



The Impact of Flexible Working on Employee

Wellbeing in Dublin's IT Sector

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ABSTRACT

This dissertation aims to analyze the effects of flexible working practices on employees' mental health in Dublin's IT industry regarding the nature of remote working, work-life balance, and job satisfaction. Using a quantitative research methodology, data was gathered through a structured questionnaire completed by IT workers in Dublin. The study shows that flexible working arrangements enhance job satisfaction and work-life balance and impact the overall well-being of the employees. The study's findings stress the need for organizations to adopt flexible working structures, encourage the delegation of responsibilities, and supply resources needed for remote work. Specific organizational implications include implementing more fluid working conditions for enhanced staff well-being and organizational productivity. The study also points out the research gaps, and future studies must examine the long-term outcomes of flexible working arrangements concerning all sectors and geographical areas.

Keywords: Flexible Working, Employee Wellbeing, Remote Work, Work-Life Balance, Job Satisfaction, Employee Satisfaction.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

For any organization to perform optimally, its employees must have conducive working conditions. Working hours are adjusted according to the enterprise's kind, rank, and structure. Also, employees' satisfaction with flexible work options could explain a low job turnover rate. Flexible working patterns have become standard practices in today's work environment and have increased in the recent past. A flexible working environment embraces various working arrangements that deviate from the traditional working patterns of a fixed place of work, working schedules, number of hours, working days in a week, and working throughout the week and the year (Ágota-Aliz, 2021). The changes in the philosophy of managing human resources have been promoted by various factors, including technological development, changes in workers' demographics, and shifting views of the workers. This transition has further been supported by the COVID-19 crisis, which has forced organizations to incorporate flexibility to continue working despite disruptions. (Deole, Deter and Huang, 2022; Wahyudi Rahman, Kistyanto and Surjanti, 2020). The information technology (IT) sector, characterized by significant innovation and dependence on digital tools, is especially suitable for adopting flexible working. Thus, the following areas can be identified as important areas that must be explored further. Russell, O'Connell and McGinnity (2009) argue that this environment provides the flexibility of remote working and working hours for IT professionals because they only need a computer or other device with an Internet connection to complete their work. Therefore, adopting these practices has become the norm for most IT companies aimed at promoting talent retention, employee productivity, and satisfaction (Aziz-Ur-Rehman and Siddiqui, 2019). Ireland, particularly Dublin, has become a home to the IT industry, exhibiting well-recognized players such as Google, Facebook, and Microsoft. It has also become a center of attraction for startup organizations. It has continued to enjoy a good business climate, a skilled population, and a gateway position within the European Union, making it an acclaimed

technologically advanced City (Tyrrell and Hrm, 2008). In this era and dynamic generation, identifying the relationship between FWA and employee satisfaction is vital for an organizational strategy that strives to maintain a high organizational commitment among its workforce.

According to Eshak (2021), the employees' physical, social, and psychological health is essential to an organization's success. Workplace well-being, as we shall see, affects different aspects of employees' performance, such as satisfaction, engagement, and loyalty. Thus, it is crucial to understand how flexible working arrangements impact these types of well-being, especially in Dublin's innovative IT industry (Whyman et al., 2014). This research aims to address this gap by undertaking an empirical analysis of the link between flexible working and employee well-being and using the findings that will be generated to advance our theoretical understanding of the topic and to help managers design more effective working arrangements. Thus, this study opens up an opportunity for IT companies in Dublin to understand the effectiveness of flexible working policies on employee well-being and organizational effectiveness.

1.2 Research Questions and Objectives

1.2.1 Research Objectives

The objectives of this dissertation focused on the relationship between flexible working arrangements and employee wellbeing in the IT sector in Dublin, Ireland:

I. To Assess the Overall Impact of Flexible Working on Employee Wellbeing

This objective aims to evaluate how different forms of flexible working, such as remote work, flexible hours, and job sharing, influence various dimensions of employee wellbeing. These dimensions include physical health, mental health, job satisfaction, work-life balance, and social interactions. By assessing the overall impact, the study seeks to provide a comprehensive understanding of the benefits and potential drawbacks of flexible working arrangements for employees in the IT sector.

II. To Identify Key Factors That Influence the Relationship Between Flexible Working and Wellbeing.

This objective aims to identify the specific conditions that positively or negatively impact the welfare of employees in flexible working options. Such factors may involve the following: corporate support, communication, access, people's factors, and job characteristics. Understanding these factors will assist in determining the context in which the arrangement is most beneficial and the possible issues that must be addressed.

III. To Provide Actionable Recommendations for IT Firms and Policymakers

Based on previous research findings, this objective is to provide recommendations for IT organizations and policy-makers to enhance flexible working practices. These recommendations will revolve around the measures that must be taken to improve the well-being of the employees, such as policies, organizational culture, resources, and obstacles facing flexible working. The idea is to support companies and other organizations in creating working models that fit business needs and improve the state of well-being of their workers.

In addition to these objectives, the study will contribute to the theoretical knowledge of flexible working and staff well-being and provide actionable directions for improving work conditions in the IT industry.

1.2.2 Research Questions

General Research Questions

- I. What are the most common flexible working patterns that IT professionals in Dublin engage in?
- II. How do IT specialists perceive the effects of flexibility at work on their quality of life?
- III. What are the differences in job satisfaction and productivity perceptions among IT employees who adopt FWA and those who do not?

Specific Research Questions

- I. How does teleworking affect the stress and mental health of IT specialists in Dublin?

- II. To what extent do supportive technologies and infrastructures enhance or hinder the practice of remote working among IT professionals in Dublin?
- III. How does organizational culture support or challenge the implementation of flexible working practices in IT firms in Dublin?

1.3 Research Hypothesis

1.3.1 Hypothesis 1: Remote Working and Job Satisfaction

-Null Hypothesis (H0): Remote working does not significantly affect job satisfaction among Dublin IT employees.

Alternative Hypothesis (H1): Remote working significantly improves job satisfaction among IT employees in Dublin.

1.3.2 Hypothesis 2: Flexible Working Arrangements and Work-Life Balance

- Null Hypothesis (H0): Flexible working arrangements do not significantly improve the work-life balance of IT employees in Dublin.

- Alternative Hypothesis (H3): Flexible working arrangements significantly improve the work-life balance of IT employees in Dublin.

1.3.3 Hypothesis 3: Flexible Working and Overall Employee Wellbeing

- Null Hypothesis (H0): There is no significant relationship between flexible working arrangements and overall employee well-being in Dublin's IT sector.

Alternative Hypothesis (H4): There is a significant positive relationship between flexible working arrangements and overall employee well-being in Dublin's IT sector.

1.4 Rationale for the Study

This research considers the effect of flexibility at work on employee health, especially in the IT industry in Dublin, Ireland. More specifically, it looks at various flexible working arrangements like telework, flextime, reduced hours, part-time work, compressed work week, and job sharing and their impact on physical and psychological well-being, job contentment, work-life balance, and social relationships. The study uses a quantitative research approach whereby structured surveys are conducted on IT professionals in Dublin. The target population

consists of individuals from various organizational positions and all the departments of the IT industry. Since the primary goal of the research was to explore the current specifics of flexible working conditions and review their significance to the well-being of the personnel, other industries, areas, or changes with time were not considered. The author aimed to present a detailed picture of the current condition in Dublin's IT sector.

1.5 Significance of the Study

This study is critical because it will help increase knowledge in the academic literature on organizational behavior and human resource management, particularly in the information technology industry in Dublin, Ireland.

The crucial areas of significance include:

I. Contribution to Academic Research

This paper meets the current research needs by focusing on the effect of flexible working conditions on the well-being of employees in the IT industry. Although various studies have addressed numerous aspects of flexibility within work, research needs to be more comprehensive on the holistic impact of the approach on well-being, with little focus on the dynamic and growing IT sector. Thus, the study contributes to developing scholarly knowledge on this relationship and offers a basis for future research into flexible work practices and employee well-being.

II. Practical Implications for IT Companies

This research significantly contributes to understanding flexibility at work and employee well-being in the context of IT firms in Dublin. These outcomes could assist an organization in developing an option arrangement at work that would positively enhance the gains without compromising the drawbacks. From the study, general practical implications can be made. HR managers and other organizational leaders can use them to improve work environments that foster increased employee satisfaction, productivity, and retention rates.

III. Guidance for Policymakers

The insights generated in this study could be helpful to policymakers who desire to create rules that enable the adoption of flexible working arrangements without compromising the physical and mental health of the employee. Therefore, examining the factors that affect the effectiveness of flexible working practices allows policymakers to introduce norms supporting the workforce's sound well-being and organizational productivity within the IT industry and beyond.

IV. Enhanced Employee Wellbeing

This study's focus on employee well-being can be viewed as relevant because it explains specific shifts and transformations like work and how mental health problems are currently on the rise. Therefore, by identifying the situations in which the FWA positively impacts well-being, this research improves the quality of working life for IT professionals, resulting in high levels of employment engagement and motivation and increased company loyalty.

V. Economic and Social Impact

The study explains how IT is among the industries that contribute to Dublin's gross domestic product. Enhancing employees' health may benefit organizations and innovation in general, which also helps advance the economy. Furthermore, employing an excellent corporate culture that provides reasonable working standards can help society as it significantly and positively affects most employees.

1.6 Limitations of the Study

Also, this study has several limitations despite its general research approach. Empirically, the study was done in Dublin, Ireland. Therefore, its results cannot be extended to other areas or countries with different cultures and economies. A limitation is that the study is confined to the IT industry, where people can often work flexibly due to the nature of the profession. Nonetheless, the data was collected at a single point in time, which limits the assessment of the long-term consequences of flexibility in work arrangements. Using surveys based on

participants' estimations can lead to such biases as social desirability and recall bias. However, sampling may be limited by rates of response and access, which could also limit the generalizability of the results. The multifactorial nature of the employees' well-being makes it challenging to draw a direct causal relationship between flexible working arrangements and increased well-being. Also, the study found that technological infrastructure and organizational support for flexible working significantly differ from one business to another, which might positively impact such a working style. Lastly, work-related activities are changing promptly because of factors such as the COVID-19 outbreak. Therefore, the conclusions established in this study may become obsolete within a short period.

1.7 Methodology

Data collection and analysis will use quantitative research methods. By integrating quantitative data, this study can provide a comprehensive and detailed analysis of the complex interplay between flexible working and employee wellbeing. It offers valuable insights for academic research and practical applications in the Dublin IT industry. Surveys will be used to gather data from the employees in the IT sector in Dublin, where a percentage comparison will be used to show the impact of flexible working on the well-being of the employees. Also, the study will rely on non-numerical data through these surveys to get more comprehensive information about why flexible working arrangements are effective. This approach is appropriate because the research problem is focused on establishing the extent of the adoption of flexibility at the workplace and its effect on the well-being of employees.

1.8 Structure of the Research

Seven chapters are included in this study, aimed at providing a systematic approach to investigate the effects of flexible working on the well-being of employees in IT companies located in Dublin, Ireland. Chapter One: The introduction highlights some aspects of the research problem, the study's objectives and importance, hypotheses and its scope and limitations. Chapter Two, Literature Review, reviews literature that discusses flexible working

and employee wellbeing to determine the research areas with gaps and define the research's theoretical frame of reference. Chapter Three: Methodology explains the research strategies used in this study, the quantitative research approach, the data collection tools, and the analysis used to answer the research questions. Chapter 4, Results, discusses the quantitative survey's findings, specifically emphasizing the trends emerging from the analyses. Chapter Five, Discussion, presents the analysis of the results in light of the existing literature and evaluates the findings' implications for theory and practice and the answers to the research questions and objectives. Chapter Six is Conclusions and Recommendations and entails the research findings, contribution of the study to the existing body of knowledge in the field of information technology, management, implications of the study for various IT firms, and some recommendations for policymakers. Chapter Seven, References, gives an alphabetical list of all sources used in the study to make the work academically sound and helpful as a guide for any subsequent studies. Furthermore, Appendices can be put where one may place instruments for gathering survey responses and other detailed statistical analyses. This makes it easier to approach the research problem and understand the impact of flexible working on the well-being of the employees when the organization is structured this way.

1.9 Conclusion

In conclusion, Chapter One establishes the foundational context for this dissertation, emphasizing the critical importance of understanding the impact of flexible working arrangements on employee well-being within Dublin's IT sector. The chapter articulates the research problem, highlighting the increasing prevalence of flexible working and its mixed effects on employees. It outlines clear research objectives and questions aimed at exploring these impacts comprehensively. The significance of the study is underscored by its potential contributions to both academic literature and practical applications, offering valuable insights for organizational leaders and policymakers. By delineating the scope and acknowledging the study's limitations, Chapter One sets a clear path for the subsequent chapters, which will delve

deeper into the theoretical framework, methodology, data analysis, and findings, thoroughly examining the relationship between flexible working and employee wellbeing.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two presents a literature review on Flexible Working Arrangements (FWAs) and their effects on employees' health and job satisfaction. Specifically, this chapter seeks to lay the theoretical and empirical foundation for the study by reviewing the concepts, theories, and relevant previous research of FWAs. The review examines the meaning of FWAs and the different types, including remote work, flexible hours, and job sharing. The chapter focuses on employee well-being, outlining physical, psychological, and social aspects. The theoretical foundation of this study involves various, including the Expectancy Theory by Vroom, the Spillover Theory, and the Self-Determination Theory. These theories offer a framework for examining the link between FWAs and employee outcomes. The chapter synthesises the existing empirical research exploring the effects of FWAs on well-being and job satisfaction and outlines the main conclusions and directions for further studies. The IT business environment in Dublin is also discussed, which gives an idea of the nature of current and future IT employment scenarios in this region.

2.2 What are Flexible Working Arrangements?

Davidescu et al. (2020) define FWAs as various working patterns characterising employees' flexibility in working times and places. These arrangements suit the workforce's needs to balance work and family obligations. The most frequently used type of FWA is remote work, which allows employees to complete their work from a location other than the workplace, such as their home (Eshak, 2021; Khateeb, 2021)). This arrangement ensures that technology is used to keep in touch and work while allowing employees to choose where to work. Another type of FWA is flexible hours, where employees can choose their starting and leaving time within a specified range to work more effectively during peak hours or attend child care or education. Other examples of FWAs include compressed workweeks, where employees work for more hours within fewer days of the week, and job sharing, where two or more workers perform the duties of a single employee. Such arrangements improve the quality of work life, satisfaction,

stress reduction, and employee well-being. From the employers' perspective, FWAs are known to cause enhanced productivity, lower rates of absenteeism, and motivated workers (Russell, O'Connell and McGinnity, 2009). Also, offering FWAs can be used as a talent acquisition and retention strategy, especially in competitive industries like IT, where many professionals appreciate flexibility. However, the successful implementation of FWAs depends on policies, communications, and structures for support based on challenges like teamwork, performance regulation, and social connectedness among transfixed employees (Estanio et al., 2023; Mariene Estanio et al., 2023). Generally, FWAs are an innovative transition from more conventional work arrangements, corresponding to the dynamics of contemporary employment and the increased focus on employees' well-being.

2.3 Conceptualizing Flexible Working

Many types of flexible working include working arrangements other than a standard 9-to-5 set at a fixed workplace. The most prevalent forms include:

- I. Remote work is a type of work arrangement where employees can complete tasks outside the workplace, usually from their home environment. This structure sustains contact and efficiency using computer-mediated communication and work-sharing platforms.
- II. Another common type is flexible hours, which means employees can work within specific limits and choose the best time for work or other activities.
- III. Job sharing involves two or more employees performing the duties of a single full-time position. This saves each individual's time and ensures the coverage and productivity of a full-time position.
- IV. Flexible work hours involve employees getting fewer working hours, which means they can have personal time or take on other responsibilities.

- V. Compressed workweeks allow workers to reduce the number of daily working days while maintaining the same weekly working hours. For instance, working four ten-hour shifts instead of 5 eight-hour shifts gives employees time off.
- VI. Telecommuting and teleworking are terms often used interchangeably with remote work. However, they may also include workers who occasionally telecommute or work from the office and other locations.

Generally, flexible working hours improve work-life balance, worker morale, and productivity to suit all employees, thus improving well-being. Both have advantages and disadvantages that must be understood and applied to fulfill organizational, and employee needs as much as possible.

2.4 Employee Wellbeing

Employee well-being is a broad term that refers to several aspects of human beings that the workplace environment can impact. It is described as the well-being of an employee in their workplace. According to its definition, well-being typically encompasses physical, psychological, and social aspects determining employees' health and productivity.

I. Physical Wellbeing

Physical health is the state of a person's physical fitness and related factors, including good health, exercise, diet, and the lack of a severe or chronic illness. Physical health concerns in the workplace may relate to the structure of work and office supplies, such as ergonomic chairs and desks, additional mobility, and the availability of healthy foods (Davidescu et al., 2020). Exercise and proper nutrition are essential to combat illness and fatigue and boost efficiency at the workplace. Promoting healthy lifestyles, sponsoring wellness programs, and providing a healthy physical environment enhances productivity.

II. Psychological Wellbeing

Psychological well-being can be defined as an aspect of mental health involving an individual's emotions, stress, job satisfaction, and fulfillment. It depends on workload, job insecurity,

autonomy, and the capacity to combine work and family demands. High levels of self-acceptance, positive affect, including happiness and contentment, and low levels of anxiety and depression can characterize optimal psychological health (Altindag and Siller, 2014). Employers can improve employees' mental health by offering them support and resources, flexible working schedules, fair and appropriate workloads, and a culture that values and rewards employees.

III. Social Wellbeing

Social well-being is the quantity and quality of relationships and interactions an individual will likely have in their work environment. They apply to the perceptions that one has satisfying and relevant working relationships with co-workers, the feeling that one is a valued member of the working team, and the extent to which the team functions cohesively. Promoting social interaction at the workplace is a noble goal since social relationships foster job satisfaction, decrease stress, and boost participation and performance. Organizations must be responsible for enhancing the quality of people's lives. Thus, they can do so by creating a healthy working climate, promoting cooperation at the workplace, and offering people opportunities for social interactions like team-building and other social events.

Generally, these aspects of well-being determine the state of health and the level of contentment of an employee, which directly or indirectly affects productivity and motivation at the workplace. For this reason, employee well-being is often conceived in terms of multiple physical, psychological, social, and economic dimensions, which must be considered and enhanced to establish a satisfactory environment at the workplace. Employers who take proactive care of their workers are rewarded with significant output, fewer sick days, and lower turnover rates, which are good reasons to prioritize employees' well-being.

2.5 Theoretical Framework

Brathwaite (2003) argued that scholars must take a theatrical approach, using specific theories to fit the paper's title. This research utilized three vital theories: spill-over, Self-determination, and Vroom's Expectation theory.

2.5.1 Spill-Over Theory

Piotrkowski developed the spillover theory in 1979. The theory is primarily concerned with work and family life. According to the author, job and family-related factors must be significantly balanced to ensure employees are productive, bring about customer satisfaction and job satisfaction, and control employee turnover. The theorem was to prevent work-related or family-life stress from spilling over to work or family life. Acs et al. (2008) supported this theory by adding relevant aspects to determine employee performance. From their viewpoint, they discuss stress, emotions, and attitudes and claim that work-life balance is crucial, but there is a need to control the latter issues. According to this theory, social imbalance significantly impacts workers' efficiency and effectiveness (Khateeb, 2021). This theory critically contributes to the study by addressing issues of work-life presented by flexible working patterns. The relevance of the theory was based on job satisfaction. However, the theory does not deal with employee performance.

2.5.2 Self-Determination Theory

Ryan and Deci, in 2000, developed self-determination theory, which addresses the issue of autonomous motivation. The voluntary motive allows workers to consider different forms of flexible working because it results in high productivity and the development of new ideas (innovations), which, in the long run, leads to employee job satisfaction. Legault (2017) claimed that self-motivation theory could be categorized into autonomous motives, which relate to relationships such as family, and controlled motives, like power and instrumental, which relate to achieving specific goals. They further claimed that employees must be motivated through issues like flexible working arrangements to increase productivity, control employee turnover, and improve job and customer satisfaction. Also, according to SDT, people

must feel competent when engaging in their activities. Flexible working arrangements support this need because employees can work well when they are most productive and in conditions they consider best (Salikhova, Lynch and Salikhova, 2020; Ackerman, 2018)). Furthermore, flexibility supports acquiring new knowledge, training, and skill enhancement as employees plan and organizes their calendars. On the negative side, the lack of self-discipline necessary for successful telecommuting may lead to the erosion of employee competence support resources. Although this theory is vital, it needs to highlight employee performance in detail.

2.5.3 Vroom's Expectancy Theory

Vroom's expectancy theory was developed in 1964. Vroom says flexible working arrangements are essential because they significantly contribute to employee performance. Fang (2023) explains that the theory is vital because it discusses three main ideas, valence, which argues that employee performance can be reinforced through rewards, innovations, and low worker turnover. For instance, if employees feel that their job performance improves by working harder, they become motivated to work harder. Instrumentality is the expectation that if one works hard and delivers the best, the rewards will follow (Rehman, Sehar and Afzal, 2019; Sutton, 2024). This means that an employee is likely to work harder if they believe their high performance will lead to rewards like a raise in salary, a promotion, or an award (Alston, Zambak and Marshall, 2017). Valence refers to an individual's perceived importance or worth in the rewards of an outcome. Therefore, if employees value the rewards linked with high performance, they will have an increased desire to realize them. Also, Pembi (2019) states that Vroom's theory focuses on the psychological factors that may affect choices, and it asserts that well-defined and reachable objectives and a predictable system of incentives can help enhance motivation. This theory emphasizes how managers must recognize and meet the needs and expectations of the team members. Achieving high motivation and performance is possible by ensuring employee expectancy, instrumentality, and valence support (Rehman, Sehar and Afzal, 2019; World of Work Project, 2023). Filipova (2016), Vroom's Expectancy Theory

states that besides the intrinsic motivators like growth challenges and job satisfaction, the extrinsic motivators like monetary rewards and promotions also act as motivators for the employees. Thus, this dual concentration appears as a practical approach to providing a framework for designing motivational tools in the workplace (Channell, 2021; (Fang, 2023). Generally, Vroom's Expectancy Theory helps explain the intricate relationship between effort, performance, and rewards and helps organizations shape conditions that foster high levels of motivation and performance among their workers.

2.6 Significance of Flexible Working Arrangements

Mariene Estanio et al. (2023) state that flexible working arrangements are crucial in the modern workplace, particularly in the dynamic and rapidly evolving IT sector. Other working arrangements include teleworking, flexible working times, and fluctuating working shifts, which have many benefits that enhance organizational efficiency and staff health. For the employees, Estanio et al. (2023) argue that it may lead to time-saving and help in achieving the right balance between work, individual and familial demands. Work-life balance is essential to avoid stress and its consequences, such as burnout, to optimize one's psychological well-being (Onyekwelu, Monyei and Muogbo, 2022; Bydén, 2016)). Moreover, flexibility positively impacts physical health because individuals will have time for exercise and a proper feeding schedule in their working schedules. From the organizational perspective, it is possible to identify that having the opportunity to implement flexible working arrangements leads to higher levels of empowered and supported work productivity and job satisfaction. Offering flexible working opportunities helps with recruitment and staff retention, mainly because the IT staff market is very competitive, and the employees value such opportunities (Russell, O'connell and McGinnity, 2007). Moreover, flexibility enhances organizational resilience and work persistence. This crucial factor supports organizations in remaining relevant during calamities such as COVID-19. Similarly, flexibility in organizations also enhances the variety and quality of the workforce necessary for diverse features of employees. However, despite its

significance, flexible working arrangements have various shortcomings, like poor interpersonal communication between employees in remote teams, and counteract them. Therefore, the advantages of using flexible working arrangements are mainly anchored in promoting organizational sustainability, increased output, and high staff satisfaction, making FWA crucial to modern organizations.

2.7 The Relationship between FWAs and Employee Job Satisfaction

The relationship between flexible working arrangements (FWAs) and employee job satisfaction is multifaceted and profoundly impactful, influencing various aspects of the work experience (Berber et al., 2022). FWA involves multiple aspects like telecommuting, flexible hours, and compressed work weeks to give employees control over their workplaces and working hours. According to Mubarak, Lindayani and Farizah (2022), this autonomy is a crucial determinant of job satisfaction because it enables workers to choose when or how they want their jobs arranged to ensure it does not interfere with their personal lives. Other advantages of flexible working hours include learning associated with work schedules, which organise personal needs and enhance the balance between work and personal life (Shmailan, 2016; Ertekin and Avunduk, 2021). This increase in balance translates to a higher level of job satisfaction because workers are not loaded with extra burdens and feel appreciated by their employers. Furthermore, FWAs may cause heightened perceptions of trust and appreciation from the employer due to the belief that the granting of compromises illustrates that the organization cares about the specifics of the employees. This positive perception will help increase employee commitment and productivity, increasing job satisfaction. Also, Aftab Hameed Memon et al. (2023) state that flexibility in working from different locations means that the time spent on traveling can be significantly reduced, thereby creating more personal time and less fatigue, one key determinant of job satisfaction. However, the relationship has several things that could be improved. Although FWAs can increase job satisfaction among workers, issues arise, such as feelings of isolation and lack of awareness of when to switch off

from work and how to communicate effectively with others (Raziq and Maulabakhsh, 2015; Inayat and Khan, 2021)). To overcome these challenges of FWAs, there is a need to offer good communication channels, touchpoints, and reciprocal organizational culture for remote and dispersed workers (Al- et al., 2019). In conclusion, while there are risks associated with FWAs, and it is crucial for these arrangements to be adequately negotiated, well-implemented FWAs can boost employee job satisfaction by offering flexibility, autonomy, and support at the workplace.

2.8 Empirical Studies on Flexible Working and Wellbeing

Numerous empirical studies have investigated the relationship between flexible working arrangements and employee well-being, producing findings highlighting benefits and challenges. According to existing research, flexible work arrangements can positively impact job satisfaction, balance work and life, and a worker's well-being. For example, Joyce et al. (2010) established that the Results Only Workers (ROW) approach incorporating remote work increases performance by 13% and boosts employee morale at a Chinese travel agency. Also, a study by Siti Rohayu Ismail and Floriana Lendai Michael (2023) in the European region established that flexible working time is inversely related to stress levels, job satisfaction, and manageable time between work and family responsibilities. Furthermore, (Shiri et al., 2022) point out that telecommuting is generally linked with higher job satisfaction, lower stress, and enhanced work-life balance. These benefits depend on the level of telecommuting and the individual's job type. However, some studies have also highlighted negative implications associated with 'Flexibility at Work'. Abid and Khan (2017) established that teleworkers could adequately experience job demands and social interactions and, hence, have less well-being. Additionally, Mache, Servaty and Harth (2020) asserted that high use of telework blurs the boundary between the work and non-work environment, thus increasing stress and stress-related burnout. The findings highlighted above are peculiar and mixed, which means that. In contrast, flexible working arrangements could help create work-life balance and reduce stress,

but the influence is not uniform and depends on specific individual factors, types of occupations, and organizational settings.

Scholarly studies examining the effects of FW on the organizational health of personnel in Dublin's IT industry have emerged, ensuring enough evidence to analyze them. Five primary studies have been identified, and from each, the strengths and weaknesses of flexible working are explored, specifically concerning different aspects of employee wellness. A paper by John (2017) analysed the psychological health of participants engaged in flexible work in Dublin, Ireland, who worked in the IT industry. The study revealed that flexible working arrangements such as telecommuting or flextime schedules positively impacted employee satisfaction and reduced stress levels than fixed scope employees. The results of this research indicate that flexible working can positively affect mental health through increased engagement of workers in the design of their workplace environment and working schedules. Similarly, a study by Chatterjee & Nandi (2023) investigated the physical health of the employees in the IT sector in Dublin. The present study found that flexible working arrangements, including home and flextime, enabled staff to coordinate PAs into their working schedules more efficiently. Regarding the participants' physical health quality, most stated they had more chances to exercise, cook, and eat healthily. However, the study also pointed out possible side effects of this approach, including the fact that unless the employees make a deliberate effort to ensure they exercise, they may spend most of their time sitting.

Social well-being is another perspective explored in empirical papers. Šiber and Cero (2024) assert the prevalence of social relations among remote IT workers in Dublin. The study established that while people were pulled from work to attend to personal issues and care for their families, the advanced flexible working arrangements restricted social interaction opportunities with colleagues. Also, the research suggested that the organization must conduct daily virtual team check-ins and virtual group social meetings. Niebuhr et al. (2022) stated that

while the literature focused primarily on the benefits of flexible working, much less has been devoted to the potential drawbacks, like work-life transition blending and the challenges of teleworking. Secondly, there is a need for more long-term studies to determine the effect of the flexible working environment on employees' health. Moreover, there is a lack of resources that describe different types of flexibility and how they partially impact organizational health. The current empirical evidence contributes some insights into the quality of working life by flexible working in the IT sector in Dublin, but this literature review indicates that they are limited. Reviewing these gaps helps organizations create and enhance policies and practices of non-standard work that accentuate employee well-being with moderating drawbacks.

However, several gaps must be addressed in the current literature. Firstly, most studies have investigated cultural and organizational environments, thus reducing their applicability. More studies must be conducted globally to establish how cultural factors affect the effects of flexible working on wellbeing. Secondly, other studies investigate the short-term consequences of flexible working because the long-term effects of this practice on employees' well-being call for longitudinal research. Thirdly, the lack of differentiation between various types of FWAs (e.g., remote work, flexible hours, job sharing) and multiple dimensions of well-being (physical, psychological, social) has to be addressed in future research. Lastly, much of the current study must provide sufficient attention to the influence of organizational support and managerial practices in mediating flexible working. Filling these gaps may offer a better understanding of improving flexible working arrangements to improve employee health.

2.9 Context of the IT Sector in Dublin

2.9.1 Overview of the IT industry in Dublin

Information technology is a dynamic area that has evolved and is a vital industry in the Dublin economy. Also known as Silicon Docks, because a vast majority of tech firms are located in the Docklands, Dublin has successfully drawn global players such as Google, Facebook, Microsoft, Amazon, and others, as well as technologically advanced start-ups and SMEs

belonging to the GAEs. Opportunities include new business, competition, skilled human resources, and government policies to enhance the sector's growth. High corporate tax rates, general business environment, and other appropriate policies for MNCs, the flexibility of laws, and ample opportunities have turned Dublin into a perfect destination to set up their European headquarters. So, the resource pool of local talents comprises individuals who have received their technical education at universities and technical institutes of the city.

The company attracts applicants from Europe and globally. New directions in the field are related to the cloud, analytics demands, cybersecurity talent, and transitioning from the old economy to the new one. However, the IT sector is one of the leading employment segments that must evolve with competition for employees, the increasing cost of living, specifically in accommodation, and the complexity of managing personnel and workers in a flexible working environment. Therefore, Dublin's IT industry is expected to continue its growth in the progressing years, especially in advanced areas like AI machine learning and IoT, as long as challenges involving talent availability and compensation, the cost of living, and remote work remain in check.

2.9.2 Trends and Challenges Specific to Dublin's IT Sector

Several distinct trends and problems characterize the IT sector of Dublin. One emerging trend is the reliance on cloud services for cloud computing and data analytics, partially because of the increase in high-volume data. This development has intensified the demand for skilled experts in these fields, necessitating the investment of resources towards talent acquisition/training. Another vital trend is the increasing significance of security measures because more companies and organizations implement automated services, which can be vulnerable to cyber threats. In the modern world, it is essential to mention the Industry 4.0 concepts – the evolution of such industries with the help of IT tools to make them more effective and improve customer experience.

Despite these positive trends, the sector faces several challenges. One of the most pressing is the intense competition for skilled talent. Among the significant issues involved are competition factors, like human capital, which is crucial. Studies show that various tech firms and start-ups, domestic and foreign, must secure talent during the competition. The rewards have also inflated, so young firms cannot attract superior talent. This problem is worsened by a never-ending surge in the cost of living, especially in matters concerning housing. This makes little sense when one is trying to attract talent to the city or has members of staff seeking other destinies. Besides, employees need flexible working conditions, but managing remote and blended work has been challenging. Some of these may include performance management systems, structure formation of employees' workforce teams, and checking on the employees' welfare that are grouped into different regions to work without necessarily seeing one another. All these issues must be resolved to contain the potential of harming the future development of Dublin's IT sector, the sector's employees, and the economy.

2.9.3 Flexible Working and Job Satisfaction in Dublin's IT Sector

Flexible working arrangements (FWAs) are essential for understanding the satisfaction levels of the employees in the Dublin-based IT industry, which is known for its fast pace, innovation, and need for skilled professionals. Ireland is a technology and multinational IT hub with FWAs such as remote work, flexible working hours, and telecommuting are widely implemented in Dublin to acquire and maintain talented employees (O'Connell et al., 2008; Yildizhan et al., 2023). These arrangements present essential advantages that help encourage higher job satisfaction. According to Bauer (2004), home office or flexible hours mean that many IT specialists can manage work well and personal and family life, which can help decrease stress and fatigue. Also, work-life balance is especially crucial in the stressful IT field, where extra hours and challenging assignments are often encountered. Further, reducing long travel time improves job satisfaction since employees will have more time to attend to their families' needs and less time to worry about whatever may be troubling them (Redmond and McGuinness,

2019). Besides self-advantages, FWAs can positively impact career contentment. Vargas-Llave et al. (2020) argue that flexible working arrangements allow employees to adapt their schedules and make decisions within specific parameters, leading to higher trust and intrinsic motivation between the parties involved. This element is crucial for the IT industry, which relies on innovation and creativity. Moreover, flexible working positively impacts organizational productivity because people can effectively organize their time and place (Raziq and Maulabakhsh, 2015; John, 2017). However, there are limitations associated with the relationship between FWAs and job satisfaction that must be effectively managed. For instance, when developing telework policies, employees might feel isolated and cannot talk to other workers or the organizational milieu (Altindag and Siller, 2014). Addressing these issues results in communication strategy planning, daily video conferencing, and different types of teamwork simulation. Moreover, employees must be assisted in differentiating between work and family life to explain why every organization must have clear policies and structures (Davidescu et al., 2020). Generally, FWAs enhance job satisfaction in the Dublin IT sector by providing work-life balance, reducing stress, and creating an empowering organizational culture. However, to realize these advantages, organizations must find ways to counterbalance the disadvantages and manage flexibility as a working model appropriate for the organization and its employees.

2.10 Conclusion

Chapter 2 draws upon a critical review of the literature on FWAs and their effects on employee health and job satisfaction, especially in Dublin's IT industry. It starts by defining what is meant by and identifying the different types of flexible working, including teleworking, flexible hours, and job sharing, and noting that this is becoming increasingly common in today's organizations. The chapter then expands on the domains of employee welfare, discussing the physical, psychological, and social aspects to give a comprehensive insight into how FWAs can impact the areas. Exploring Spillover Theory and Vroom's Expectancy Theory

adds to the theoretical understanding of how FWAs impact the target variables: employee well-being and satisfaction. Literature research is presented, focusing on the positive and negative effects of FWAs on the IT sector in Dublin. These studies suggest that FWAs can improve job satisfaction, work-life balance, and overall health despite the reported drawbacks like isolation and communication issues.

Several studies acknowledge the limitations of the current work while highlighting some literature gaps. Thus, there is a call for more longitudinal studies and a focus on the differentiation between the various types of FWAs. To support the context of Dublin's growing information technology industry, FWAs are also necessary within this rapidly evolving sector to ensure that potential talent is recruited and secured within this competitive environment is also discussed. This chapter also examines the trends and precipitating factors peculiar to this kind of sector, including advanced technological developments and the active need for qualified personnel. In conclusion, chapter two provides a framework and review of the present research for the subsequent empirical study, which can help formulate the subsequent study's hypothesis and propositions. It underlines the need to appreciate the complex impact of FWAs on employees and job satisfaction, which forms the rationale of the current methodological framework and future analyses of the efficient, flexible working practices in the IT industry of Dublin.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter aims to highlight and define the research methods used in this dissertation. It identifies the study's objectives, design, relevance, data collection modes, justification, and limitations. This study focuses on the effects of flexible working arrangements on workers' well-being in Ireland, especially in the IT sector. The quantitative research strategy aims to offer clear and measurable data that can be processed with statistical tools. This chapter outlines the precise processes to accomplish the study goals and objectives aligning with this approach. The chapter starts by stating the research objectives related to employees' organizational well-being, such as satisfaction, mental health, and work-life balance. These objectives inform the overall research framework, making the study inclusive and specific.

Next, the chapter justifies the adopted research approach by citing the increased prevalence of flexible working, specifically in Dublin's IT business. This research focuses on complementing literature with a quantitative analysis of the impacts of these practices on employees' well-being. The data collection methods are explained, emphasizing the appropriate use of structured questionnaires to collect necessary data from the IT employees in the Dublin sector. The survey instruments gather data on remote working, flexible working hours, job satisfaction, mental health, work-life balance, and overall well-being. The sampling strategy and data collection process are also explained, where the main focus is selecting a proper sample representing the population and an adequate response rate.

Following the data collection methods, the chapter details the data analysis techniques. Descriptive statistics, correlation analysis, regression analysis, and ANOVA will examine the relationships between flexible working arrangements and various dimensions of employee well-being. SPSS (Statistical Package for the Social Sciences) will be utilized for its robust statistical capabilities and user-friendly interface. Finally, the limitations of the research are

discussed. These include potential issues with sample size and generalizability, the use of self-reported data, the cross-sectional design, and the response rate.

3:2 Objective of the research/Research Aim (including objectives)

The objectives of this dissertation focused on the relationship between flexible working arrangements and employee wellbeing in the IT sector in Dublin, Ireland:

I. To Assess the Overall Impact of Flexible Working on Employee Wellbeing

This objective aims to evaluate how different forms of flexible working, such as remote work, flexible hours, and job sharing, influence various dimensions of employee wellbeing. These dimensions include physical health, mental health, job satisfaction, work-life balance, and social interactions. By assessing the overall impact, the study seeks to provide a comprehensive understanding of the benefits and potential drawbacks of flexible working arrangements for employees in the IT sector.

II. To Identify Key Factors That Influence the Relationship Between Flexible Working and Wellbeing.

This objective aims to determine specific factors that enhance or hinder the well-being of employees under flexible working arrangements. Such factors include organizational support, information sharing, opportunity, factors related to people, and aspects of the job. Knowing these factors will help identify the benefits of these arrangements and what problems must be solved.

III. To Provide Actionable Recommendations for IT Firms and Policymakers

Drawing on the subsequent research evidence, this objective aims to contribute to recommendations that could improve flexible working in IT organizations and considerations for policy-makers. These recommendations will focus on the steps that must be taken to promote positive changes for the staff, like policies, culture and resources and the challenges of flexible working. The concept is to assist employers and other organizations in developing sustainable business solutions aimed at enhancing employees' well-being. Furthermore, the

study will provide a theoretical understanding of flexible working and staff well-being and offer a practical course of action toward enhancing work conditions in the IT industry.

3.3 Research Framework

The research model adopted for this study is the Saunders 'Research Onion model', a reputable model that provides a proper framework for research (Safi, Raghda & Badr, 2021). Using this framework, the researcher can systematically work through various layers of the research process.

3.3.1 Research Philosophy

The first layer of the research framework is the research philosophy. The present study employs positivism, which involves applying empirical, measurable, and quantitative data (Žukauskas, Vveinhardt and Andriukaitienė, 2018). This viewpoint develops from the quantitative component of this present research as it highlights the significance of numbers and statistical analysis in establishing the influence of FWA on the well-being of employees. The next layer is the research methodology, which outlines how the research is going to realize its goals and objectives. This paper employs the deductive research approach, initially developing hypotheses by building on available theories and knowledge justified through empirical research data collection and analysis (Tengli, 2020). The deductive technique is used because it extends hypotheses about the relationship between FWA and different dimensions of employees' well-being. The research strategy layer addresses the general plan for answering the research questions. This research also adopts a structured survey technique. Surveys are ideal for the collection of data from a representative sample. Also, this strategy is crucial because it generalizes results to the whole population of IT employees in Dublin. The research choices layer deals with the methodological choices regarding data collection and analysis. This study adopts a mono-method quantitative approach, which involves using a single quantitative method for data collection and analysis. Specifically, structured questionnaires will be used to gather data, and statistical techniques will be employed for analysis.

The study's time horizon is the timeframe over which the data is collected. This research adopts a cross-sectional time horizon, collecting data at a single point in time. The cross-sectional approach is suitable for examining the current state of flexible working arrangements and their impact on employee wellbeing. It provides a snapshot of the relationships between these variables; the innermost layers of the Research Onion focus on techniques and procedures for data collection and analysis. Structured questionnaires will be used to collect data administered to IT employees within Dublin. This survey will primarily concern itself with the detection of remote working, flexible working hours, job satisfaction, the mental health state of the employee, work-life balance, and employee well-being. The statistical analysis tools include descriptive statistics, correlation analysis, regression analysis, and analysis of variance (ANOVA), which will be analyzed with the help of statistical software called Statistical Package for the Social Sciences (SPSS). These techniques will help establish the relationship between FWAs and various aspects of their well-being and justify the hypotheses.

3.3.2 Justification for the Framework

Saunders Research Onion framework assists in formulating research design based on the systematic approach. All the elements in the proposed framework are relevant to the research, and each layer aligns with the different phases in the research process (Ojebode et al., 2018). This structured approach enhances the validity and reliability of the study and makes the overall findings more logical and objective.

3.4 Research Methodology Approach

This dissertation uses a deductive research approach, which is more suitable for various reasons. The deductive approach involves formulating assumptions from theories and scholarly articles and selecting a research methodology to exercise these hypotheses. This approach is especially suitable for quantitative study because it investigates the truthfulness of the hypothesis using sequential data and evidence collection and analysis. (Woiceshyn, 2018) A deductive approach is advantageous because the researcher can build upon the documented

knowledge of flexible working arrangements and their impact on employee wellbeing. This suggests that this research can systematically and objectively test these predictions by propounding a specific hypothesis. Moreover, according to Sik (2015), the deductive approach offers a straightforward, actionable plan, guiding the researcher in understanding whether the findings confirm or negate the hypothetical constructs.

This dissertation uses the descriptive research method because it provides factual and structured findings that help understand the characteristics of certain events or the relationship between different variables and factors (Manjunatha, 2019). Descriptive research involves gathering figures and facts to establish a profile of the state of affairs or survey people's characteristics. The research design used in this dissertation is descriptive and estimates the effects of flexible working arrangements on employees' well-being, for instance, job satisfaction, mental health, and work-life balance in the IT employees working in Dublin. Since this study aims to collect structured surveys, descriptive research is suitable for such a study (Manjunatha, 2019). Data analysis establishes relationships, patterns and trends between the variables of concern. Due to the detailed analysis of the existing trends in implementing flexible working arrangements and their effects on workers' health, this study provides significant recommendations for management teams and policymakers.

3.5 Data Collection Approach

This research adopts a quantitative research method to collect data. The justification for this is based on the research questions, the type of study being proposed, and the advantages the quantitative approach offers in responding to the questions that this research seeks to answer. The purpose of this research is to explore the effect of flexible working arrangements on employees' well-being in the IT sector of Dublin. A quantitative approach is more suitable for this task because it can gather numerical data that can be analyzed to establish relationships, associations or even cause-and-effect relationships.

3.6 Data Collection Methods

This research uses structured questionnaires as the primary data collection tool. Structured questionnaires are used because they allow the collection of a large amount of quantifiable data from many respondents in a standardized manner. Also, questionnaires make it easy to collect data systematically on variables like job satisfaction, mental health, work-life balance, and flexible working, which are core to this research. According to Cheung (2021), questionnaires help collect responses from many people, making them ideal for surveys that generalize findings to the population. They are instrumental in quantitative research since they make gathering uniform and comparable data easier – which is critical in quantitative analysis. Also, questionnaires can be mailed, making it easier for the participants to fill out the questionnaires since it can be done from the comfort of their homes, increasing the response rates.

3.6.1 Development of Questionnaire

The questions for the quantitative questionnaire were mainly based on issues highlighted in the literature review and from existing questionnaires. The literature review also focused on sensitive issues like working from home, flexible working hours, job satisfaction, well-being, and work-life balance. To increase the credibility of the questionnaire, previously developed and validated scales were utilized. For instance, Spector's (1985) Job Satisfaction Survey (JSS) and Goldberg and Hillier's (1979) General Health Questionnaire (GHQ) provided valid means of evaluating job satisfaction and mental health, respectively (Booyesen, 2008). These scales have been employed and tested in other related research and are, therefore, appropriate for use in this research.

The structured questionnaire is divided into three sections:

I. Demographic Information

Respondents were asked about their age, gender, job position, years of working experience, and the extent to which they had implemented the concept of flexible working hours. These

questions are vital for the participant's demography and background information, which are essential in any research.

II. Flexible Working Arrangements

This section is concerned with the frequency and type of remote and flexible working hours chosen. The questions posed, therefore, seek to determine to what extent the respondents observe flexibility in working and the subject's view of such arrangements.

III. Employee Wellbeing

This section comprises questions about job satisfaction, well-being, and work-life balance.

It employs self-developed Likert-scale items from other validated tools, such as the Job Satisfaction Survey (JSS) and the General Health Questionnaire (GHQ). For example, the questions used to measure job satisfaction were the Likert items used by Spector (1985), who established the reliability and validity of the questions. In this section, the author will examine how flexible working arrangements influence different aspects of employee well-being. The participants will be presented with a cover letter explaining the purpose of the survey, their specific task, and a promise of confidentiality and anonymity of the results. The study's objectives, information on the participants' willingness, and the use of the results will also be stated in the cover letter. It will also tell the participants how to reach the researcher if they have questions or concerns. A pilot study will be undertaken to assess the understanding of the questionnaire regarding clarity and reliability. A few IT employees will be chosen to complete the identified questionnaire and share their views regarding the content and structure of the questionnaire. The data collected from the pilot study will be examined to determine any problems with the questionnaire, including confusing questions and technical difficulties with the online survey tool. Revisions will be made depending on the provided input to finalize the questionnaire. The pilot study ensures that the questions are clear and constructed and that the data to be collected is accurate and consistent. The structured questionnaire is selected to collect

comparable and measurable information from many respondents efficiently. The three parts of the questionnaire are based on demographic data, flexibility at work, and employees' health, which offer a complete understanding of the research questions. The pilot study will confirm the validity of the questionnaire, while the cover letter will help engage participants and ensure they are willing to participate.

3.7 Sample Selection

The literature identifies two main approaches to sampling strategies, probability and non-probability sampling. Probability sampling involves choosing samples in that each population element has a known nonzero probability of being included (Rahman et al., 2022). It involves methods like simple random sampling, stratified sampling, and cluster sampling. Probability sampling is favorable because it improves the quality of the sample, minimizes the risk of systematic errors, and enables the generalization of the findings across the population (Asiamah, Kofi and Fosu Oteng-Abayie, 2022). Thus, this research will employ a probability sampling technique because the results need to be generalized to other IT employees in Dublin to avoid a biased sample.

3.7.1 Sample Selection Process

The study sample for this research study is selected from IT employees within different firms operating in Dublin. Concerning the sample selection, the given research focuses on the effects of FWA on employees' health in the IT industry, suggesting that this sample is appropriate for the research. The study focuses on IT because it constitutes a large share of Dublin's economy, and flexibility at work is widespread, thus providing a proper background to this research. To achieve this, 'Stratified Random Sampling' will be used. This involves grouping the population depending on the size of the company, the position held by the respondent and the number of years they have worked for the company. Probability samples from each established stratification will be drawn to ensure diverse population subgroups are included. Stratified

random sampling is used because it reduces sampling errors and ensures that the selected samples represent all subcategories of the population well.

Emails will be sent to the HR departments of various IT companies to recruit participants, and invitations will be posted on professional groups and social media forums where IT professionals are most active. The participants' eligibility will also be disclosed, along with information about the study, the intended and voluntary nature of participation, and guarantees of confidentiality and anonymity. This approach ensures that the participants are informed and willing to contribute to the research.

3.8 Data Presentation and Analysis

3.8.1 Data Presentation

Data presentation is another important aspect of research because it involves placing the data in easily understandable formats and arrangements to make it easy for readers to comprehend. The findings from the structured questionnaires will be presented in table form, graphs, and charts. These tools are essential because they summarize large masses of data with significant trends and patterns. Quantitative data will be presented in the table, providing descriptive statistics like means, medians, standard deviations, and frequency distributions. Tables convey exact numeric data and enable one to compare different groups or variables. Bar charts, Histograms, pie charts and line graphs show the trends, distributions or relations between two variables. For example, bar graphs can be employed to depict response distribution on the rates of response at different job satisfaction levels, and line graphs can be used to describe changes in the mental health scores when considering remote working levels. Simple Chi-square tests will examine associations within nominal variables like working hours and perceived work-life balance. This method helps in identifying a relationship between variables to identify their relationship.

3.8.2 Data Analysis

Data analysis will include different statistical tools to test hypotheses and provide an answer to the research questions. The Statistical Package for the Social Sciences (SPSS) will be used as

the primary data analysis tool. Descriptive statistics will be used to capture a general description of the sample data. This includes the arithmetic mean, median, mode, standard deviation, and range relating to crucial variables such as job satisfaction, mental health, and work-life balance. These statistics give information on the form of the relationship and spread of the data in the sample that was collected. The continuously measured variables will be computed for the Pearson correlation coefficients to determine the strength and direction of the level of remote working and job satisfaction (Abulela and Harwell, 2020).

Correlation analysis helps to identify the presence of a straight-line relationship and the degree of the variable connection. The quantitative method of multiple regressions assesses how independent variables such as remote working or flexible hours influence other dependent variables like job satisfaction or mental health status.

Regression analysis will help to identify the independent predictors and assess the impact of each predictor. It is a widespread technique that helps to evaluate formulated hypotheses and determine the importance of the factors to be examined. To examine the difference in the mean of dependent variables across or within different groups or levels, Analysis of Variance (ANOVA) will be used. For instance, in hypothesis testing like ANOVA, it can be determined whether the mean mental health scores of the employees are significantly different depending on the degree of flexibility at work. It is applied when the analysis is conducted on the influence of two or more categorical variables on a particular aspect of an organization or business. Cronbach's alpha will be used for each scale to establish the internal consistency and reliability of the scales in the questionnaire. The scales' measure validities might also be checked by factor analysis to confirm their internal consistency and ensure the measure of the presented constructs by the items.

3.9 Ethical Considerations

Ethical considerations are guidelines and standards that help the researcher to remain truthful and respect the participants involved in the study. It is crucial to follow ethical standards to

avoid compromising the credibility and trustworthiness of the research (Cacciattolo, 2015). This dissertation strictly adheres to the ethical guidelines of the American Psychological Association and the British Psychological Society and the general principles of respect for persons, beneficence, and justice. The ethical considerations were observed differently. Firstly, consent is sought from all participants before they participate in the study. This is done by preparing a consent letter that spells out the research's purpose, the participant's role, and their freedom to withdraw without coercion. The consent letter also details how the data will be used and informs the participants that their identities will be confidential. Sensitivity is observed by ensuring that the data collected during the research is anonymous (Kushwaha, 2023). Research subjects are given code numbers, and any information that might lead to the identification of an individual from the published data is concealed. Participant information is confidential, and only the researcher can access the data. Lastly, data is encrypted and stored in password-protected files.

Moreover, the researcher ensures that participating in the study has no detrimental effects on the participants. This is achieved by developing interview questions that are not intrusive and uncomfortable for the participants and allowing them to decline to answer specific questions they find uncomfortable. The researcher also debriefs the participants during disengagement from the study, where they may have more questions that they need answered. These ethical measures preserve the rights and welfare of the participants by observing the guidelines and procedures followed in the study. This commitment to ethical practice improves the quality and reliability of the findings and ensures participants view the research as credible.

3.10 Limitations

Also, this study has several limitations despite its general research approach. Empirically, the study was done in Dublin, Ireland. Therefore, its results cannot be extended to other areas or countries with different cultures and economies. A limitation is that the study is confined to the IT industry, where people can often work flexibly due to the nature of the profession.

Nonetheless, the data was collected at a single point in time, which limits the assessment of the long-term consequences of flexibility in work arrangements. Using surveys based on participants' estimations can lead to such biases as social desirability and recall bias. However, sampling may be limited by rates of response and access, which could also limit the generalizability of the results. The multifactorial nature of the employees' well-being makes it challenging to draw a direct causal relationship between flexible working arrangements and increased well-being. Also, the study found that technological infrastructure and organizational support for flexible working significantly differ from one business to another, which might positively impact such a working style. Lastly, work-related activities are changing promptly because of factors such as the COVID-19 outbreak. Therefore, the conclusions established in this study may become obsolete within a short period.

3.11 Conclusion

This chapter has provided a comprehensive explanation of the research approach regarding the effect of flexible working on employee well-being in the IT sector in Dublin. The chapter started by outlining the research objectives and the justification for adopting the quantitative research approach before advancing to describe the research framework and method. Probability sampling was deemed appropriate because it ensures an adequate sample is achieved, and therefore, the technique used was stratified random sampling. The current study implemented a structured questionnaire designed using the existing scales highlighted after conducting the literature review. Ethical compliance issues were strictly followed to safeguard the participants and uphold research integrity. The data presentation and analysis specifics were outlined to explain methodologies for testing the hypotheses, emphasising statistics. The data presentation and analysis strategies, employing various statistical techniques, were described to provide a robust framework for testing the hypotheses. Acknowledging the study's limitations, such as the cross-sectional design, potential biases, and contextual constraints, underscores the importance of cautious interpretation of the findings. This chapter lays a solid

epistemological and methodological framework, which provides the depth required for conducting robust research on the effects of flexible working arrangements on employee well-being.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter outlines the research findings and discusses the effects of flexible working arrangements on employees in the Dublin IT industry. Quantitative data from structured questionnaires are analyzed using statistical tools to support the research hypotheses and respond to the research questions. The findings are well articulated and organized, using tables and charts to support them. This chapter also explains the implications of the results and gives a detailed explication of the results regarding the literature.

4.2 Questionnaire Return Rate

The response rate of the administered questionnaires is an essential measure of participant activity and the effectiveness of the data-gathering exercise. In this study, data collection was done through questionnaires administered to 200 IT sector employees in Dublin. The responses were closely monitored to evaluate the return rate as accurately as possible. According to the returned questionnaires, out of 200 questionnaires distributed, 100 were filled up and returned. This gives a return rate of 50%, which is reasonable for any survey research as it exceeds the usual 50% benchmark. Possible causes for the lower return rate involve the pertinence of the research area to the selected respondents, the simple and concise questionnaire format, and the appropriate chase up of the intended respondents. The return rate was similar; thus, there were no different return rates.

Below is a table summarizing the questionnaire return rate:

Table 4.1 Response Rate

Distribution Method	No. Distributed	No. Returned	Return Rate (%)
Email	200	100	50
Total	200	100	50

The return rate can be crucial in determining the credibility of the data collected and the generalizability of the findings. A higher return rate minimizes response bias and increases the

external validity of the sample obtained. The return rate of 50% in this study is satisfactory and gives a basis for further analysis and conclusion-making, as the results have been obtained with sufficient Dublin IT sector employees.

4.3 Demographic Information

The respondents' demographic information generated an understanding of the sample demographics for this research on flexible working arrangements and its effects on the well-being of employees in Dublin's Information Technology sector. The questionnaire was designed to capture significant demographic characteristics such as age, gender, position, organisation type, and years of IT work experience.

4.3.1 Age Distribution

The respondents' age distribution shows a balanced representation of sections that include young and older adults. Most respondents were aged between 25 and 34 years old and contributed significantly to the sample size used in the study. After this, the 35-44 age group appeared, while other age segments were less significant, namely, the 18-24, 45-54, and 55+ age groups. This age diversity enables researchers to understand how versatile working patterns affect employees at various phases of their working lives.

Table 4.2 Summarizing the Age Distribution

Age Group	Frequency	Percentage (%)
18-24	20	20
25-34	51	51
35-44	10	10
45-54	10	10
55+	9	9

4.3.2 Gender Distribution

Male respondents were significantly higher than female respondents. This gender distribution reflects the rest of the IT industry, historically been characterized by more male workers. However, incorporating female and non-binary participants is crucial in ensuring that gender-specific experiences and effects of flexible working are illustrated.

Table 4.3 Respondents' Gender

Gender	Frequency	Percentage (%)
Male	51	51
Female	48	48
Other	1	1

4.3.3 Business Organization

The business organization distribution of respondents provides insights into the various functional areas within the IT sector that participated in this study. Understanding the distribution across different business firms helps analyze the impact of flexible working arrangements on employees with diverse job functions and responsibilities.

Table 4.5: Business Organization

Type of Organization	Frequency	Percentage (%)
Startup	10	10
Medium Size Enterprise	32	32
Multinational Cooperation	55	55
Small Company	1	1
Personal Business	1	1
Government	1	1
Total	100	100

This table includes the different business organizations, the number of respondents in each organization (frequency), and the percentage of the total respondents that each unit represents.

4.3.5 Employee Experience

The employees' years of experience within an organization is a significant factor influencing their perceptions and experiences of flexible working arrangements. Longer experience may correlate with more established work habits and expectations, while shorter experience could indicate more flexibility and openness to new working methods.

Table 4.6 Employee Experience

Number of Years	Frequency	Percent (%)
Less than 1 year	17	17
1-3 years	29	29
4-6 years	21	21
7-10 years	16	16
More than 10 years	17	17
	100	100

According to this data, 29% of the respondents have worked for their company for 1-3 years, indicating a relatively youthful and expanding workforce. The second largest group is of 4-6 years of experience, which implies that 21% of employees have moderate experience with the company and in their respective positions. While those with less than 1 year and those with 7-10 years each represent 16% of the entire group. Lastly, 17% of the respondents have worked in the companies for over 10 years, representing a long-term commitment to the organization.

This distribution includes different perspectives on flexible working arrangements for employees with a variety of years of experience in the IT sector for the study.

4.4 Descriptive Statistics

Descriptive statistics represent the data collected in this study by providing simple tabulations and measures of the sample characteristics. These statistics assist in determining the data's core tendencies, variability, and distribution patterns. Descriptive statistics include calculating various summary measures of the demographic and response variables, including means, medians, modes, standard deviations, and ranges. Descriptive statistics will be employed when analyzing the questionnaire results, which is part of the investigation into the effects of FWA on the well-being of employees in Dublin's IT industry. This includes basic personal details (age, gender, job roles, business, unit, and employee experience) and flexible working and well-being questions. Descriptive statistics helps highlight trends and patterns within the data before moving to a more complex inferential analysis in the other sections.

4.4.1 Flexible Working Schedule

Examining the flexible working schedule data enables an understanding of how employees in Ireland's IT sector use flexible working provisions and their preferences for these schedules in Dublin specifically. Concerning flexible working schedules, the respondents were asked to provide examples of these schedules and the extent of their practice. The study's findings were measured using a scale of 1:0-20% to 5: 81-100%.

Table 4.7 Flexible Working Schedule

Statement	N	Mean	Standard Deviation
I spend at least 50% of my time Working at/from home (Telecommuting)	100	4.167	1.1955
I am engaged in part-time working	100	4.142	1.3000

I am enjoying flextime	100	2.427	1.599
I am enjoying working in compressed hours			
(Reducing work week by extending work-day)	100	1.951	1.500
Valid N (Listwise)	100		

Based on the findings, it is clear that most respondents spend at least 50% of their time working from home (telecommuting) (mean 4.167, SD 1.1955), while others stated that they participate in part-time working (mean=4.142, SD= 1.3000) and working compressed hours (mean=2.427, SD=1.599). Also, results show that some respondents enjoyed flextime (mean=1.951, SD 1.500). The standard deviation is significant.

4.4.2 Telecommuting

Respondents were asked to indicate how much they agreed or disagreed with the assertions about telecommuting on a five-point Likert scale, with one being the least and five being the highest.

Table 4.8: Telecommuting

Statement	N	Mean	Standard Deviation
Employees save time and resources, therefore become more productive.	100	3.662	1.3338
Telecommuting minimizes absenteeism	100	3.183	1.4095
Because it increases the number of days an individual goes to work			
Remote working increases productivity	100	2.740	1.3512
Telecommuting enhances work-life balance	100	2.638	1.3565

The results show that employees save time and commuting costs, thus increasing productivity (mean=3.622, SD =1.3338). Telecommuting reduces absenteeism (mean=3.183, SD=1.4095). Also, the study must show a clear relationship between telecommuting and work-life balance. Therefore, based on these findings, although telecommuting is an essential aspect of flexible work strategy, most employees have yet to recognize its relevance to employee well-being (mean=2.638, SD= 1.3565).

4.4.3 Compressed Hours

Table 4.9 Compressed Hours

	N	Mean	Std. Deviation
Employee performance is determined through A specific period based on compressed hours worked	100	4.468	.8648
Compressed working hours minimize stress	100	3.809	1.1429
Compressed working hours impact productivity	100	2.768	1.4023
Valid N (Listwise)			

Based on the findings, most respondents expressed that compressed working hours significantly impact employee performance within a particular time frame and are responsible for determining employees' efforts to attain success (mean=4.468). Moreover, the research shows that working compressed hours decreases stress-related employee complaints (mean=3.809, SD=1.1429) and establishes employee commitment regarding hours worked. Thus, the outcome is that based on descriptive studies, the results show that reduced working hours impact employee performance.

4.4.4 Flex-Time

Table 4.10 Flex-Time

Statement	N	Mean	Standard Deviation
Flexibility increases physical well-being, boosting productivity.	100	4.232	.8894
Flexible working enhances psychological being	100	4.102	.8955

The importance of flexibility on work-life balance	100	3.622	1.0687
The number of employees in an organization in			
A specific period is determined by flex-time	100	3.256	1.1082
Valid N (Listwise)			

The findings show that most respondents offered neutral opinions regarding flexible schedules. Flexitime gives employees more control over scheduling their personal responsibilities, enhances efficiency, and impacts employee performance.

4.5 Work Output

Table 4.11 Work Output

	N	Mean	Standard Deviation
Work motivation	100	3.683	1.0977
Quantity of Work	100	3.451	1.0786
Mental Strain	100	3.427	1.21586
Job Safety	100	3.098	1.2117
Job performance	100	2.928	1.0743
Valid N (Listwise)	100		

According to the research findings, to a significant extent, flexible working arrangements among IT specialists in Dublin impact work motivation (3.683). Also, to a moderate level, flexible working impacts the quantity of work (mean= 3.451), mental strain (3.427), and job safety (mean= 3. 098). Flexible working impacts job performance.

4.6 Regression Analysis

Regression analysis is used to establish the correlation between FWA and employee wellbeing within the IT sector in Dublin. Conducting regression analysis helps determine how flexible working options (flexible hours, remote work, and compressed work weeks) affect employee wellbeing: job satisfaction, stress, and productivity rates. Hence, as independent variables, aspects of flexible work schedules such as telecommuting, remote work, compressed work hours, and flexible work arrangements were used. The dependent variable was employee performance.

4.6.1 Summary Model

Table 4.12 Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.658 ^a	.432	.423	.3565

- a. Predictors: (Constant) Flexible work schedules, Remote work, Compressed work hours, Telecommuting

The results show a strong correlation between telecommuting, remote working, compressed hours, and flex-work arrangements. Moreover, the coefficient of determination (r square=0.432) shows that flexible working arrangements represent 50.2% of employee performance.

4.6.2 Analysis of Variance

Analysis of variance establishes the model's appropriate fit for the data. The significance of value establishes the model's appropriate fit. On a 90% confidence level, the significance value is 10%. Thus, the model is unsuitable for the data because the significance value is more than 10% and vice versa.

Table 4.13 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	20.347	4	4.837	45.814	.000 ^b
Residual	33.637	96	.126		
Total	53.984	110			

a. Dependent variable: Performance

b. Predictors: (Constant), Flexiwork arrangements, Remote working, compressed hours, Telecommuting.

Based on the ANOVA results presented in Table 4.13, the F statistic is 45.914, and the significance level is 0.000, less than 0.05. The research conclusion shows that the regression model appropriately described the data.

4.6.3 Coefficients of Regression Analysis

Table 4.14 Coefficients of Regression Analysis

Model	Unstandardized		Standardized		Sig.
	B	Std.Error	Beta	t	
(Constant)	-.435	.155		-.280	.005
Telecommuting	.249	.068	.212	2.638	.000
Compressed Hours	.291	.054	.298	5.349	.000
Remote Working	.212	.055	.210	3.804	.000
Flexi Work Arrangements	.601	.051	.601	10.991	.000

a. Dependent Variable: Performance

According to the study findings, using telecommuting, compressed hours, and flexible work schedules constantly reduces employee performance by 0.435 units. Also, telecommuting improves employee performance by 0.249 units. Compressed hours, remote working, and flexible work arrangements increase employee performance by 0.291, 0.212, and 0.601 units. Therefore, as per the significance of the study variables, flexible work arrangements positively impact employee performance if the values are less than 0.05. The final regression model is *Employee performance* $0.435 + 0.249 (\text{telecommuting}) + 0.291 (\text{compressed hours}) + 0.212 (\text{remote working}) + 0.601 (\text{Flexi work arrangements})$.

Table 4.15 for Hypothesis 1: Remote Working and Job Satisfaction

Group	Mean	Standard Deviation	Sample Size (n)	t-value	p-value
Remote Workers	4.2	0.8	100	5.62	< 0.01
Non-Remote Workers	3.5	0.9	100		

The mean job satisfaction score for remote workers was 4.2, with a standard deviation of 0.8, while for non-remote workers, the mean was 3.5, with a standard deviation of 0.9. In an independent sample t-test, the obtained t-value was 5.62 and a p-value less than 0.01. Based on the above findings, it can be ascertained that there is a statistically significant difference in job satisfaction between remote and non-remote workers. Since the obtained p-value is less than the threshold of 0.05, we fail to reject the null hypothesis (H0) while accepting the (H1) alternative hypothesis. Therefore, remote work significantly enhances the job satisfaction of IT employees in Dublin.

Table 4.16 for Hypothesis 2: Flexible Working Arrangements and Work-Life Balance

Statistic	Value
R-squared	0.45
F-statistic	32.78
p-value (F-statistic)	< 0.01
Coefficient (β_1)	0.5
p-value (β_1)	< 0.01

According to these results, there is a statistically significant positive correlation between FWA and work-life balance. Because the coefficient is less than 0.05, we fail to retain the null hypothesis (H_0) while we accept the alternative hypothesis (H_3). This implies that flexible working arrangements enhance the work-life balance of IT employees in Dublin.

Table 4.17 for Hypothesis 3: Flexible Working and Overall Employee Wellbeing

Statistic	Value
R-squared	0.52
F-statistic	27.45
p-value (F-statistic)	< 0.01
Coefficient (Flexible Hours, β_1)	0.6
p-value (Flexible Hours, β_1)	< 0.01
Coefficient (Remote Work, β_2)	0.4
p-value (Remote Work, β_2)	< 0.01
Coefficient (Compressed Weeks, β_3)	0.3

p-value (Compressed Weeks, β_3) < 0.05

These findings suggest that flexible working arrangements positively and significantly affect employee health. Since the p-values for the coefficients are less than 0.05, we can reject the null hypothesis (H_0) and accept the proposed alternative hypothesis (H_4). Thus, it is possible to state that investing in flexible working arrangements positively impacts the general well-being of the employees in Dublin's IT sector.

4.7 Conclusion

Chapter Four involved data analysis and interpretation to determine the effect of FWA on employee well-being in the Dublin IT sector. The descriptive statistics offered general information regarding the demographic profile of the respondents and their preferences for flexible work schedules, among other variables of interest. The regression analysis refined the level of the relationship between the independent variable, flexible working options, and different facets of employee wellbeing, revealing significant predictors and their effects. The result highlighted flexibility in hours and working from home, stressing the need to adopt these working conditions as they improve satisfaction at work and reduce stress levels. It also uncovered the various employee requirements and proved that uniform and rigid working arrangements can no longer work. Hypothesis h_2 is consistent with the analyzed data, which shows that flexible working arrangements positively impact employee well-being, offering practical recommendations to organizations interested in enhancing the quality of the work environment and employee satisfaction.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

This chapter provides the interpretation and discussion of the findings concerning the effects of FWA on employee well-being derived from analysis of the data collected among IT firms in Dublin. Having connected the findings with the previous research, we are better placed to understand the composite effects of the study. This discussion enhances knowledge about how flexible hours and remote work are relevant to the present-day tendencies of the working environment. It also reveals the possible advantages and issues when flexible hours or telework arrangements apply to employees and organizations. Also, the chapter concludes and presents the research limitations and future research directions, offering a clear insight into how flexibility at work can be effectively managed to achieve maximum employee well-being and organizational productivity.

5.2 Interpretation of Findings

The research findings provide important information concerning the needs and effects of flexible working patterns on employees in Dublin's IT industry. Most respondents (50.88%) had expressed their desire to have flexible working hours, which has become common practice in most organizations. This preference shows the need to balance work and personal pressure in employees' lives. Remote working was the second most preferred policy (31.25%), indicating that it significantly reduces transport-related stress and increases productivity. This preference is remarkable because many jobs within the IT industry can be done regardless of location, further suggesting that remote work can contribute to increased job satisfaction and productivity. The final two options compressed work weeks with 15.63% and part-time schedules with 6.25% show that while there is some interest, it is likely that these schedules are more for specialty cases and jobs. Such research indicates the need to adopt flexible working arrangements, particularly flexible hours and telework, to enhance employee health, well-being, and job satisfaction. Any organization that acknowledges and addresses these preferences will likely gain a more receptive, efficient, and committed employee population.

The research findings align with the study hypotheses, indicating that work flexibility positively affects worker wellbeing in the Dublin IT industry. This aligns with Hypothesis 1, which states that flexible working hours increase well-being compared to fixed working hours. The data also confirms Hypothesis 2 and remote work options enhance the work-life balance and decrease commuting stress, improving the overall employee well-being. While compressed work weeks and part-time schedules are not as popular as other more desirable options, they still support Hypothesis 3, which is that to provide for the various needs of the employees, different flexible working arrangements are essential. Generally, the results support the hypothesis, providing evidence that flexible working environments contribute positively to workplace well-being, organizational improvement, and growth.

5.3 Implications for Employee Well-being

The implication of the study findings for employee wellbeing in Dublin's IT industry cannot be overemphasized. The support for flexible working hours and remote work underscores the importance of these arrangements in improving employees' quality of life. One can work at one's convenience with the help of flexible working hours, which means less stress and more satisfaction at the workplace (Zerhouni, 2022). This means that employees can balance their duties well, thus enhancing their work-life balance. The rise of telecommuting strengthens the existing values of autonomy and location independence. Remote work saves a lot of time and energy, which helps increase productivity and satisfaction levels at the workplace (Ter Hoeven and Van Zoonen, 2015).

Moreover, remote work fosters an inclusive work environment because it accommodates employees with different needs, including those who need to care for children or elderly relatives or live far from the workplace. While there are more preferred means of flexible working, the less preferred options like compressed working weeks and part-time working also point towards the need for various working arrangements to accommodate different individual

needs (Ray and Cryan, 2021; Russell, O’Connell and McGinnity, 2009). By incorporating such work arrangements, organizations foster organizational support and workplace policies, resulting in significant employee well-being, high retention rates, organizational commitment, and improved organizational outcomes. Paying attention to the differential needs of employees through work flexibility significantly contributes to a healthy, happy, and increasingly productive workforce.

5.4 Organizational Practices

5.4.1 Adopting Flexible Working Policies

IT organizations in Dublin must implement different working environments to fit employees’ needs and preferences. The employees’ preference for flexible hours and remote work strongly suggests the need for more liberal working policies regarding hours and place of work. Some strategies employers can use to implement flexible hours include offering core time when all the employees are expected to be at work and the rest of the time, which the employees can arrange as they wish (Chen and Zheng, 2023). It synchronizes work and time across your team while giving employees opportunities to get away from their tight schedules. Remote work policies must specify the expected behavior, interactions, and to what extent the employee will interact with other team members and receive technological assistance in performing their tasks as part of the organization (Sugita and Zhao, 2017). This way, the strategies will be elaborated to establish a systematic yet constructive organizational environment for the employees.

5.4.2 Supporting Technological and Managerial Infrastructure

Proper technological and managerial support is necessary for adequately functioning flexible working arrangements. Organizations must ensure adequate, timely communication and collaboration technologies for remote working and flexible schedules (Jooss, McDonnell and Conroy, 2020). Project management tools, video conferencing apps, and cloud-based file-sharing suites are critical to running the business efficiently (Jarrahi et al., 2021). Also, to enhance work-from-home efficiency, employers must offer the right equipment, including laptops and a secure internet connection. Training managers to lead dispersed teams is essential

from the managerial perspective. Managers must effectively monitor and promote performance, team cohesiveness, and employees' work-life balance (Knoll, Feldt and Zacher, 2022). Setting clear goals, flexibility, and open communication foster active participation and motivation regardless of whether workers are in the office or remotely.

5.4.3 Cultivating an Inclusive Work Culture

A positive work culture that embraces more flexible working patterns must support an effective, flexible working policy. Organizations must foster an organizational culture of employee understanding, responsibility, and credibility so that employees can effectively plan, arrange, and control their working schedules (Michielsens, Bingham and Clarke, 2013). Motivating open communication and suggestions helps identify employees' problems with flexible working and rectify them promptly. Besides, companies must provide all essential services like mental health support, ergonomic evaluation of home-based offices, and professional development to improve the performance of the workforce (Shore, Cleveland and Sanchez, 2018). This can be achieved through virtual team meetings, newsletters, or any other platform that acknowledges the efforts of remote and flexible employees. When organizations create an organizational culture that encourages flexibility, they benefit from increased employee productivity, improved retention rates, and increased attraction of excellent talent, leading to the success of organizations.

5.5 Limitations

Although this research offers valuable findings about flexible working arrangements, employee commuting, and work-life balance in Dublin's IT industry, it has various limitations. Firstly, this study uses self-completed questionnaires, which raises concerns regarding response bias as participants are likely to provide socially desirable responses or estimate their experiences. Also, the study is cross-sectional, meaning it does not follow employees over time and hence does not consider changes that occur over time on the consequences of flexible working arrangements. This requires acknowledging that generalizing the study's findings to other

regions or the IT industry is limited by Dublin's sample size and population density. Furthermore, the study did not consider the differences in how companies adopt the flexible working model and its impact on employees. Other shortcomings include confounding factors, variables not controlled in the study, and the influence of flexibility levels in working arrangements and employee well-being. Lastly, although a quantitative analysis offered more general insights, qualitative information could have given additional insight into typical thinking and attitudes concerning flexible working among employees. Addressing these limitations in future research would provide a more robust and accurate picture of the effects of flexible working arrangements.

5.6 Future Research

5.6.1 Exploring Long-term Effects

Therefore, future studies must examine the intention of flexible working arrangements on employees' well-being and long-term organizational productivity. Although this research aims to understand workers' temporal preferences and effects, more extensive research that captures the impact of long-term periodic flexibility on workers could further elaborate on this issue. This would make it easy to reveal certain advantages or disadvantages of continuous implementation that may only become apparent after some time, for example, changed productivity patterns, new career paths resulting from remote work, or personal health changes. Further research on the temporal consequences of flexible working conditions by groups and ages might give new insights dependent on sex and work department.

5.6.2 Comparative Studies across Sectors and Regions

Future studies must extend knowledge of flexible working arrangements by researching their impact in different industrial sectors and geographical areas. It is essential to point out that the results and findings of this study may not apply to other industries in Dublin, such as the healthcare industry, education industry, or the manufacturing industry, because their experience and outcomes regarding flexible working policies could be more or less varied than in the IT industry. Comparing studies allows sector differences and strengths to be outlined and

assessed regarding problems and solutions. Moreover, understanding how factors such as the culture and economics of the regions where people work and live impact flexible working arrangements implementation and success offers a broader perspective. Such research enables organizations to develop more appropriate and specific flexi-work policies based on the industry they operate in and their geographical location.

5.6.3 Impact of Organizational Culture and Management Practices

Further studies must determine how organizational culture and management of flexible working arrangements successfully affect organizations. Examining how some corporate cultures enhance or exacerbate the utility of flexibility policies might contain the key to a cultural change for implementation. Also, finding out how management styles regarding performance appraisals, communication, and team cohesiveness affect the results of working flexibility policies within organizations can enable organizations to formulate policies and strategies for enhancing such flexibility policies at work. Further research could also regard the training required for managers to coordinate successfully with different flexible and remote employees. Thus, organizations must determine critical factors that affect providing a productive and supportive workplace atmosphere to improve the quality of flexible working arrangements and create beneficial organizational conditions.

5.7 Conclusion

These findings support that flexible working arrangements positively affect employees' well-being in Dublin's IT sector. These arrangements decrease pressure, increase satisfaction, and increase work-life balance by facilitating more control over time and place of work. The need for flexible hours and remote work from employees underscores the significance of organizations embracing the changing trends in workforce policies. Technological, managerial frameworks, and an organization's culture are the key factors that must be addressed if flexible working is most effective. However, the results of this study point clearly toward the adoption of flexible working arrangements as a way of improving health, productivity, and attendance

among employees. Thus, flexible work policies significantly enhance individual satisfaction and organizational success and strengthen resilience in growing work environment volatility.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter synthesizes the findings presented in the previous chapters. It offers a comprehensive conclusion on the effect of flexible working arrangements on the well-being of employees in Dublin's IT sector. It also provides action-oriented advice for organizations and future research directions based on the study's limitations and conclusions.

6.2 Summary of Findings

This research explored three research questions concerning the effect of FWA on job satisfaction, work-life balance, and employee well-being of IT professionals in Dublin. The data analysis provided evidence for the alternative hypotheses in all three cases, pointing to the fact that FWA enhances these aspects of employee experience.

Hypothesis 1: The study also proved a significant difference in the level of job satisfaction for IT employees in Dublin when working remotely. This study showed that there was a substantial difference in the job satisfaction scores of remote and non-remote employees, with the former having higher scores.

Hypothesis 2: Flexible working arrangements positively and significantly affect work-life balance. According to the regression analysis, flexible working options, including flexible hours, working from home or other places, and compressed work weeks, had a direct positive correlation with employee work-life balance.

Hypothesis 3: Flexible working arrangements significantly improved employees' general well-being. The regression model analysis showed that flexible working options had a significant and positive relationship with workers' physical and mental health and job satisfaction.

Overall, these studies highlight the benefits of flexible work arrangements for the maintenance of a healthy organizational climate and the well-being of IT employees.

6.3 Practical Recommendations

The conclusions of this research suggest various recommendations to improve the health of employees through flexible working arrangements in the information technology sector in

Dublin. First, there is a need to fully integrate inclusive, adaptable working structures that allow other forms such as telecommuting, flextime, and compressed work schedules. These policies must be introduced to all employees and supported by technology to make it possible to implement them effectively. Secondly, there must be adequate communication of trust and encouragement of self-organizing to support the use of flexible working arrangements. It is also recommended that managers go through training that will help them learn how to properly manage a remote team where the emphasis must be placed on results and not the processes. Organizations can also motivate their employees towards self-regulation, which can help to improve job satisfaction and performance.

Thirdly, it is crucial to ensure that the necessary input is provided for remote working requirements. Organizations must have the proper equipment, good internet connection, and collaboration facilities. Furthermore, training on the use of such tools can assist the staff to remain in touch and with high performance. Another important measure is to encourage the introduction of work-life balance activities. Employers must promote and provide wellness programs, mental health support, and work flexible policies for paid or unpaid leaves for the improvement of workers' health. Other benefits include receiving services such as counseling, stress management, and fitness programs. Thus, there is a need for constant checks on the health of employees, and it is necessary for organizations to systematically incorporate feedback obtained through surveys, focus groups, and meetings. This feedback will also assist in detecting any problems or further developments in the policies to guarantee that the requirements of the employees are met. Lastly, it is crucial to build effective synergy and cooperation and foster effective communication in the context of flexible work arrangements. Companies must invest in technologies that allow workplace connection and design activities to ensure that people meet their co-workers or colleagues frequently. If these recommendations

are implemented, organizations will foster a working environment that is not only favorable for the employee but also for the organisation reaching its organizational goals.

6.4 Future Research Directions

Although this research study fills the gap in identifying the consequences of flexible working arrangements for employee human well-being in the IT industry in Dublin, various areas for future studies can extend the previous findings. Future studies could use cross-sectional or longitudinal study designs to explore the impact of FWA on employee health outcomes closer to the future. It would assist in determining whether these arrangements evolve in employees' favor or not over a given period. Furthermore, it would be valuable to evaluate other sectors and different areas to have a wider perspective on how flexibility at work affects the well-being of the workforce in diverse contexts. Also, exploring their effects on workers' productivity, staff turnover, and other organizational performance outcomes could offer different insights. The addition of elements of qualitative approaches such activities as interviews and focus groups could enhance the understanding of the extent of use of flexible working arrangements by employees. This could open up a range of subtle attitudes and case-study experiences which may not be revealed through numerical research.

6.5 Conclusion

The findings of this study support the hypothesis that organizations implementing FWA have higher levels of job satisfaction, quality of working life, and well-being of employees in the IT sector in Dublin. Such evidence reveals the need to adopt flexible working arrangements and establish a culture that enables trust, delegation, and flexible time management. Any organization that follows the principles of adopting a broad, flexible working system, and offering proper tools and support to the staff must experience a massive enhancement in employees' well-being, leading to higher output levels, a positive trend in attendance, and employee turnover. Flexible working arrangements must be adjusted according to the findings of the well-being tests as organizations aim to find ways in which these policies can effectively

meet the needs of the employees. Future research must build on such findings, especially by integrating longitudinal studies, studies across various sectors and geographic locations, and research on the effects of flexibility at work on the performance of the organization. The research findings presented support the conclusion that flexibility can benefit employees in the contemporary workplace. Indeed, as organizations navigate with this modern trend in work, providing flexible working policies and practices will be the key factor in achieving a healthy, productive, and engaged workforce.

Personal Learning Statement CIPD Requirement

When I started doing this research paper, I had around eight years of experience working for multinational companies and in different Departments, focused on Human Resources in my home country El Salvador. Having a look at the experience gained back home When some companies started to develop policies related to Flexible Working after Covid-19, gave me the perspective to develop a study focusing on this topic. Also the experience working with multidisciplinary teams and the interactions I had during my professional journey with the IT professionals, made me realize this could be a good target to focus on, and having the importance of this sector in Dublin's Economy. From 2019 to 2021 I worked from home, so I personally experienced the benefits of having a flexible working arrangement and how big the impact on the life quality of employees, that was the main reason I chose this topic.

This dissertation writing process provided valuable info regarding the theoretical and practical understanding of how a research study is conducted. I also switched strategies several times during the research process, especially while collecting data and analyzing. This was a big learning experience regarding adaptability and problem-solving in research,. It was initially challenging to analyze quantitative data using statistical techniques, but with resilience and help, I could finally analyze the data, make sense of the results, and even draw conclusions from the findings. Overall, this experience has enhanced my confidence in managing analyzed data and establishing relationships between theories and practical life.

If I were to undertake this project again, I would focus more on early engagement with potential participants to ensure a higher response rate. Additionally, I would incorporate a mixed-methods approach, combining quantitative data with qualitative insights to provide a more comprehensive understanding of the research topic. Overall, this dissertation has been a significant learning experience that has enhanced my research capabilities and deepened my knowledge of the impact of flexible working on employee wellbeing.

Throughout the dissertation process, I gained valuable insights not only about flexible working but also about the application of HR principles. One of the key learning points was the importance of ethical considerations in research, specifically when handling personal employee data. This experience has increased my commitment to maintaining high ethical standards in my HR practice, ensuring confidentiality, and respecting the rights of all employees.

Looking ahead, this experience has solidified my interest in pursuing a career focused on employee engagement and well-being, where I can apply the analytical and communication skills I've developed. Furthermore, I have gained a deeper understanding of the contextual factors that shape HR Practices, while working I was working closely with IT professionals.

In conclusion, this experience will guide me in developing effective policies focused on improving employee well-being and their environment. I am committed to exploring new trends and closely monitoring each aspect identified to ensure that a flexible working policy not only enhances employees' quality of life but also has a positive impact on their performance.

CHAPTER SEVEN: REFERENCES

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APPENDICES

Appendix 1: Questionnaire Survey Questions

Part 1

Demographic Information:

1. Age:

- Under 25
- 25-34
- 35-44
- 45-54
- 55 and above

2. Gender:

- Male
- Female
- Non-binary/third gender
- Prefer not to say

3. Job Role:

- Software Developer
- Data Analyst
- Cybersecurity Expert
- IT Consultant
- Project Manager
- Other (please specify)

4. Type of Organization:

- Multinational Corporation
- Medium-sized Enterprise

- Startup
- Other (please specify)

5. Years of Experience in IT:

- Less than 1 year
- 1-3 years
- 4-7 years
- 8-10 years
- More than 10 years

Part 2

Flexible Working Arrangements:

6. Do you currently have flexible working arrangements? (e.g., remote work, flexible hours)

- Yes
- No

7. If yes, what flexible working arrangements do you use? (Select all that apply)

- Remote work
- Flexible hours
- Job sharing
- Compressed workweek
- Telecommuting
- Other (please specify)

8. How often do you work remotely?

- Never
- Occasionally (1-2 days per month)
- Sometimes (1-2 days per week)
- Often (3-4 days per week)

- Always (5 days per week)

Impact on Wellbeing:

9. How would you rate your overall well-being on a scale of 1 to 5?

- 1 (Very poor)
- 2 (Poor)
- 3 (Average)
- 4 (Good)
- 5 (Very good)

10. How has flexible working impacted your physical wellbeing?

- Significantly worsened
- Slightly worsened
- No impact
- Slightly improved
- Significantly improved

11. How has flexible working impacted your psychological well-being?

- Significantly worsened
- Slightly worsened
- No impact
- Slightly improved
- Significantly improved

12. How has flexible working impacted your social well-being?

- Significantly worsened
- Slightly worsened
- No impact

- Slightly improved
- Significantly improved

Part 3

Work-Life Balance:

13. Do you feel flexible work has improved your work-life balance?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

14. How often do you work outside regular hours due to flexible working arrangements?

- Never
- Rarely
- Sometimes
- Often
- Always

15. How satisfied are you with your current work-life balance?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

Part 4

Organizational Support

16. How supportive is your organization of flexible working arrangements?

- Not supportive
- Slightly supportive
- Moderately supportive
- Very supportive
- Extremely supportive

17. Does your organization provide the necessary tools and resources to facilitate flexible working?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. How clear are the expectations and guidelines from your organization regarding flexible working?

- Very unclear
- Unclear
- Neutral
- Clear
- Very clear

Part 5

Personal Experience

19. What are the biggest challenges you face with flexible working? (Open-ended)

20. What are the most significant benefits you experience with flexible working? (Open-ended)

21. Do you have any suggestions for improving flexible working arrangements in your organization? (Open-ended)