highest number of percentages in part-time working hours in Europe due to the significant number of women in the Dutch labor market in the 80s. another cause of higher in the number of part-time working is Neither land's legislation that encourages them and gives equivalence to full-time workers. For instance, they are eligible for same holidays that full time employees are enjoying. According to the Working Hours Adjustment Act of 2000, full time employees of Dutch has right to reduce hours of working whereas the part time employees who enable to do more work can add up with their adjustment in work hours (Skidelsky, R., 2019)

2.1.3 Linking Part Time Work & Absenteeism:

The linkage of part-time work and absenteeism depends on the assumptions that employees enact different roles as human nature relies on their seasonal mood sometimes it demands encountering and sometimes it demands conflicts. Time spent in an organization caused emotional attachment and a bond with the environment and with their people. In the general study, the researcher found that part-time workers enact less emotional attachment between the organization and an employee than full-time workers. It is also stated that the more time one spends in an organization the stronger the propensity to find the social setting within the organization to promote work-life balance that caused lower absenteeism. (Jacobsen & Fjeldbraaten, 2020)

2.2 Employee Well-being:

In the workplace setting productivity and well-being at the individual level are interlinked with each other. The relationship of productivity and well-being affects the nature of doing work it is expected that “Happier workers work better” which depicts the positive impacts on the organization. The study shows that mood plays a vital role in motivation and productivity. More the worker satisfies in the workplace there is a high rate of retention and commitment moving forward. A productive workplace is one who enables employees to complete the task according to their work division method that also affects loyalty, satisfaction and more likely to retain talented worker which is particularly more relevant in the Information Technology industries. (Krekel, Ward, & De Neve, 2019)

2.2.1 From Well-being to Employee Well-being:

Well-being is the positive emotion coming from the person who feels pleasant and satisfied in his or her life. Neither less there is no proper definition of Well-being except the validity of two paradigm principles; The first one is to the subjective experience of happiness known as *hedonism* principle and the second is in the regard of well-being that is much like self-actualization and personal achievement known as *eudaimonism* principle (Ryan and Deci 2001). In line with these the first principles, they proposed the concept of subjective well-being which is regarded as the overall evaluation of an Individual’s emotions and quality of life’s standards whereas the second principle proposed the psychological well-being concept that reflects the good state of psychological functions which fulfills the personal growth, autonomy, actual life standards, purpose of the life, self-realization, self-acceptance, and position emotions towards others (Bayhan Karapinar, P., Metin Camgoz, S., & Tayfur Ekmekci, O., 2020).

The concept of well-being is rooted in development, humanistic, psychological, and social. The different schools of thought are characteristic of the concept of well-being depending upon the domain and the scope of the study. Well-being is measured through the happiness of life, mental and physical health, materialistic possession, social life, self-actualization, and quality of life one has been living. Despite this well-being, psychological well-being and subjective

well-being are two variants that are considered empirically and theoretically more comprehensive than the other dimensions. They are distinct constructs related to psychological functions associated with organizational commitment. Psychological well-being inclined towards employee's performance and Subjective Well-being are more towards lowering the absenteeism of employees from workplace both are the intrinsic motivation that comes from inner trigger (Agarwal, P., 2021).

2.2.2 Information Technology & Employee Well-being:

A few decades back automation and advancement in technology, digitalization, machine learning, artificial intelligence, and other technical enhancement have significantly affected the lives of people. With automation and robotics expansion in machine intelligence also known as artificial intelligence is now possible. This advancement in technology gives new thoughts to people and brings innovation in people's lives and adds to the living standards. Technology can promote mental health where one can feel relaxed and consume the time of doing the job that makes employees spend more time with their families. Flexible working such as telework, remote work refers to the use of work from home or any other outside location from the office. Flexible working is often counted in the management literature as a win-win situation where one can work in a completely relax-able environment. Workers are a more productive workforce that uses less space and is cheaper to the workplace where they enjoy the work-life balance that ultimately leads to increased job satisfaction and organizational commitment. However, this may eliminate the negative consequences such as inadequate recovery from home at work, disruption of social connection, lesser in inter-personal skill development and employee feel more working in the isolation and becomes silo.

The literature of flexible working and employee well-being linkage with the mental health of the employee is more complicated to find what option one needs to choose as in some domain people needs to work in isolation for mental relaxation and in some domain, they are supposed to be outward so they can transmit their knowledge into others (Johnson, A., Dey, S., Nguyen, H., Groth, M., Joyce, S., Tan, L., Glozier, N., & Harvey, S. B., 2020).

2.3 Work Life Balance:

Work-life balance allows employees to do their personal and professional commitments managed at a time. Working in a good mood is a sign of balancing of both lives as it affects mood. The efficiency in the workplace means that the employee's work and personal life is in balance there is no such distress or job burnout employee is facing. **(Aziz-Ur-Rehman & Siddiqui, 2019)**

2.3.1 Work Family Conflict and its consequences:

Work-family conflict and role strain theory are crucial points of Employee Well-being and Flexible work arrangement. According to role strain theory, the employee who failed to perform the role according to the employer's demand will let go of some of their roles. Work-family conflict is the inter-role conflict that pressurizes the work and family domains which are mutually incompatible. Psychological strains come from the higher level of stress and lower level of well-being in the context of both work to family and family to work conflicts. Flexible work practices enable employees to keep a work-life balance and reduce work-family conflict. The report conducted in the UK resulted that the flexible workers are more motivated to perform their roles and responsibilities and more inclined towards a higher level of satisfaction than the non-flexible workers who are counterparts of them. They tend to return more to the workplace to pay off their flexible work arrangement practice. High autonomy is linked to added hours of flexible working arrangements at home and consequently increase the work pressure. **(Chandola, T., Booker, C. L., Kumari, M., & Benzeval, M., 2019)**

2.3.2 Work Life Balance and Flexible Work Schedule:

Work life balance is the most missing and most necessary point while choosing a job and working in stress free environment. Work life schedule is an important component of Part time Work and Work life balance studied by Kossek et al, (2014). Another study suggested that the part time work arrangement is more feasible for both the career-oriented women and a working mother who are earning wages for their family livelihood as they created lower level of interference than a full-time worker do.

Married working women prefers part time jobs which is more feasible for them to anticipate and created work life balance. The work life balance evaporates the negative impact of job burnout and influence flexible working arrangement practices favorable for both men and women. The implication of flexible working hours creating a sense of work life balance in a modern era and emerging the concept of responsibility with balancing personal and work life. **(Gudep, 2019)**

2.4 Organizational Commitment:

In developing positive attitude, it is important to increase the work commitment-oriented practice. The researchers, scholars and practitioners enlighten the effects of HRM practices that affects the employee performance and motivates them in workplace. Organizational climates foster the impacts on both individual and organizational level to promote HRM practices **(Haque et al., (2019); Suprihanto, (2018); Jiang et al., 2017)**

Individual performance and organizational success create a challenge with increasing complex workplace structure. The research conducted in Istanbul, Turkey formulates that the organizational level commitments affect the individual commitments and affects the signification of alienation. The relationship of organizational commitment and job burnout shows that there is a variable relationship in the context of demographic (Gender and Marital status) variable difference across management and qualification view. **(Gudep, 2019)**

Organizational commitment is the harmony between the organization and the employee. This commitment involves normative, continuous, loyalty and affective. Organizational commitment countifies the employee's belief to stay up with the organization for a long time or it could be a specific aspect that build attachment with the organization. **(Siengthai et al., 2019)**

Organizational Commitment is a physiological stabled and enforced to conduct the research that binds the individual to target the force of organization. This is characterized and change rather than the responsibility that tends to change and unlikely increased the commitment of organization to their employees. Organizational commitment also measures using four items;

First is rate intentions to leave job in near future, second is rate likelihood with current job in near future from now, third is rate likelihood with current job from now to next two years and lastly is to rate plans to stay with the organization from now till retirement. **(Brown, Walters, & Jones, 2019)**

2.4.1 Factors of Organizational Commitment:

There are some factors that are associated with the organizational commitment by giving the establishment relationship with retention rate and for the sake of developing the relationship between the contribution of organizational commitment to avoid unnecessary turnover. There are two key factors of organizational commitment briefed below:

2.4.1.1 Burnout:

Burnout among the workers who are in the state of emotional and physical exhaustion resulting in an ongoing stress and imbalance coping resource. Work related job burnout are predictive of lower organizational commitment. This is the sign of having low commitment towards working in such organization for social workers and other professionals. The organizational commitment and job burnout relations is salient among the social workers and average expected workers for social workers in much shorter time than other professionals such as management that are from non-technical workers.

2.4.1.2 Job Commitment:

Job commitment or satisfaction is associated with the organizational commitment and the intention behind this is that to make employees stayed in the organization that are providing their social services. Job burnout and job satisfaction are strong predictor of organizational commitment. It shows that the individuals who are facing burnout are not satisfied with their jobs and are not committed to the organization. Low job satisfaction directly related to job burnout that is partially mediated by the work life balance. The job burnout is associated with the workload, stress, unnecessary burden of tasks and make employee unsatisfied with the organizational environment.

There are two components for organizational commitment the first one is satisfaction with the workloads and satisfaction with the organizational environment. The organizational work environment comprises of the environment where one feels stress free and able to perform their duty according to the flexible environment. Social workers who are not burdened and other than the specialized people keen to learn more and perform their tasks accordingly whereas those who are specialized and didn't perform their duties are count as burnout from their work and are associated with work related job burnout. Caseloads of common job commitment indicates a workload among direct services and social workers that leads to the longer working hours faced job burnout and leave a job quicker in their career. Continuous longer hours of working and heavier workloads are the strong predictor of lower level of job commitment with the organization.

Satisfaction with the organizational commitment is another component of job commitment that is related to work related burnout. Social workers encompass the work culture, climate change, support from the co-workers, recognition, and self-efficacy of the employees. Other organizational factors such as compensation and benefits, schedule working arrangements, professional development opportunity, organizational policies, controlled factors of organization are associated with higher job commitment and in such environment one desired to stay in the organization. (Brown A. R., 2019)

2.4.2 Flexible Work System and Organizational Commitment:

The word organizational commitment constitutes the behavior of the employees in the workplace. In IT industry people needs flexible working hours so that they can construct the idea of the technology and work with more productivity. Mowday, Steers, and Porter (1982) gives the concept of two alternatives of Organizational Commitment as Behavioral and Attitudinal. (Saridakis, Lai, Muñoz Torres, & Gourlay, 2020)

Flexible work system gives a positive impact on organizational commitment. The research study reveals that the developing industries of both public and private sector organizations adopts flexible work arrangements to support their employee's well-being and providing work life balance. Employers all over the world are adopting this practice to retain the talent and for induction process. Numbers of studies addresses the impact of flexible work arrangement

practice on organizational commitment. Employees feel more comfortable to adopt this practice and shows a positive attitude towards it. Generally, majority of the employees as well as employers are in favor of this practice. The practice requires supervisory support as they play a vital role in implementing organizational policies stated in the study conducted by **Koivisto & Rice, (2016)** in the context of Telecommunication situated in Finland.

Another study concluded that sabbaticals and flexible work schedule increased the organizational commitment and reduces the turnover rate intentions but not only subjected to telecommunication industry only. This approach also attracts the job seekers and gaining employees loyalty that enact attachment with the organization with increased autonomy. In IT industry commitment is very important otherwise there is a huge turnover rate intention observed. The flexible work arrangements provide wide range of benefits to both employees and employer in terms of health, social, economic, psychological, and environmental viewpoint that encourages the competition with other organization.

Flexibility allows employees to enjoy time but not only subjected to physical boundaries. There are three concepts of temporal and place flexibility:

- i. Flex time without flex place
- ii. Flex place without flex time
- iii. Flex place with Flex time

The first scenario enables employees to enjoy temporal without physical boundaries around the work. The observation has been made that the employees have right to decide whether they are not supposed to work and have options between choosing to change the physical boundaries but not a temporal work system.

2.4.3 Organizational Environment & Absenteeism:

This creative environment tells us about the worker's absenteeism and the working environment of the employees. The workers absenteeism costs the organizations as the task deadlines has been extended that effects the project life cycle and effects the indirect cost that is employee's morale, management of the organization is necessary to deal with the

absenteeism of the workers to avoid these expenses, organizations, and researchers' management for absenteeism reduction. Some absenteeism is positive to avoid unnecessary absenteeism for future absences such as personal or family member's illness and characterized due to longer working hours, so they failed to manage their tasks. (Mayfield, 2020)

2.4.4 Flexible Working Hour & Commitment:

Thriving of work predicts that the desirable outcomes of the work results reduction of turnover rate, higher performance, creative and innovative work behavior, employee engagement, job satisfaction, work life balance and organizational commitment. The experience of thriving the job is all about how employees feel regarding their work environment and jobs. Organizational commitment is thrived of relatively strong identification and involvement of individual in a particular environment which is vital for the sustainable performance. Previously study suggested that the personal work environment, work experience, contextual and organizational factors were determined to be extrinsic and intrinsic factors of the organizational commitments. Factors of human is the psychological state that influences the attitude and behavior of the employees towards work. This arises when the workers are more enthusiastic towards learning and developing and on the other side of view is the commitment boosts when the workers feels like they are growing and add on their development at work. The Social Exchange theory comprises of the career development, career growth, human development, and expectations that employees are fulfilling by the organization and management are providing such kind of working environment to them. (Abid, 2019)

2.4.5 Job Performance:

The success of the organization is depending upon the growth and productivity of the firm that has been caused by the high performance of the workers that make it possible to meet the goals and deliver the product and the services at the said time and make organization to achieve competitive edge from other organizations. Job performance is the set of worker's behavior that has been evaluated by measuring the performance of the workers, assessed, monitor and the individual behavior of the workers within the workplace. The criteria for assessing the job performance are the degree to which the individual job performance has been assessed and take

certain actions for measuring and monitoring them. Job Performance can also be achieved if the individual meets the organization's defined attributes such as, competencies, skills, abilities, aptitude, creativity, motivation, independence, behavior, and individual's combined efficiencies. Other soft attributes may involve, personal discipline, communication skills, personal abilities, organizational trainings, human development, and self-development both individual as well as organizational level. These attributes give birth to the qualitative as well as quantitative job performance that arises the impressive inter-personnel relation and inter-personal relationship.

Employee Performance is measured by the quality of the work one delivered to the manager and how well they have done it. This job performance can be measured monthly, quarterly, Bi-annually, semi-annually etc. that enable employees to get the feedback for adopting improvement and new creativity to their work settings in order to identify the business segments. The job performance can also be achieved by evaluating the performance of each job function that the individual had delivered, the duration they meet the deadline and the specific period the objective has been examine. Employee performance is very comprehensive approach to identify the individual performance by observing and measuring under the specific timeline. There are variety of criteria to conduct evaluation of job performance and to determine how an individual act at the workplace and vary from one task to the other. Employees who have good control over the schedule working shows high level of employee engagement towards the organization, remain committed, retention and job satisfaction. It depends on the quality and the quantity of the jobs where the job performance of the individual is more like the productivity of the organization. The level of the job performance varies with the flexible working environment with the organization to the degree of productivity of the firm performance, employee commitment and the retention. Other performance measurements are employee morale, satisfaction level of the workers, employee turnover and absenteeism from the workplace. The non-financial performance and the financial performance depends on the outcome of flexible work arrangement on the organizational performance. The non-financial performance noted in the past studies are absenteeism, turnover, and retention rates. The study also indicates that the organizations who have absence of flexible working hours employees will try to stay motivated and try to improve work life balance. **(Austin-Egole, 2020)**

2.5 Self-Determined Theory (SDT):

It is the motivational theory that is concerned with the benefits of intrinsic motivation and harmful effects on extrinsic motivation such as the intrinsic motivation comes from the inner self-satisfaction and self-realization whereas extrinsic motivation involves in-kind or monetary benefits that the company provides to their employees. This theory makes social workers feel like they have control over one's actions instead of some external factors. The theory has a significant impact on intrinsic rewards where the individual feels motivated and undermines the motivation. To drive this theory undermining autonomy plays a vital role such as part-time working or freelancing work where there are no obligations of conducting the task and people have ways to perform the duty freely. The feeling of fulfillment results in individuals enjoying their job happily and engaging in the work they love to do so. This also boosts the self-esteem, self-efficacy, and self-actualization of the individuals also motivates the individuals to worker's action of doing their jobs and fulfill of the workplace. The extrinsic rewards such as verbal praising, appreciation, positive feedback about the competencies help to add on in the intrinsic motivation under the specific circumstances. The main aim of self-determined theory is the feeling of coercion while diminishing the deadlines of the tasks. The researcher discovered in their study is that the workers who worked for the organizational goals are intrinsically more satisfied with their job than others as they feel more suitable for the organization and employee's growth and development enhanced. Likewise, if the employee in the organization feels controlled over and have freedom of choice are more motivated and committed to the organization. This kind of worker feels more independent and has control over their tasks. They are self-accepted and highly identified their interests and organizational interest aligned with each other. These individuals will increase their motivation level when they have the freedom of choosing flexible hours of working that help them manage their tasks and maintain the work-life balance and reduce stress, job burnout, exhaustion, etc. The reason behind choosing a self-determined theory for conducting this research is to abound in one contemporary theory of motivation that enables employees to remain in the organization and stay committed to it. Motivational theories are best fit for the intrinsic where the individual self-realized the things and their inner triggers them to stay in the organization for a longer duration. Many organizations are working on extrinsic motivation where they are providing monetary items to the workers and trying to make them stay longer than usual but when the individual gets physical and mental relaxation, they enjoy their task and trying not to switch

their jobs. Intrinsic motivation is more powerful than the extrinsic motivation identified in much study research. The possibility of flextime helps the workers to attain competencies that could result in a high level of productivity and have a very positive impact on performance on the organization financially where the cost of giving training to new induction diminishes. So, this is the main reason for choosing a Self-determined theory for the investigation of the research. (Austin-Egole, 2020)

2.6 Hypothesis

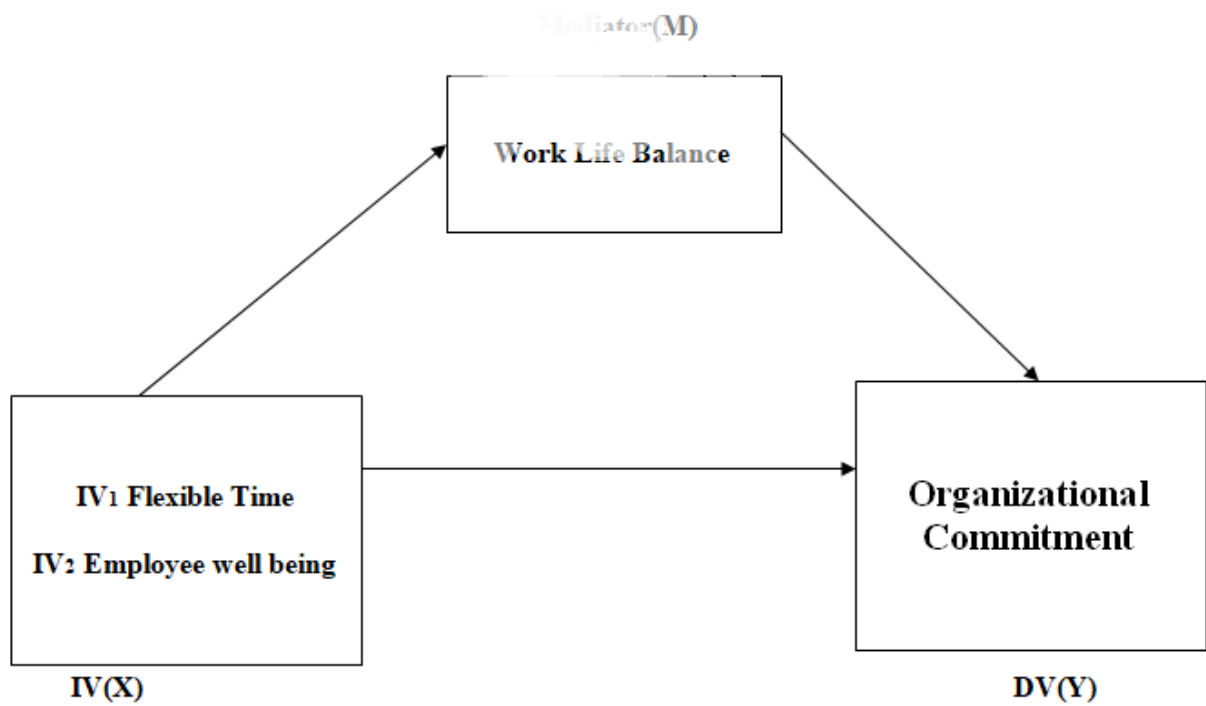
H1: Flexible working hours have direct impact on organizational commitment

H2: Employee wellbeing have direct impact on organizational commitment

H3: Work life balance mediates the relationship between Flexible working hours and organizational commitment.

H4: Work life balance mediates the relationship between employee well-being and organizational commitment.

2.7 Theoretical Framework



Chapter: 3

RESEARCH METHODOLOGY

4.1 Research Approach:

Data collection method from the employees of a large technology-based company via online google docs survey conduction to assess the demands of the employees, autonomy, work-life balance, workload, job burn out, collaboration, company support, motivation, satisfaction, absents from the workplace and flexibility assessment. (Mayfield, Mayfield, & Ma, 2020)

3.2 Research Paradigms/ Philosophies:

The postpositive approach will use to collect data on a factual basis through SPSS while using quantitative data. The questionnaire floatation will be of one time so the quantitative data of the respondents based on actual data collected from the industry the employees are working and facing the issue nowadays instead of taking data or information already existing in research but can relate.

The research philosophy includes the study questions that have the problem faced by the IT companies. This research follows the positivism approach that believes that the fact is true or false from the empirical point of view that can be tested and interpreted. This approach is also considered as the precise manner of explaining the topic of the study.

3.3 Research Design:

This research aims to identify the impact of flexible working arrangements on Organizational Commitment in the Information Technology industry of Pakistan. This research is conducted for the sake of knowing the flexibility of working hours and how much-relaxed employees are working in that kind of environment. The nature of the study is casual to see the impact on organizational commitment of the employees with an IT sector and how fluently they switch their jobs specifically in Islamabad and Rawalpindi. This research is quantitative where the survey has been conducted and using the primary source of data collection the result will be established. Data collection in this study will be derived through structured questionnaires already existing in other relevant studies keeping in view the IT company of Pakistan. Due to the covid situation, the questionnaire will be made on Google Docs to circulate on various platforms of social media. (Jeong et al., 2020)

3.4 Research Instrument:

Items in this study will be measured with the five-point Likert scale and the item of the research will be survey questionnaire. (Jeong et al., 2020)

3.5 Target Population:

For collecting data from different IT and Gaming studios of Islamabad and Rawalpindi respondents ranging from 150-375 employees including full time employment ship working 48 hours a week but more than 9 hours specifically freelancers also participated in survey research. Data collection tenure will be of 1-2 months. (Ng, Butts, Vandenberg, DeJoy, & Wilson, 2006)

3.6 Sample:

Sample size ranging from 150-375 employees full time working 48 hours a week but 9 hours workers with similar firm will also be considered in this study.

3.7 Sampling Unit:

Among 150-375 employees working in a full-time capacity will be included but when analysing data some of them will also be excluded due to not providing any information regarding the research variables that help to carried out research. (Jeong et al., 2020)

3.8 Sampling Technique:

The social media approach will be used to conduct the survey technique – LinkedIn, Personal Messages, WhatsApp, Facebook, Groups on social sites to distribute questionnaires after taking consent from the respondents of employees doing jobs in IT firms. Social media platforms will be used as a recruiting venue where the recruiters induct people into the traditional sampling frame.

The survey will be available in simple English, so no technical people find any difficulty while filling it. LinkedIn is a professional site now day popular for networking platforms. Moreover, the limitations came into being as these kinds of platforms are generalized. **(Brown et al., 2019)**

Another method can also be used to collect data by questionnaire distribution (In- Person) but in Covid situation it is hard to circulate questionnaires due to precautionary measurements. Research technique is snow-ball technique.

3.9 Data Analysis Techniques:

IBM SPSS will be run to analyse the missing data using the information for structuring the solution and model the descriptive model statistics. **(Brown et al., 2019)**

3.10 Unit of Analysis:

During the subsequential analytical period, the data were aggregated for analysis. The Unit of Analysis for this research comprises the data of individual employees who are working in the IT sectors of Islamabad and Rawalpindi.

3.11 Choice of Variable:

Independent variables are flexible hours and employee well-being on Dependent Variables of organizational commitment with the mediating role of work-life balance. In this research study, the impact of these variables shows on dependent variables and what was the mediating role performed in the IT sector of Islamabad and Rawalpindi.

3.12 Type of Study:

The study type of this study is correlational that explains the cause of organizational commitment (dependent variable), Employee Well-being and Flexible Hours (Independent variables) and Work life balance (mediator).

3.13 Pilot Study:

A pilot study has been conducted to check the validity and reliability of survey conduction in specific time limits. For that result, many researchers conducted a pilot study and for that purpose, 10 respondents have been chosen for the sake of conducting tests that were not included in 200 respondents. The purpose of taking this pilot study test was to check whether there are facing any problems in understanding the questionnaire or the title of the questionnaire and the questions are self-explanatory to avoid vague and unclear questions or the source of collecting the data is suitable or not.

3.14 Data Collection Method:

This study type reflects the source of collecting the information and obtaining the data by addressing the research questions developed for the findings of this study. The information provided by the respondents through this questionnaire has a significant result. A study questionnaire has been circulated over LinkedIn and personal contacts, the target audience was the IT sector of Islamabad and Rawalpindi.

3.15 Data Source:

For conducting this study, the primary data has been used to obtain the knowledge that was provided by the respondents. The questionnaire has been sent online due to precautionary measurement and keeping because of the tech industry where a paperless environment has been followed and to second Green HR concept the questionnaire was circulated on LinkedIn, Personal Contacts, and WhatsApp groups.

3.16 Data Collection:

The questionnaire circulation and collection of data has been further simplified under this topic where the validity and reliability were ensured for collecting the data from the respondents. The main respondents have been targeted who needs flexible hours and employee well-being

in tech companies that were developers, modelers, graphic designers, quality assurances, project managers, business analysts, heads of IT department, head of domain management department, head of operations and strategy department, engineers, product leads, etc. Most of them are working under pressure for meeting the deadlines of the project and requires flexibility in HR procedure and hard to retain and that kind of employees especially in the IT industry switches their job due to flexibility and well-being. Vague answers were immediately removed from the study for the validity of the research. The structured questionnaire was developed for the sake of collecting the data by using “Google Docs” where the questionnaire has been developed and circulated by shortened URL link. The data has been collected and synchronized properly to support the reasonable results and conclude this research.

Chapter 4

DATA ANALYSIS

After the collection of data from all the selected respondents the tests such as correlation regression, reliability test etc. will be run on SPSS software and these tests will tell the relationship among the variables Whereas, statistical instruments used for data analysis includes frequency and descriptive analysis, Cronbach's alpha for reliability statistics, Pearson correlation coefficient for validity, and simple linear regression analysis.

4.1 Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.973	.974	12

Table 1

Interpretation

A reliability test is done to find out the value of Cronbach's alpha, this test indicates the reality that tells us how well-selected item is in positive correlation with each other. This test is done to find the value of alpha. The alpha value which is closer to 1 means the internal consistency is higher. The value of Cronbach's alpha shown by reliability statistics is 0.973 which is highly acceptable in terms of our study. This value indicates the higher reliability.

4.2 Descriptive Analysis

The researcher has grouped the data collected into different classes so that it is easier to interpret. The sample size consists of many groups, and they are as follows, what is the gender, age, experience, and Income of the respondents. These questions if answered as per the expectations, then those people were included in the study.

	Descriptive Statistics					
	N	Minimum	Maximum	Mean	Mode	Std. Deviation
Gender	202	1	2	1.4406	1	.49769
Age	202	1	5	2.5891	4	1.19054
Salaries	202	1	5	2.7673	3	1.04635
Job Location	202	1	2	2.91	1	.37062
Industry	202	1	2	1.1139	1	.31843

Table No 2

Demographics		Frequencies	Percentages
Gender	Male	113	55.9
	Female	89	44.1
Age	20-25 years	33	25.7
	25-30 years	42	20.8
	35-45 years	48	23.8
	55+	3	1.5
Industry	Technical	179	88.6
	Non-Technical	23	11.4
Job Location	Islamabad	169	83.7
	Rawalpindi	33	16.3
Salaries	Less than 25,000	28	13.9
	25,000-50,000	51	25.2
	50,000-100,000	67	33.2
	100,000-200,000	52	25.7
	200,000	4	2

Table no 3

Interpretation

Based on data collected from the selected audience there is a total of 113 males and 89 females working in the IT firm located in Islamabad and Rawalpindi. And all the other frequencies and percentage is mentioned in the above tables. All the data from the demographic section has been summarized in table no 3

4.3 Correlation

The relationship strength among two variables is known as correlation. When the relationship among two is high it means the correlation among two is higher or stronger, when the relationship is weaker it means the relationship among them very low correlated.

Correlations

		FWH	EWB	OC	WLB
FWH	Pearson Correlation	1	.904**	.900**	.929**
	Sig. (2-tailed)		.000	.000	.000
	N	202	202	202	202
EWB	Pearson Correlation	.904**	1	.889**	.898**
	Sig. (2-tailed)	.000		.000	.000
	N	202	202	202	202
OC	Pearson Correlation	.900**	.889**	1	.894**
	Sig. (2-tailed)	.000	.000		.000
	N	202	202	202	202
WLB	Pearson Correlation	.929**	.898**	.894**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	202	202	202	202

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

Table no 4

Interpretation

The table above shows that the relationship that exists between Flexible working hours and Employee well-being is significant at 0.01 level with the magnitude of .904** and in a positive direction. Whereas a relationship that exists between Flexible working hours and Organizational Commitment is significant with the magnitude of .900** and in a positive direction. In addition, a relationship that exists between Employee well-being and Organizational Commitment is significant at 0.01 level with the magnitude of .889** and in a positive direction. However, a relationship that exists between Flexible working hours and Work-life balance is highly significant with the magnitude of .929** and in a positive direction. Similarly, the relationship that exists between Employee well-being and Work-life balance is highly significant with the magnitude of .898** in a positive direction. Furthermore, the

relationship that exists between Organizational Commitment and Work life balance is significant at 0.01 level with the magnitude of .894**and in a positive direction.

4.4 Regression Analysis

Regression analysis is used during the analysis of the data. The variables in this sample, we used a linear regression study. The most important and accurate data can be given by such findings when obtained from this whole process.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917 ^a	.841	.839	1.76267

a. Predictors: (Constant), EWB, FWH

Table no 5

Interpretation

As value of R indicates the simple correlation. Based on the findings, value of R is .917 (91.7%) gives strong indication of high degree correlation between Flexible working hours and Employee well-being (independent variables) and Organizational Commitment (dependent variable). Similarly, R² gives an indication of extent to which “Organizational Commitment” can be explained by “Flexible working hours and Employee well-being”. Additionally, R² can also be considered as percentage of change that is brought by the independent variables in the dependent variable. Regarding this study, R² is .841 (84.1%) which is very high. On the other hand, Adjusted R² shows how fit our model is. So, when it comes to this study, Adjusted R² is 83.9% fit, which is an excellent sign.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3265.690	2	1632.845	525.539	.000 ^b
Residual	618.291	199	3.107		
Total	3883.980	201			

a. Dependent Variable: OC

b. Predictors: (Constant), EWB, FWH

Table no 6

Interpretation

The significance level of this model is .000 which is less than .05 which itself shows that it is highly significant.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.668	.314		2.127	.035
1 FWH	.498	.063	.525	7.932	.000
EWB	.387	.062	.414	6.256	.000

a. Dependent Variable: OC

Table no 7

Interpretation

Based on the concept, this table indicates the magnitude and significance of relationship between independent and dependent variables. The contribution made by Flexible working hours is 49.8% with the significance of .000, and Employee well-being is 38.7 % with the significance of .000 to Organizational Commitment

4.5 Mediation Analysis: 1

Y: OC

X: EWB

M: WLB

**Effect of EWB
ON WLB**

Effect	Se	T	R-Seq	P	LLCI	ULCI
.8937	.0310	28.7860	.8056	.0000	.8325	.9549

Table No 8

Interpretation

In the table above, the value of R-Square shows that the employee well-being (independent variable) has an effect of 80.56% on work life balance. The value of R-Seq shows the level of influence that employee well-being has on mediator. As the value of P is .00, hence the relation of employee well-being and work life balance is highly significant.

Effect of EWB on OC						
Co-efficient	Se	t	R-Seq	P	LLCI	ULCI
.4152	.0604	6.8702	.8383	.0000	.2961	.5344
Effect of WLB on OC						
Co-efficient	Se	T	R-Seq	P	LLCI	ULCI
.4654	.0607	7.6665	.8383	.0000	.3457	.5851

Table No 9

Interpretation

The value of R-Seq in above table represents the effect of both employee well-being and work life balance on organizational commitment. Here, the combine effect has come out to be around 83% i.e., the total effect of employee well-being and work life balance on organizational commitment is 83% and the value of P shows that the relation of these two variables with organizational commitment is highly significant. The value of coefficient explains that a change of 1 unit in employee well-being will bring a change around 41% in organizational commitment. Likewise, a change of 1 unit in work life balance will bring a change around 46% in organizational commitment.

Effect of EWB on OC						
Effect	Se	t	R-Seq	P	LLCI	ULCI

.8311	.0303	27.4693	.7905	.0000	.7715	.8908
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Table No 10

Interpretation

In the Table above, the value of R-Seq shows that the effect of employee well-being on organizational commitment is around 79%. While a change of 1 unit in employee well-being (independent variable) will bring a change around 83% in organizational commitment (dependent variable). The value of P shows that the relation among both employee well-being and organizational commitment is highly significant.

Total effect(s) of EWB on OC					
Effect	SE	t	P	LLCI	ULCI
.8311	.0303	27.4693	.0000	.7715	.8908
Direct effect of EWB on OC					
Effect	Se	t	P	LLCI	ULCI
.4152	.0604	6.8702	.0000	.2961	.5344
Indirect effect of EWB on OC					
Effects	Se	LLCI	ULCI		
.4159	.0719	.2751	.5595		

Table 11

Interpretation

The total effect in above table represents the total direct effect employee well-being on organizational commitment and effect on employee well-being on organizational commitment through work life balance. This total effect has come out to be around 83%. The value of P depicts that the relation of employee well-being with organizational commitment is highly significant.

The direct effect of employee well-being on organizational commitment shows the direct effect of employee well-being on organizational commitment and it shows that one unit of change in

employee well-being will bring a change of 51% in organizational commitment. The value of P depicts that the direct relation of employee well-being with organizational commitment is highly significant.

The indirect effect explains the importance of mediator between the two variables i.e., the effect of mediator between employee well-being and organizational commitment has turned out to be around 41%. There exists a mediation of around 41% between employee well-being and organizational commitment which means that change in mediator will bring a change in relation of independent and dependent variable of approximately 41%. The significance of mediator is explained by the limits of LLCI and ULCI. As both values are positive and above zero, hence the relation is highly significant. This means that work life balance significantly mediates between employee well-being and organizational commitment.

4.6 Mediation Analysis: 2

Model: 4

Y: OC

X: FWH

M: WLB

Effect of FWH on WLB						
Effect	Se	t	R-Seq	P	LLCI	ULCI
.9377	.0265	35.3779	.8622	.0000	.8854	.9900

Table No 12

Interpretation

In table above, the value of R-Seq shows that a variation of around 86% in work life balance is due to flexible working hours. The value of P shows that the relationship between flexible working hours and work life balance is highly significant while a change of one unit in flexible working hours will bring a change around 93% in work life balance.

Effect of FWH on OC						
Co-efficient	Se	T	R-Seq	P	LLCI	ULCI
.4765	.0736	6.4734	.8347	.0000	.3314	.6217
Effect of WLB on OC						
Co-efficient	Se	T	R-Seq	P	LLCI	ULCI
.4015	.0729	5.5076	.8347	.0000	.2577	.5452

Table No 13

Interpretation

In the table above, the value of R-Seq shows that the total effect of flexible working hours and work life balance on organizational commitment. The value comes out to be approx. 83%. i.e., both flexible working hours (independent variable) and organizational commitment (mediator) brings a change around 83% in (organizational commitment) dependent variable. The value of P represents that both flexible working hours and work life balance has significant relation with organizational commitment. The coefficient shows that one unit of change in flexible working hours will bring a change around 47% in organizational commitment. Likewise, a change of one unit in work life balance will bring a change of around 40% in organizational commitment.

Effect of FWH on OC						
Co-efficient	Se	T	R-Seq	P	LLCI	ULCI
.8530	.0293	29.1527	.8095	.0000	.7953	.9107

Table No 14

Interpretation

The value of coefficient shows that a change of one unit in flexible working hours will bring a change of approx. 85% in organizational commitment. The effect of flexible working hours (independent variable) on organizational commitment (dependent variable) is denoted by R-sq and it comes out to be 80%. While value of P explains that the relation of both variable is highly significant.

Total effect(s) of FWH on OC					
Effect	SE	t	P	LLCI	ULCI
.8530	.0293	29.1527	.0000	.7953	.9107
Direct effect of FWH on OC					
Effect	Se	t	P	LLCI	ULCI
.4765	.0736	6.4734	.0000	.3314	.6217
Indirect effect of FWH on OC					
Effects	Se	LLCI	ULCI		
.3765	.0856	.2173	.5536		

Table 15

Interpretation

The total effect of flexible working hours on organizational commitment without mediation effect of work life balance and through work life balance has come out to be approx. 85% with a significance level of around 100%.

The direct effect of flexible working hours on organizational commitment has turned out to be around 47% while the value of P denotes that the relation among flexible working hours and organizational commitment is highly significant.

The indirect effect shows the mediation effect of work life balance on flexible working hours and organizational commitment's relation. The effect comes out to be approximately 37% i.e., change in mediator will result in change in relation of flexible working hours and organizational commitment of approx. 37%. As the LLCI and ULCI is positive and lies above zero, hence the effect of work life balance as mediator is highly significant.

Chapter 5

IMPLICATION OF RESULTS, DISCUSSIONS AND CONCLUSIONS

5.1 Hypothesis

Hypothesis	Status
H1: Flexible working hours have direct impact on organizational commitment	Accepted
H2: Employee well-being have direct impact on organizational commitment	Accepted
H3: Work life balance mediates the relationship between Flexible working hours and organizational commitment.	Accepted
H4: Work life balance mediates the relationship between employee well-being and organizational commitment	Accepted

Table for hypothesis

Hypothesis 1 states ‘Flexible working hours enhances organizational commitment.’ has been accepted in correlation and regression analysis. In correlation analysis Flexible working hours is positively related with organizational commitment has been proved highly significant with the magnitude of 900. It has been shown in regression analysis that there is a substantial relationship between Flexible working hours and organizational commitment, which indicates that increase in Flexible working hours, increases the organizational commitment. it means that there is an increase in employee organizational commitment when employee is given with flexible working hours. FWH have .498 or 49.8% impact on organization commitment.

Hypothesis 2 states ‘There is a positive a positive effect of Employee well-being on organizational Commitment.’ has been accepted in correlation and regression analysis. In correlation analysis, Employee well-being is positively related to organizational commitment has been proved highly significant with the magnitude of. 889. It has been shown in regression analysis that there is a substantial relationship between Employee well-being and organizational commitment, which indicates that in an increase in employee well-being there is an increase in organizational commitment. When there is an increase in Employee well-being there is 38.7% increase in organizational commitment

Hypothesis 3 states “Work life balance mediates the relationship between Flexible working hours and organizational commitment” has been validated after running multiple tests and based on regression and correlation analysis. The mediatory role of work life balance with flexible working hours is admitted through correlation analysis. The significance of work life

balance and flexible working hours has come out to be 0.001 which is highest, and its magnitude is .929 on flexible working hours. Likewise, the relation of work life balance and organizational commitment is also admitted through correlation analysis. According to results deduced, the significance of relationship is 0.001 which is highest and the magnitude of work life balance on organizational commitment is .894. The results of regression analysis explain that there exists a strong relationship between flexible working hours and organizational commitment which is mediated by work life balance. Table 2 in mediation states that the mediation effect of work life balance on relationship of flexible working relationship and organizational commitment is around .3765 and the value of LLCI (Lower limit class interval) and ULCI (Upper limit class interval) shows that the mediation effect is positively related and highly significant.

Hypothesis 4 states “Work life balance mediates the relationship between employee well-being and organizational commitment”. This hypothesis is accepted according to the results obtained by conducting various tests. According to results deduced through correlation analysis, employee well-being and work life balance are strongly related and have a magnitude of .898 and the significance of work life balance and employee well-being has turned out to be 0.001 which is highest. Similarly, the relation between work life balance and organizational commitment is highly significant and is approx. 0.001 with a magnitude of .894. The regression analysis validates the relationship of mediator with employee well-being and organizational commitment. Table 1 shows that the mediation effect of work life balance on employee well-being and organizational commitment has comes out to be .4159 and the value of LLCI and ULCI shows that work life balance is positively related with employee well-being and organizational commitment and is highly significant.

5.2 Discussion

This research aimed to study the relationship between Employee well-being, Flexible working hours (independent variable), work-life balance(mediator), and organizational Commitment (Dependent variable) in the IT sector of Islamabad and Rawalpindi have been selected for investigating the relationship between the above variables. To collect the respondents' answers (employees working in the IT sector of Islamabad and Rawalpindi), an adaptive standardized questionnaire was used. And a scale of 5% of the significance level has, however, been set to assess the acceptance and rejection of the hypotheses of this report. H1, H2, H3, and H4, were

accepted based on the significance standard, As the significance level of recruitment and selection, Technology, Organizational Growth has been less than 0.05. Therefore, all research hypotheses (which were developed relevant with theoretical framework) have been accepted and proved significant. Therefore, it has been proved that there exists a positive relationship between Employee well-being, Flexible working hours (independent variable), work-life balance(mediator), and organizational Commitment (Dependent variable)

H1: *Flexible working hours have a direct impact on organizational commitment* is accepted and the study done by the **AUSTIN-EGOLE**, Stated that he employees who are given easy and flexible working conditions are the ones who are more committed to the organization goal and commitment (Austin-Egole I. S., 2020).

H2: *Employee well-being has a direct impact on organizational commitment* is accepted and the study done by the **Le Huong, Connie Zheng, Yuka Fujimoto** Put emphasis on that employee who is given with good work environment and take care of their health and need , these are the employee who will give their 100% in organization work and perform their job with full potential (Huong, 2016).

H3: *Work-life balance mediates the relationship between Flexible working hours and organizational commitment* is accepted and the study done by the **L.O Oyewobi** also highlight that the when the worker is given with flexible working condition and there is no strict supervision provided to them then they are more inclined towards the organizational commitment and during this, the work-life of the employee also balance and not being neglected and the worker is satisfied with the work which is shown on his work output. Every organization should take care of their employee personal life as this is impacting the organizational goal and results (Oyewobi, 2020).

H4: *Work life balance mediates the relationship between employee well-being and organizational commitment*, the work-life balance influences the job performance influence in a positive way and employee performs well when they are given the comfortable environment and organization take care of the employee in all manners (**Fan, 2018**)

By interpreting and analyzing the results of this research, I came to know that Employee well-being and Flexible working hours have a positive impact on Organizational commitment and

when added work-life balance with Employee well-being and Flexible working hours the overall Organizational Commitment increases more. All hypotheses are accepted which shows that all independent and Mediating variables positively affect the Organizational Commitment in the IT sector of Rawalpindi and Islamabad.

5.3 Conclusion

As per the results mentioned above, it may be concluded that Employee well-being and Flexible working hours seems to have a significant positive impact on Organization behavior within the limits of Islamabad and Rawalpindi. Furthermore, the research has also proved that Work life balance positively mediates the relationship between Employee well-being and Flexible working hours and Organization Commitment within Islamabad and Rawalpindi. The major objective of this study is to analyze the impact of Employee well-being and Flexible working hours on Organization Commitment with mediating effect of Work life balance. The research instrument Structured questionnaires have been designed on Google doc and have been floated amongst the employee who are working in IT sector of Islamabad and Rawalpindi for data collection, impact of each variable has been specifically assessed in this research. To examine the relationship, Employee well-being and Flexible working hours has been tested with Organization Commitment for demographics including gender, age, salaries, job location and industry found positive correlation between them. Furthermore, correlation analysis has shown that Flexible working hours and Employee well-being is positively correlated with Organization commitment and work life balance, furthermore regression analysis has revealed a significant relationship between Flexible working hours and Employee well-being (independent variable), Work life balance (mediating variable), and Organization commitment (dependent variable).

5.4 Recommendations and Future Research

There is still space for change, however. In this literature review, some changes may be made when conducting research in the future. Improvements may take the form of extended period of time in different industry, variables changed, additional variables, sample size extended, etc. In the future, the timeframe for a comprehensive research study may be expanded. The researcher must be given enough time to perform this comprehensive study, since it will assist

in obtaining responses from employees who work in IT sector of Islamabad and Rawalpindi. In addition, this study has been carried out in the software field, as it can be carried out in any sector of Pakistan other than software. In addition, three types of variables (such as dependent, mediator, and independent) were used in this research and a moderator variable was not used. In order to provide a thorough analysis of the relationship between variables in this study, a mediating variable should also be added to the study. Finally, it is possible to increase the sample size to perform this analysis in a more appropriate way.

5.5 Limitation

There are a few limitations for this study and the first one start with the sample size, as the time was short and the sample size which I choose was 200 which is not enough to get the best result, to get the best result and the accurate one, this research should be done on the sample size of more than 500 at least and on different cities should also be included. The other limitation is the cultural difference, as most of the studies that have been done on a similar topic are the ones done in western culture and Pakistani culture is different from them. The other limitation is that this study cannot be applied to the other industry, it can only be applied to the IT industry of Rawalpindi and Islamabad. the other limitation is of the people mindset, as every city has a different mindset people and different things, and this study can only be applied or helpful for the organization working in Islamabad and Rawalpindi. The other limitation is the time horizon that is selected is the cross-section it means that this study is done only one time, and these study results cannot be compared with the longitudinal results. the other limitation is the use of research equipment, for this research paper the research equipment used in this was the structured questionnaires only, the unstructured questionnaire when used give more insight into the respondent mind

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Name of Student(s)	Bushra Afridi
Enrollment No.	01-321202-006
Thesis/Project Title	Impact of Flexible Work Arrangement on Organizational Commitment in IT Industry

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	22/11/21	Research Cell	Research Methodology	Bu.
2	29/11/21	Research Cell	Review Questionnaire	Bu.
3	13/12/21	Research Cell	SPSS learning	Bu.
4	22/12/21	Research Cell	Result Analysis.	Bu.

Progress Satisfactory

Progress Unsatisfactory

Remarks: She attended all sessions effectively. She was dedicated

Signature of Supervisor: Noor-ul-Haya Date: 9/02/22
Name: Noor-ul-Haya

Note: Students attach 1st & 2nd half progress report at the end of spiral copy.



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MBA/BBA

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Bushra Afridi.
Enrollment No.	01-321202-006
Thesis/Project Title	Impact of flexible work arrangements on Org commitment in IT industry.

Supervisor Student Meeting Record				
No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	10/1/22	Research Cell	learnt Interpretation.	B.
6	11/1/22	Research Cell	Conclusion.	B.
7	22/1/22	Research Cell	Citation & Referencing	B.

APPROVAL FOR EXAMINATION

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Project/Thesis Title: Impact of flexible work arrangements on Org Commitment in IT industry.

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at _____ that is within the permissible limit set by the HEC for thesis/ project MBA/BBA. I have also found the thesis/project in a format recognized by the department of Business Studies.

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