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A PROJECT REPORT
ON
THE IMPACT OF FLEXIBLE WORKING HOURS ON EMPLOYEE
PERFORMANCE AND WELL-BEING IN DEVELOPMENT BANK

By
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Guided by
Festus Odhigu

A project report submitted in partial fulfillment of
the requirements for the award of
Bachelor of Arts (Honors) in Business Administration
(Human Resource Management)



Middle East College
Knowledge Oasis Muscat, Oman

June, 2024

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DECLARATION

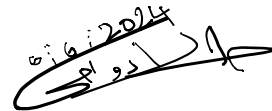
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APPROVAL FORM

The project report entitled The impact of flexible working hours on employee performance and well-being in Development Bank submitted by Talal Said Salim AL-Rawahi, 19F18960 is approved in partial fulfillment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialization in Human Resource Management.

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ABSTRACT

Flexible working hours are attracting the attention of many managers and researchers, and one of the most important pillars at the present time in organizations and companies because they are closely and strongly linked to the performance and well-being of employees. The more flexible working hours are available that suit the desires and expectations of employees, the greater the performance and well-being of employees, which will contribute significantly to achieving the organization's goals. This study aimed to examine the impact of flexible working hours on the performance and well-being of employees at the Development Bank. Primary and secondary sources were used for the methodology of this study in order to achieve a comprehensive and accurate understanding to cover the objectives of the study. Secondary sources included previous literary studies relevant to the objectives of the study, such as magazines, books, articles, websites, and the MEC electronic library. The primary sources included questionnaire questions sent via social media platforms to Development Bank employees, in addition to conducting two interviews with the Director of the Human Resources Department and the Director of the Human Resources Development Department. The study showed that flexible working hours have a significant and positive impact on the performance of employees, as flexible working hours enable them to choose the appropriate time to start and finish their work, which in turn contributes to increasing their performance. The results also indicated that flexible working hours play a major role in achieving balance between work tasks and the requirements of personal life, as it gives employees control over their flexible schedules, and contributes to reducing levels of stress and absenteeism from work at the bank, thus enhancing employee well-being. Furthermore, the study founds a strong positive relationship between flexible working hours and employee performance and well-being, as when allow employees to choose their working hours, they develop a sense of duty to rise their performance and job efforts. The researcher recommends that the need to restructure the bank's policy to address employees' concerns about the lack of career growth opportunities when implementing flexible working hours.

Keywords: Advantages and disadvantages of flexible working hours, employee performance, employee well-being, flexible working hours, factors affecting flexible working, types of flexible working arrangements

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

The 21st century has seen unprecedented technological advances, and the constant changes affecting business have made flexibility in the workplace even more important. It is an approach to action and thinking that enables employees to manage their personal lives and contribute to the workplace. Human resource managers in organizations have recently focused a lot on flexible working hours as a family-friendly strategy. These days, companies are trying to foster a culture of trust by giving workers flexibility in work environments. Employers offer flexible hours' benefits to all workers in order to retain talented employees. Flexible work arrangements allow employees to better balance their personal and professional lives. It allows for better fulfillment of family obligations and optimal use of free time. Previous studies have proven that flexible work schedules increase employee loyalty and morale, enhance production and performance, reduce absenteeism, and encourage work-life balance, in addition to saving companies money and effort. Moreover, companies that use flexible work arrangement techniques have a positive impact on increasing employee performance and well-being (Kumar et al., 2023).

Many organizations are offering flexible working hours, as workers are becoming more aware that having flexible working hours is crucial to getting or keeping a job. Also, having high-performing and productive employees is extremely important for organizations to increase their profits and achieve their goals. Therefore, providing flexible working hours and arrangements for employees must be taken into consideration by organizations as an important factor in enhancing and increasing the performance and well-being of employees and harnessing their efforts to provide their best, and this in turn will contribute to the success of the organizations (Eshak et al., 2021). This study will focus on the impact of flexible working hours on the performance and well-being of employees in the Development Bank.

1.2 Statement of the Research problem

The problem faced by the Development Bank is flexible working hours. As the bank offers limited flexible working hours and only for some departments, in addition to that, it does not provide options for various flexible work arrangements that suit the requirements of employees to enhance their well-being, thus leading to negative results that cause a decrease in the level of performance among employees and a lack of their well-being.

It is important for organizations to understand and take into account the fulfilment of employees' desires in providing flexible working hours' arrangements to enable them to balance their private lives and their work tasks to ensure beneficial outcomes for the employees and the organization. Flexible working hours are considered an important factor that contributes to enhancing the well-being, increasing the performance and productivity of employees, and thus enhancing the organization's profits and achieving its goals and success. This study will address the types of flexible working hours, the advantages, and disadvantages of applying the flexible working hours strategy, and the extent of its impact on the performance and well-being of employees. The Development Bank will receive suggestions aimed at enhancing its flexible working hours' arrangements, therefore enhancing staff performance and well-being and accomplishing the bank's objectives.

1.3 Aim and Research Objectives

1.3.1 Aim

The purpose of the research is to study the impact of flexible working hours on employee performance and well-being in Development Bank. Specifically, why are bank workers' flexible work hours significant? What effects would flexible working hours have on bank staff members? types of flexible working arrangements offered by the bank, in addition to the advantages and disadvantages of flexible working hours, in order to offer suitable solutions and recommendations that will improve employee performance and well-being.

1.3.2 Research Objectives

1. To examine the impact of flexible working hours on employee performance and well-being in the Development Bank.
1. To assess the relationship between flexible working hours, employee performance and well-being.
2. To evaluate the types of flexible working arrangements in Development Bank.
3. To analyze the factors affecting flexible working in Development Bank.

1.4 Research Questions

1. What are the impacts of flexible working hours on employee performance and well-being in the Development Bank?
2. How is the relationship between flexible working hours, employee performance and well-being?
3. What are the types of flexible working arrangements in the Development Bank?
4. What are the factors affecting flexible working in Development Bank?

1.5 Scope of the Study

The purpose of this study is to examine the impact of flexible working hours on the performance and well-being of employees. This study was limited to one bank in the Sultanate of Oman, which is the Development Bank, which is considered a government bank that is supported by the government for the purpose of developing small and medium enterprises and supporting them financially. The study was limited only to employees who work in the main branch of the Development Bank in Muscat. Since the subject of the study focuses on flexible working hours, it will include all employees of both genders from various departments and divisions in the bank, including the departments of human resources, information technology, risk management, marketing, customer service, training and development, accounting, and finance. The study will take a period of 14 weeks, starting on March 3, 2024, and ending on June 8, 2024. The study will discuss the impact of flexible working hours on the performance and well-being of bank

employees, the types of flexible work arrangements offered by the bank, and the advantages and disadvantages of flexible working hours. Moreover, the relationship between flexible working hours and employee performance and well-being will be discussed. The primary data will be used to collect data from the 98 participants in the study sample by sending a questionnaire using Google Survey to the bank employees to obtain responses from the respondents. In addition, conduct an interview with one of the bank's employees at HRD in order to obtain in-depth answers and clear insights for questions related to the research objectives.

1.6 Significance of the Study

The importance of the project lies in its great importance of implementing flexible working hours in various companies in the era of globalization and technological progress due to its benefits to stakeholders, including employers, employees, society, etc., as is included below:

1.6.1 For Researcher

This study will benefit researchers in terms of contributing to developing their research skills and capabilities, improving communication and decision-making skills, and gaining in-depth knowledge by reviewing scientific research and previous experiences of researchers.

1.6.2 For the Bank

This study will benefit the bank in terms of identifying problems, deficiencies, and proposed reforms and improvements that will help increase flexible working hours options, which will lead to improved employee performance and well-being, thus attracting highly skilled and talented employees and retaining them in the bank. Additionally, companies will benefit from flexible work schedules in terms of increased production and reduced absenteeism and attrition. Because flexible working methods are beneficial to companies, flexibility has been incorporated into employment to allow workers to choose the appropriate place and time for their work, which

will contribute significantly to increasing the bank's productivity and profitability as a result of choosing peak work times. Where employee productivity is high.

1.6.3 For the Employee

Flexible working hours are important for workers since they allow them to structure their life according to their preferences and have the autonomy to choose the beginning and conclusion of their workday. Furthermore, it aids workers in balancing their personal and professional life by effectively managing family obligations, using leisure time more productively, and alleviating stress. It aids in averting burnout at work.

1.6.4 For Society

The community benefits from this study by increasing awareness of the importance of implementing flexible working hours for employees in institutions because of its positive benefits for improving performance and employee well-being. On the other hand, not providing flexible working hours for employees in some institutions will lead to decreased performance, absenteeism from work, and employee turnover, all of which will have negative consequences for society. Because workers have different entry and exit times, flexible work schedules provide a number of real benefits to the community, most notably that they enable community members to receive services for longer periods of time and that they help reduce severe traffic congestion each day.

1.7 Limitation of the Study

1.7.1 Sample Size

The sample size that was selected for this study was small and limited to 98 participants from various departments in the bank, as it included only employees who work in the main branch of the Development Bank. It was supposed to include all bank branches, organizations, or other banks in Oman in order to expand the sample size to include a large and diverse number of participants, which will generate different and more in-depth results and insights into the subject of the study.

1.7.2 The Scope of the Study is Limited:

The study was limited to the impact of flexible working hours on the performance and well-being of employees in the Development Bank only. It would have been good for the study to include comparisons with banks and other institutions in terms of the types of flexible working hours' arrangements and the extent of their impact on the performance and well-being of employees in order to increase the scope of the research and make it clearer and more comprehensive.

1.7.3 Limited Time:

This study was conducted within a short period of time, 3 and a half months (14 weeks), as it is not sufficient to conduct this type of study. It was supposed that the duration of this study should not be less than 6 months.

1.8 Operational Definition of Terms

- ❖ Flexible working hours: Flexible working hours are schedules or arrangements among workers and a company that enable workers to choose their own starting and ending times for the workday based on their preferences (Idowu, 2020).
- ❖ Flexible time: is a term used to describe a policy that substitutes a framework that allows workers to pick their own start and end hours for their workday, rather than the usual set timings (Berkery et al., 2020).
- ❖ Work-life balance: It means the amount of time spent on performing and executing work duties and tasks compared to the time spent on meeting the requirements of personal life (Andrade et al., 2023).
- ❖ well-being: Employee well-being in the workplace refers to the mental, emotional, and physical health of workers, which is attained by providing a physically enjoyable and safe atmosphere (Zerhouni, 2022).
- ❖ Stress: is how people's mental and physical health respond to shifting situations in their jobs, environments, and lifestyles (Yuliati et al., 2023).

- ❖ Employee performance: It refers to an individual's work quality and quantity in fulfilling their assigned obligations (Idowu, 2020).
- ❖ The turnover: It refers to the rapid rate at which personnel are departing and being replaced within the company (Bett et al., 2022).
- ❖ Job design: is a procedure that comprises assembling certain activities and obligations to generate a range of assignments that specify the tasks and obligations that people must do in their daily job (Musinga et al., 2020).
- ❖ Job performance: It refers to the accumulation of an individual's distinct behavioural experiences during a specific duration and their anticipated worth to the company (Msuya & Kumar, 2022).
- ❖ Development bank: It was established in the year 1976 under the Royal Decree No 31/76 (Hemavathy Nithyanandhan, 2011). The DB is the first specialized development bank started in Sultanate for the purpose of contributing to the economic and social development in the country (Omanmoments, 2023).

1.9 Structure of the Research

This study consists of five chapters as shown in the table below:

Chapter number	Chapter topic	Description
Chapter 1	Introduction	The first chapter, known as the introduction, is divided into several parts: At the beginning of the first chapter, it provides a comprehensive background on the subject of the study. This chapter also presents a statement of the study's problem, along with its aim and objectives. It also formulates research questions related to the study's objectives, scope, significance, and limitations. It also provides definitions of terms related to the study's subject, structures the research, and concludes with a

		summary that includes a summary of the first chapter and a presentation of the second chapter.
Chapter 2	Literature review	The second chapter includes reviews of literature and previous studies that are related to the subject of the study and includes an introduction to the subject of the study, the purpose of this research, and the sources used to collect data related to the research objectives, which include the concept of flexible work, employee performance and well-being, and the effect of flexible working hours on employee performance and well-being. Types of flexible work arrangements and factors affecting flexible work, in addition to a summary of the second chapter and presenting the third chapter.
Chapter 3	Research methodology	The third chapter focuses on research methodology and includes the research design (exploratory and descriptive) and the approach (qualitative and quantitative) used for this study in a manner that is appropriate and depends on the type of study and the appropriate approach for the researcher, methods of data collection, study population, sample size, study sample, and testing of validity and reliability, research tools, data collection and analysis techniques, research ethics, a summary of the third chapter, and presenting the fourth chapter.
Chapter 4	Data Analysis	This chapter (Data Analysis) includes an introduction that clarifies the concept of data analysis techniques. This chapter presents the responses of the respondents to the questionnaire as well as the answers obtained through personal interviews in order to analyze them into meaningful

		information and useful insights, in addition to providing a summary of the fourth chapter and presenting Chapter five.
Chapter 5	Summary of findings, conclusion and recommendations	The fifth chapter provides a summary of the most important results obtained in this study and mentioned in the fourth chapter. Moreover, conclusion explains the most important result of each chapter of this study, and in addition presents proposals and recommendations that would contribute to overcoming the challenges facing the institution.

Table 1. 1 Research structure

1.10 Summary

The first chapter of this study provides a comprehensive background on the impact of flexible working hours on employee performance and well-being, given their significant importance in the workplace due to advanced technology and the continuous changes that have impacted business in organizations over the past few years and into the present. HR managers in organizations have recently paid a lot of attention to flexible working hours as a family-friendly strategy. Previous research studies have shown that flexible working hours improve worker morale and loyalty, enhance performance, productivity, and work-life balance, reduce absenteeism, and save employers time and money. The study also addressed the statement of the research problem, the aim and objectives of the study, the study questions, the scope, significance, and limitations of the study, in addition to defining the definition of terms related to the study and structuring the research. The next chapter of this study will discuss relevant literature and previous studies, along with the most prominent findings from academics and researchers about the impact of flexible working hours on employee performance and well-being. Furthermore, gaps in previous literature will be identified.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In the second chapter of this study, the researcher used previous literary studies related to the subject of the study, in addition to the findings reached by researchers and academics about flexible working hours and their effects on the performance and well-being of employees. Several previous literature studies have explored the impact of flexible working hours on the performance and well-being of employees in the private and public sectors. The well-being of employees and enhancing and improving their performance have become more important for any company or organization in order to ensure its continuity and survival in highly competitive markets. Previous research studies have shown that flexible working hours improve worker morale and loyalty, enhance performance and productivity, and improve work-life balance. In addition, companies that implement flexible work arrangement strategies contribute positively to enhancing employee well-being and happiness. To effectively address the current conditions, it is necessary to provide flexible working hours and arrangements to ensure the improvement and enhancement of employees' performance and well-being, enabling them to work optimally and achieve the organization's goals. This study will examine several earlier literature reviews centered on the same research questions and study objectives to identify the approaches and strategies used by other academics. By documenting past research, highlighting its outcomes, and describing existing studies, future researchers will have a better chance of capitalizing on and benefiting from new findings (Kumar et al., 2023).

2.2 The concept of flexible working

Flexible work is a widely discussed concept that is often ambiguously defined. Flexible working might include variances in work hours, decreased hours compared to full-time employment, the ability to work from different locations, and the option to adjust the schedule during the year, week, or day (Abid & Barech, 2017).

There are many ways to define flexible working, but most definitions focus on two things: working remotely (from home or somewhere else), and having fewer or varied hours (either set in stone or with some leeway over daily working hours). Because of lockdowns, childcare responsibilities, and other factors, the COVID-19 pandemic-related limitations compelled the majority of people to work from home in a flexible way. Even after the removal of COVID-19 limitations, many employees continue to work remotely. By luring people from a variety of backgrounds, flexible working may give companies a competitive edge. Cost reductions for businesses and workers go hand in hand with the environmental advantages of flexible working, which are becoming more and more significant, particularly for the next generation (Yuliati et al., 2023).

In 1967, a German airline introduced the concept of flexible working for white-collar employees and research and development staff in the HR department, with the aim of reducing traffic congestion and streamlining the check-in and check-out processes. His Majesty Sultan Haitham bin Tariq issued royal orders on May 12, 2022, implementing flexible working hours in the Sultanate of Oman's administrative apparatus units (Nair, 2022).

According to Jackson and Fransman (2018), flexible working hours would facilitate planning and not cut down on working hours. Consequently, an employee's capacity to choose where they work (from home) and how long they work is one way to define flexibility in the workplace. It is the employer's responsibility to give this schedule flexibility. Rearranging family dynamics may benefit both men and women, according to many academics who also claim that flexible work arrangements foster balance between the workplace and the home. This discussion views the increasing prevalence of flexible work arrangements as either a market-driven trend or a deliberate strategy to help businesses compete in the modern marketplace. The typical full-time Monday through Friday eight or nine to five work schedules are no longer appropriate for many industries, according to this viewpoint.

On the other hand, the speech on employee requirements emphasizes the variety of preferences and conditions resulting from a more diversified labor pool, which drives employee demands for flexible work schedules and prompts employers to adapt. Employees in the demographics are likely to be looking for more flexible work arrangements: those who are caring

for others, such as the many women who have joined the workforce in the last few decades; those who are getting on in years and require or want less rigid hours so they can keep working to support their families; those who are juggling multiple jobs, like students, who are just offered occasional shifts; and migrant workers, who can pick up employment anywhere and at any time, thus increasing the supply of highly adaptable workers (Sanders & Karmowska, 2020).

2.3 Employee performance and well-being

2.3.1 Employee well-being

Workers' well-being, or their work-related health, has gained attention in the corporate world over the last several decades. The state of a worker's physical and emotional health, taking into account their experiences both outside of and inside of the workplace, might be referred to as worker well-being. A commonly recognized concept defines work-related wellbeing as the overall quality of employment that a worker experiences. Staff welfare has been studied in numerous scientific domains have been involved in the study of staff welfare. Scholars have used several methods to highlight aspects of work-related well-being (Guest, 2017).

Pipera and Fragouli (2021) suggest a two-dimensional model that incorporates five aspects of emotional well-being. Specifically, these elements are as follows: anxiety-comfort, depression-pleasure, boredom-enthusiast, fatigue-vigor, and anger-calm. In addition to job satisfaction, other factors that contribute to a good work life include job participation, organizational commitment, flourishing, vitality, flow, and motivational factors and feelings. There are three main components to a worker's well-being: social, psychological, and physical. Recent studies in business have focused on the hedonic component of psychological well-being on the job. Workers' subjective experiences on the job are the focus of this happiness-oriented theory. It is associated with positive work emotions, a healthy balance between optimistic and pessimistic thoughts, and contentment in one's employment. When workers are able to perform their jobs successfully and reach their maximum potential, they experience eudemonic well-being. Eudemonic well-being encompasses feelings of involvement and emotional dedication to the organization, and is associated with discovering significance and direction in one's job (Edgar et al., 2017).

When it comes to the physical aspect of worker wellbeing, the primary focus is on both mental and physical health. Extreme stressors, such as burnout and increasing workloads, and occupational stresses, such as excessive commitment and excessive workloads, are all part of a healthy lifestyle. It includes individual perceptions of health as they relate to things like stress, fatigue, and energy levels. On the one hand, workers have access to health care, but on the other, work-related injuries and stress may progress to illness. What matters for workers' emotional health is the quality of their interactions with coworkers. It encompasses not just the direct and indirect relationships between workers but also their relationships with the company as a whole. Cooperation, reciprocity, and levels of trust and support from inside the organization are some ways to look at worker well-being. This enhances the feeling of general welcome and fair treatment (Marescaux et al., 2019).

Guest (2017) emphasizes how a company has an ethical duty to prioritize the well-being of its workers, particularly during emergencies. Businesses have to cope with situations that can have negative effects or even put employees' health at risk. In order to thrive and remain flexible, organizations must prioritize employee well-being within a competitive work environment and periodically evaluate their job-related wellness protocols. Therefore, even if it is now difficult to finance, investing in worker well-being may end up saving money in the long term.

2.3.2 Employee performance

A fundamental element of a company's success is worker performance. Work and organizational psychologists are trying to understand and evaluate this idea, which has piqued their interest. It is assessed in light of certain parameters related to company performance, including sales and productivity, or as the accomplishment of predetermined objectives. Employee performance is the collection of activities and behaviors that workers control and that align with the organization's objectives. Employees achieve effective work performance by meeting their employers' expectations and fulfilling their job obligations in accordance with their job description (Meijerink et al., 2021).

Worker performance is a broad term with several facets that include many aspects. Identify organizational citizenship behavior and task performance as the primary components of worker

performance. Task performance is a characteristic that is associated with the behaviors specified in a job description that support the company's technological core. It speaks about the knowledge and practical abilities needed by staff members to carry out their jobs well. These behaviors might be numerical in nature, role-specific, and dependent on the job description. In terms of the administration and psychology fields, contextual effectiveness, or organizational citizenship behavior, is crucial. This multifaceted idea encompasses voluntary behaviors that are advantageous to the organization. Organizational citizenship behavior strengthens and supports the psychological and social setting in which tasks are carried out is strengthened and supported by organizational citizenship behavior. Organizational citizenship behaviour encompasses extra-role actions that contribute to the appropriate operation of the organization, without any formal or explicit acknowledgement. Interacting and cooperating with coworkers, displaying creativity and innovation, and sharing knowledge as a team member are some examples. Organizational citizenship behavior strongly correlates with the outcomes of an organization, including competence, productivity, customer happiness, and inclination to leave (Narzary & Palo, 2020).

The current working models are insufficient due to the unstable nature of the workplace and the changes made to the conventional pattern of job performance. The complex and demanding situations that workers face require them to have a certain amount of flexibility. It is essential that they adjust quickly and react appropriately in emergency circumstances. When necessary, setting priorities and effectively handling new issues are critical. Adaptive performance is a flexible work style that assists workers in adjusting to change through exceptional problem-solving, stress/uncertainty/crisis management, acquiring new skills, and environment/people-culture adaptation. It is a continuation of conventional worker performance, which is essential to contemporary organizations' long-term success, and represents evolving work trends (Meijerink et al., 2021).

An additional aspect of each worker's performance in the workplace that has to be taken into account is counterproductive behavior. Counterproductive behavior significantly impacts the company's survival and is a fundamental concept in organizational psychology. These are deliberate, voluntary actions that aim to harm the company and its members. These include sabotage, being lazy, damaging the company's property, delivering subpar work on purpose, and

being absent. These actions may have an impact on the staff's performance, the property, and daily operations. This could result in circumstances that are very expensive and terrible for both the company and the employees' welfare (Pipera & Fragouli, 2021).

A company's ability to survive depends on its employees, and they may also be the key to its success. Investments in techniques that improve employee performance are necessary for organizations to thrive. A high level of work satisfaction, motivation, and support from coworkers may contribute. It is critical to give them access to essential resources, motivation, a valued infrastructure, and performance opportunities. Businesses that provide their workers with something of value are able to get the best output (Park & Park, 2019).

2.4 The impact of flexible working hours on employee performance and well-being

According to Abid and Barech (2017), the study that they conducted at telecommunication centres in Pakistan highlighted the role of flexible working hours in improving balance between work and personal life and having a significant influence on employee performance and well-being. The study showed that employers may utilize flexible working hours as a tool to help their employees deal with stress, perform better, and stay with the company longer. In place of the traditional 9 to 5, employees now have more leeway to decide how and when they get their jobs done. Flexibility in working environments is now driven by performance, which is why a growing number of businesses and employees are showing interest in these programs. Employers are always looking for ways to increase worker performance, so offering flexible scheduling options from the start is a smart way to encourage them to do so.

According to Pradipta and Martdianty (2023), the most frequently mentioned organizational advantage in the literature is the increased productivity that comes with working remotely. In their analysis, they included 24 studies on the benefits of remote work for both individuals and businesses. Flexible work schedules allow for more job independence, which boosts output and worker performance.

According to Stavrou and Anastassiadou (2022), in their study that conducted for employees working in the private sector in Swedish organizations, they confirmed that flexible working hours significantly and positively affect employee performance, as 76% of employees in those organizations expressed that flexible working hours enable them to choose the appropriate time to start and finish their work, which in turn contributed to increasing their performance, as the freedom to choose flexible working hours enables them to work with dedication in the most productive working hours. The results of the study conducted in several companies from the private and public sectors in the UAE indicated that giving employees confidence in choosing flexible working hours contributes significantly to the quality of work and increases the creativity and performance of employees (Hashmi et al., 2021).

Remote work and flexible working hours are considered two aspects of flexible work that give people control over their schedules and greatly decrease burnout and anxiety. Because of this, workers are able to better manage their time between work and personal obligations, which in turn leads to healthier decisions about their lives (Idowu, 2020). If workers are not restricted by very strict work schedules, they could perform better at work. Over time, it has become clear that flexible work arrangements may benefit businesses, employees, and the preservation of a work-life balance (Jackson & Fransman, 2018).

According to Zerhouni (2022), there are clear connections between flexible work and measurable improvements in employee wellbeing. From increased engagement and productivity metrics to reduced levels of absenteeism, Findings on the effects of working time flexibility on employees' well-being are relatively controversial, with its effects ranging from negative and neutral to positive. With the ability to flexibly manage schedules, workers employ their time with better control, avoiding possible adverse outcomes (e.g., overwork or stress). The researcher has shown in a study conducted for employees working in industrial companies in Morocco that having flexible work arrangements enhances workers' work-life balance, enhances their well-being, and provides them with more control over their schedules (Zerhouni, 2022).

2.4.1 Advantages of flexible working hours

1. Work-life balance:

Work-life balance is one of the most critical elements of an employee's job satisfaction. When it comes to preserving work-life balance, employees, particularly women, may value flexible working hours more than financial compensation. Employees who have flexible work schedules are better able to manage their personal and professional lives. Those who have family duties may find this especially helpful, as it enables them to fulfill their obligations without compromising their professional goals (Chen & Zheng, 2023).

2. Decrease stress and boost well-being:

Flexible work schedules reduce employee stress. Disturbing aspects of the workplace will negatively impact workers' emotional and physical well-being. Employee performance will therefore decline, which will undoubtedly have a detrimental effect on the company's output. Stress has obvious negative impacts, such as increased turnover and absences. Individuals' personal lives are crucial because their personal anxiety affects how well they perform at work. In this case, schedule flexibility could help lower worker anxiety (Emami et al., 2024).

3. Boost staff involvement:

Employees who perform their duties from home have a comfortable and quiet atmosphere, no noise interruptions, and a relaxed state of mind. Research also demonstrates that employees prefer to dedicate more time to their work when they enjoy greater freedom. Workers have a strong commitment to their jobs. In contrast to physical labor, mental labor is necessary in this kind of setting (Amirul & Shaari, 2021).

4. Decrease turnover and absenteeism:

The flexible hours enable workers to make changes between workplace and home responsibilities without needing to take time off for minor personal tasks. They may modify their schedule by spending more working hours, which will contribute to a decrease in absenteeism. Giving workers autonomy reduces their likelihood of considering leaving the company, thereby

reducing staff turnover and potentially yielding economic benefits for the company (Chen & Zheng, 2023).

5. Boost dedication, commitment, and morale among employees:

If workers have flexible work schedules, they are satisfied with management practices. Workers believe that the employer is taking their issues into account. Employee commitment and loyalty to the company increase over time. Employees have higher morale because of their work happiness (Sulaymonov, 2020).

6. Boost self-assurance and confidence:

Workers feel quite confident in themselves when they see that management believes in them. Workers gain greater self-assurance and contribute more to the company when they work (Amirul & Shaari, 2021).

7. Increasing Productivity and Profitability:

When workers are happy with their jobs, they are willing to give their best in the workplace. It will boost the company's productivity. Profitability naturally increases in proportion to production (Emami et al., 2024).

2.4.2 Disadvantages of flexible working hours

1. Difficulties balancing work and personal lives:

It is difficult for someone to accurately coordinate working hours at the workplace and home. You may be working on one task while mentally working on another. Not focusing on one task can affect work efficiency (Emami et al., 2024).

2. Another disadvantage of having a flexible schedule is:

During a flexible work schedule, the employee must always answer office calls. In addition, office workers do not respect employee privacy. They make calls at odd hours of the night or early in the morning, which is very annoying for the employee's private life. While office

workers may perceive you as always having fun with your relatives, you and your family may believe that you are constantly occupied with work. You may become frustrated with this predicament (Chen & Zheng, 2023).

3. Time management:

Adaptable schedules provide some autonomy to complete tasks at preferred times. This flexibility will impede employee time management. Occasionally, employee anticipate being able to head to the workplace after finishing his household duties, but it may end up taking longer than he expected (Amirul & Shaari, 2021).

4. Low profitability:

These causes will, together, impact the company's profitability and efficiency. Certain industrial tasks require completion within a certain timeframe and collaboration with other team members. Some firms prohibit flexible working hours, and several companies track tardiness. If feasible, they may provide these facilitations to some workers for a short period of time (Sulaymonov, 2020).

5. Reduce interaction among staff members:

Flexible working hours might lead to fewer worker interactions. Interacting fosters trust and facilitates collaboration among coworkers. However, when individuals tailor their work schedules to their own interests, they may engage less with their colleagues. Because staff have the freedom to work flexibly, which may clash with fixed meeting times, flexible hours may lead to contested meetings (Chen & Zheng, 2023).

6. Health risks:

Allowing workers to carry out their duties on Saturdays, Sundays, and nights seems to boost accident rates and job-related health problems. It also raises the likelihood of a worse work-life balance. This might be because individuals often engage in social interactions and fulfill their own wants during these periods (Emami et al., 2024).

Figure 2.1

Advantages & Disadvantages of flexible working hours



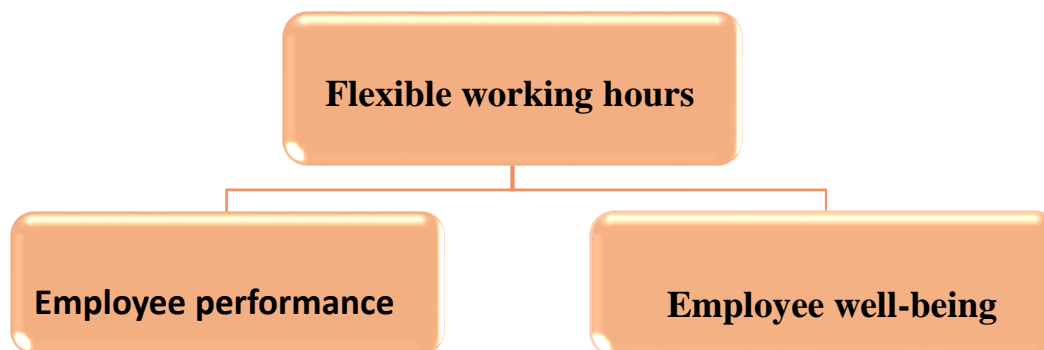
Note. From *The Pros and Cons of a Flexible Work Schedule*, by Susan M. Heathfield, 2021, THEBALANCEMONEY (<https://www.thebalancemoney.com/advantages-and-disadvantages-of-flexible-work-schedules-1917964>)

The above figure shows the advantages and disadvantages of flexible working hours as discussed at the beginning.

2.5 The theoretical framework of flexible working hours

Figure 2.2

The relationship between flexible working hours, and employee performance and well-being



The figure above shows the relationship between flexible working hours (independent variable), and employee performance, and employee well-being (dependent variables).

2.5.1 The relationship between flexible working hours and employee performance

Implementing greater effort and flexible human resource management policies will motivate employees to do their best, produce better work, and manage their time better, enabling them to balance professional and personal commitments, focus more, and spend less on healthcare. Research conducted by Eshak et al. (2018) showed a significant positive correlation between performance and flexible working hours. The study also indicated that flexible working hours improved employee retention and job satisfaction, which ultimately led to increased employee performance and productivity. Several studies have investigated the correlation between performance and giving workers some control over their choice of working hours. Social exchange theory has been used to support the claim that raising employee performance may be a mutual action between employer and employee. Giving an employee the freedom to choose his working hours fosters a sense of duty towards his employer.

Flexible working hours have a strong relationship with employee performance, as evidenced by better time management and increased efficiency. By taking into account people's individual work styles and preferences and giving them the autonomy to adjust their schedules to their most productive working hours, executives empower employees to do their best quality work. For dedicated employees whose personal needs conflict with traditional flexible hours, this can be a retention strategy. Companies that offer flexible working hours experience increased staff satisfaction, efficiency, and performance, as well as reduced absences and staff turnover, all of which result in financial savings for the company (Orishede & Ndudi, 2020).

Bett et al. (2022) conducted a study in Kericho County that demonstrated a strong positive relationship between flexible working hours and employees' performance. The study found that flexible working hours and remote work enhance employee performance and productivity while also reducing stress and absenteeism. Flexible working hours have a positive correlation with higher productivity because they encourage workers to make the most of their time. Executives enable workers to do their greatest effort when they consider people's distinct work approaches and preferences and provide them with the freedom to modify their schedules in order to fit in their most effective working hours (Emami et al., 2024).

2.5.2 The relationship between flexible working hours and employee well-being

The study conducted in Indian IT organizations indicated that employee's social well-being and performance results are greatly improved by being offered more flexible working hours. According to the findings, there is a strong positive correlation between employees' social well-being, and flexible work options (Arora, 2022). Research conducted in several Australian companies with office-based personnel found a favorable correlation between flexible scheduling of work and the blending of work and non-work activities. Stress related to one's occupation may diminish as a result of reduced conflict between work, personal life, and integration of the two, which favors better combining of work and non-work activities. Most analyses exploring the impacts of flexible work hours signify that they influence workers' attitudes regarding work and non-work comparable to flexible work schedules. Consequently, it is plausible that flexible job arrangements, like adaptable working times, could have a positive impact on the employee well-being (Ferdous et al., 2023).

Figure 2. 3

Employee well-being indicators



Note. From *Wellness And Perks For The Hybrid/Flexible Work Schedule – How To Keep Your Employees Happy*, by Greater Mercer, 2022, GMTMA (<https://gmtma.org/wellness-and-perks-for-the-hybrid-flexible-work-schedule-how-to-keep-your-employees-happy/>)

2.6 The types of flexible working arrangements

In today's ever-changing environment, it is critical to design flexible work arrangements that fit organizations and match workers' expectations. Organizations utilize a variety of flexible arrangements for workers, including those indicated below:

Remote work: Is an organizational framework for work that is done wholly or partially outside the corporation utilizing technology and information services, allowing employees to operate from a variety of places rather than just one. Working remotely helps individuals, businesses, and society as a whole (Ogueyungbo et al., 2019).

Flexi-time: Allows the employee to balance work and private life requirements. Additionally, it reduces employee commute time by starting and ending work before or after peak hours. Furthermore, flexitime allows workers to set the start and end times of the workday, provided that they complete at least eight hours of work (Berkery et al., 2020).

Job sharing: Refers to a situation where two or more workers share a full-time job and are paid based on the number of hours each worker works. Tasks may be divided into separate days, weeks, or alternating weeks. To achieve task sharing, employees must have a spirit of teamwork and cooperation (Ogueyungbo et al., 2019).

Compressed work weeks: In response to employees' desires to provide options for shorter work weeks, some organizations have implemented shorter work weeks to enhance employee performance and productivity. However, by implementing this type, the employee will work hard hours per week for fewer working days overall (Ifeoma, 2019).

Part-time work: Those who work less than thirty-five hours a week are classified as part-time, and research indicates that they are least likely to have problems with their physical and mental health. Employees who want to maintain a balance between work and family choose part-time work, but those who prefer to work long hours find part-time work objectionable (Msuya & Kumar, 2022).

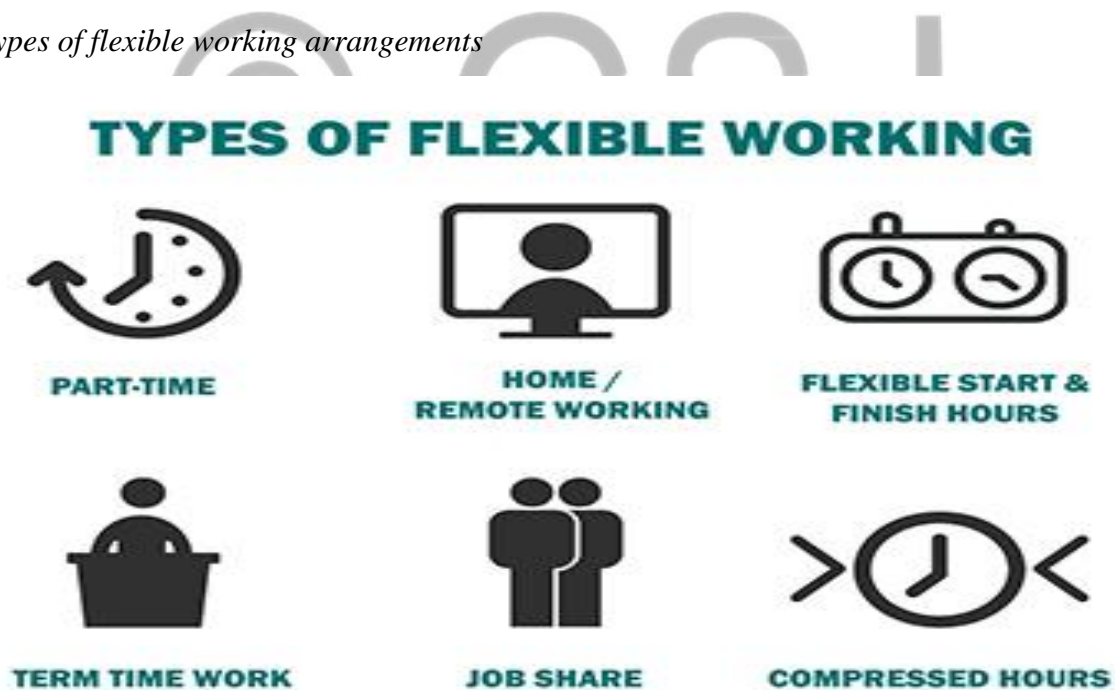
Shift work: During shift work, employees typically work in teams consisting of individuals who create one shift team per group. Shift work systems include alternating working hours for each group, moving between morning, afternoon, and night shifts (Zerhouni, 2022).

Overtime: In this case, employers agree to offer a financial reward to the worker who proposes to accept a second job exclusively at the same company (Shanker, 2023).

Outsourcing or subcontracting: Contract workers are used to do a particular job. Subcontracting allows the use of skilled professionals for a certain period of time. These individuals are full-time employees of large companies, such as hardware, telecommunications, or construction companies, that are managed by business owners (Msuya & Kumar, 2022).

Figure 2. 4

The types of flexible working arrangements



Note. From Flexible Working within the Department for Health, by Cassandra Phoenix, 2019, (<https://blogs.bath.ac.uk/health-athena-swan/2019/04/29/flexibleworking/>)

2.7 The factors affecting flexible working

Flexible working hours are beneficial for both employees and companies and contribute significantly to increasing the performance and well-being of employees. However, there are factors that affect the application of flexible working hours, as mentioned below:

2.7.1 Technology infrastructure

According to Mohiya (2024) the adoption of flexible work arrangements is intricately connected to the challenges and obstacles that remote workers and employers face. Every day, it becomes more difficult to accommodate all of your remote workers by providing them with a suitable workspace and enough technological infrastructure. Unfortunately, not all employees have easy access to the equipment and work areas they need to execute their duties properly. An adequate technical framework is necessary for the delivery of fixed wireless connectivity. When working remotely or on the go, employees need safe and dependable access to tools like Trello, Google Teams, Zoom Meet, and others. In addition, they need tools for online collaboration and communication, as well as access to the internet, so that team members who work remotely may stay in touch. A solid IT system also ensures that critical data and applications can be accessed securely. Ensuring the security and confidentiality of company information becomes even more important when employees work from different locations.

The success of online companies is heavily dependent on their technological infrastructure. A solid technical foundation is essential for digital companies in this day and age to ensure smooth and secure operations. To manage and secure critical company information and data, a trustworthy IT infrastructure is necessary. Efficiency in collaborating, effectiveness in measuring productivity and performance, and enhanced flexibility in staff scheduling and tasking are all made possible with a stable IT infrastructure and a fixed wireless connection. Businesses may save money on operations, reduce the demand for real estate, and have a good impact on the environment if they become less dependent on their physical office space, which may be achieved with a robust IT infrastructure. More applicants, especially younger ones who prioritize work-life balance, may be attracted to companies that have FWAs equipped with state of the art IT (Mohiya, 2024).

2.7.2 Organizational culture

According to Febrita and Prasojo (2023) An organizational culture that supports flexibility is essential to FWH's success. Businesses must provide an atmosphere where employees may work independently and prioritize their tasks after hours. A culture that values work-life balance, accepts individual requests for flexibility, and cultivates employee trust will promote more effective FWH implementation. A flexible workplace that encourages employees to utilized FWH will be produced by a forward-thinking and transparent corporate culture. A flexible work environment is enhanced by an open and progressive organizational culture, which is advantageous for the implementation of FWH. The benefits of continuous internet connection are owed to every employee in a diverse workplace. There is no unfair treatment or discrimination based on gender, marital status, or age while utilizing FWH.

Each employee is treated respectfully and has an equal chance to manage FWH in accordance with their own and the firm's preferences. Moreover, implementing FWH is a smart method to support employees in striking a work-life balance, increase performance, and create a more flexible and adaptive work environment. However, the implementation of flexible working hours may be met with workers' resistance since they don't desire the notion of change. Therefore, organizational leaders and management are in favour of flexible work schedules and see their benefits for staff as well as the business. Within an open and progressive organizational culture, administration and organizational leaders also actively promote the implementation of support flexible working access. The management supports employees who want to keep continuous access to flexible work arrangements by offering resources, easy-to-follow policies, and guidelines. Employees that use FWH report feeling more at ease and confident, which has ramifications for a progressive and egalitarian workplace culture. Because they feel appreciated and supported by the organization, they are able to focus and do their tasks well (Febrita & Prasojo, 2023).

2.7.3 Organization policy

According to Mohiya (2024) organization policy must specify the types of flexible scheduling that are acceptable, the submission process for applications, and the requirements that workers must meet. A well-defined policy will offer workers who want to implement flexible working hours dependable direction and assurance. To optimize employee productivity, organizations must create rules regarding FWH assistance programs. A policy that aligns with the FWH's way of working may be the implementation of a system that recognizes accomplishments and punishes failures. This reward system includes recognition for exceptional work, extra bonuses or incentives, opportunities for professional growth, and more adaptability in flexible work schedules. A clear and equitable incentive system can motivate team members to achieve objectives and feel valued for their efforts. Regularly applied rewards based on genuine contributions can enhance employee performance.

Organizations, however, also need to have a transparent FWH sanctions process. Instead of being punitive, this process aims to uphold responsibility and ensure team members adhere to their duties. The team as a whole should be fully informed of the sanctions that are being implemented, and they should be fair and reasonable. This safeguards the FWH's flexibility from misuse and ensures that all team members fulfill their tasks in accordance with the deliverables. Furthermore, it is essential that organizations maintain unambiguous communication about the FWH's system of rewards and penalties. This requires a clear understanding of the parameters and standards used to determine incentives and sanctions, along with an impartial and transparent review procedure. Team members who communicate well are certain to have a common understanding of the implications of their FWH duties. The appropriate use of incentives and penalties may promote accountability, discipline, and high output. Businesses that successfully use FWH incentives and punishment policies will foster an atmosphere at work that strikes a balance between responsibility and flexibility and promotes efficient goal achievement (Mohiya, 2024).

2.7.4 Managerial support

Administrative support is one of the main factors affecting the implementation of flexible working. Employees whose work is performed with resilience can experience enhanced psychological well-being, organizational commitment, job contentment, and job engagement with the assistance of suitable management. Flexibility in team management is an essential competency that managers must possess. Although operating from various locations and times, they must be capable of providing feedback, establishing communication, and fostering collaboration among everybody in the team. It is critical to ensure that workers receive details and guidelines effectively by using language and methods that are appropriate for the intended audience. Effective communication enables personnel to obtain precise instructions on how to execute their work and recognize their obligations and responsibilities when using flexible working hours. Each worker will be inspired to perform at their highest level and is capable of doing so through effective communication (Febrita & Prasojo, 2023).

Through previous literature, researchers and academics have studied flexible working hours' arrangements with various outcomes such as employee productivity, satisfaction, and performance, as well as employee well-being and enhanced work-life balance. However, there are gaps in the previous literature that require further research and exploration into the consequences and challenges of flexible working hours for other industries, emerging economies, employees, and countries outside Europe. In addition, there is an urgent need for more research and studies on initiatives that contribute to enhancing employee well-being and performance.

2.8 Summary

This chapter of this study included literature reviews from secondary sources of previous literary studies related to the subject of the study and the results reached by researchers and academics about flexible working hours and their impact on employees' performance and well-being. The secondary sources were analyzed using a descriptive approach. In the next chapter of this study, the research methodology will be discussed, which includes research design, research method, population, sample size, study sample, sampling technique, research tools, validity and reliability testing, data collection and analysis techniques. Also, an ethical, social, and legal considerations will be discussed.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the method or methods through which the researcher will solve the research problem, in terms of using appropriate methods to collect and analyze data in order to obtain accurate and reliable results. This chapter will include study design, research methods, and study population. In addition to clarifying the technique used in sampling and sample size. Moreover, the research tools used in the study will be described, and validity and reliability tests will be conducted. In addition, the techniques for collecting and analyzing study data will be clarified. Furthermore, the social, ethical, and legal considerations of this study will be described.

3.2 Research Design

A research design refers to the method that uses empirical data to determine the study's objectives. It involves making decisions on the goals of the study, sample strategies, data collection techniques, and data analysis. A well-thought-out of research design guarantees that the appropriate techniques for data gathering, and analysis are utilized in line with the study goals. In order to deliver significant results, the study design guides the data collection, analysis, and explanation processes (McCombes, 2021).

According to Asenahabi (2019), a research design outlines the general approach used by the researcher to logically and cogently combine the investigation's special qualities. Despite the vast number of searchable design styles available, one cannot be considered optimal for study. Numerous aspects, including the study goals and time range, impact the selection of the best study

design. Nonetheless, a significant portion of the decision-making process depends on the type of research goal, which may include:

Descriptive research: The purpose of a descriptive study is to provide a detailed account of a population, occurrence, or phenomenon so that we may draw conclusions on numerical correlations or the degree of variation between two variables.

Exploratory research: It includes conducting a thorough examination and understanding of an issue in order to improve one's competence in a specific field.

Explanatory research: The goal of this kind of study, which is also called causal research, is to determine the link between two variables so that researchers may see how changing one of them alters the other.

The researcher utilized exploratory and descriptive research designs for this study. By reviewing literature and research papers, exploratory design aims to investigate a particular problem, formulate hypotheses, and find ideas. It could be useful when you need to pin down the exact nature of the issue, find workable solutions, collect more data before coming up with a strategy, or provide the groundwork for subsequent research. Descriptive designs focus on collecting primary data and analyzing it by the researcher to obtain useful insights (Asenahabi, 2019). The descriptive design does not rely on research assumptions; instead, it relies heavily on questions. The researcher collects, processes, arranges the data and then presents it clearly utilizing a descriptive study design, which contributed to providing a comprehensive and accurate description of how to enhance the performance and well-being of employees by providing various flexible working hours' arrangements and options for Development Bank. This design's accuracy and clarity make data collection and analysis possible without the need for traditional methods (Aggarwal & Ranganathan, 2019).

3.3 Population of the study

The term population indicates to the whole collection of things of which data is collected for the purpose of statistical evaluation and analysis. The collection may include individuals,

commodities, or other things. It functions as a collection of data for the inquiry (Ravikiran, 2023).

This research aimed to discover the impact of flexible working hours on the performance and well-being of employees in the Development Bank. Therefore, the researcher prepared a questionnaire consisting of 19 questions related to the research objectives and sent it to Development Bank employees to obtain meaningful and useful answers related to the research questions. The study population consists of 130 employees working in the main branch of the Development Bank in the heart of the capital, Muscat. The population was distributed among 80 male and female employees holding various positions in senior management, 35 team leaders, and 15 managers. Specifically, these participating employees work in different departments in the main branch in Muscat, including risk management, marketing, accounting and finance, training and development, IT, customer service, and human resources. This study was conducted during the period from 03/03/2024 to 06/08/2024 for a period of 14 weeks, with all participants in this study located at their headquarters in the main branch in Muscat.

3.4 Sampling Technique and Sample Size

The sampling technique used for studies is a statistical approach for choosing a sample that is typical of the overall population in order to analyze its features. Sampling techniques are useful tools for academics, allowing them to gather relevant data and conduct analyses to find distinguishing qualities in individuals (Nanjundeswaraswamy & Divakar, 2021). Various sampling procedures may be utilized depending on the population's features, the study's objective, the resources on hand, and the sampling time frame (Van Haute, 2021).

The researcher used a random sampling approach for this study, which included all employees from the various departments of the Development Bank at the main branch in Muscat. It is anticipated that the study sample will consist of 98 workers from different divisions in the bank. The module leader's desire to focus the research on a single bank branch naturally makes this sample tiny, since it may potentially compromise the study's validity and dependability. To ensure that participants in this research are men and women in the main branch of study could be

included, a random sample procedure was used. In order to gather data, online surveys were sent to the chosen sample as part of the study project. To guarantee that both genders have equal chances for participation, the final development bank employees from all departments will be chosen at random (Sukmawati et al., 2023).

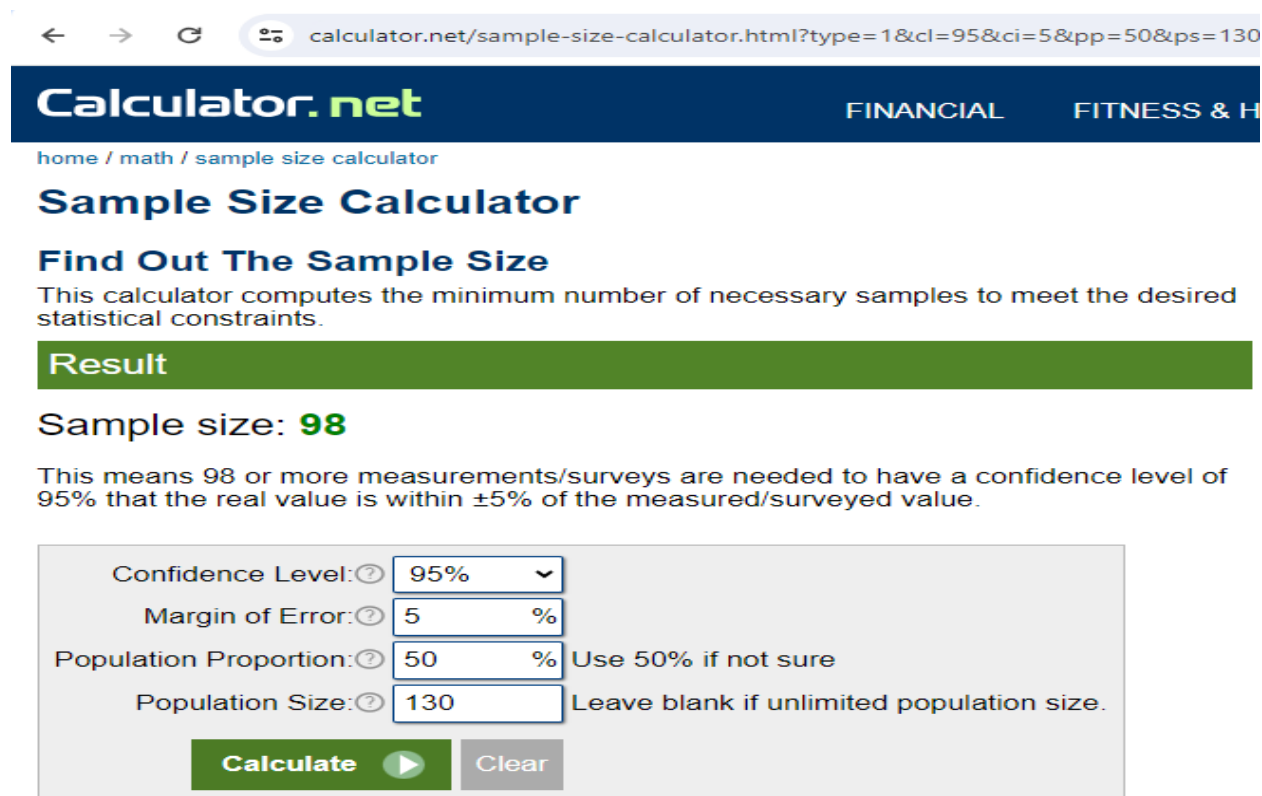


Figure 3. 1: Sample size calculator

3.5 Research Instruments, and Validity & Reliability Testing

3.5.1 Research Instruments

Research instruments describe the methodology or methods used by the researcher in collecting data for any study. These tools are of great importance in terms of their ability to gather, organize, and analyze huge data in the form of meaningful results and useful insights (Afolayan & Oniyinde, 2019).

The process of gathering data included creating a survey questionnaire through Google Surveys. In order to make it easier for respondents, the survey questions were created in an understandable and straightforward manner. The questionnaire included 19 questions. All questions were structured as closed questions. There were five questions about demographics, like age, gender, and levels of education. There were also 14 multiple-choice and yes-or-no questions about the study's objectives. Moreover, interviews were conducted with the director of HR development and the director of HR in the Development Bank at the main branch, in order to freely express their experiences, and opinions, that facilitate the researcher during the interviews to obtain sufficient, and in-depth answers related to the research objectives.

3.5.2 Pilot Test Description

After completing the survey question formulation, the researcher will first show the survey questions to the module leader to ensure that are free of spelling errors, have a clear structure, and are linguistically correct. Furthermore, the researcher carried out a pilot test by sending the survey questions to eight individuals from the study sample to ensure their reliability, consistency, and validity. It was proven that there were no errors in sentence structure or language, and the sample members were able to understand the questions well.

3.5.3 Validity & Reliability Testing

Reliability and validity are considered among the most important elements in research methodology, and they serve as a measure by which the reliability of the results, accuracy, and quality of the study are determined and known. Validity indicates that the research tools used correctly assess the desired constructs. While reliability refers to the longevity and validity of the study measures (Raharjanti et al., 2022).

Accurate measurements, sample bias, response bias, and instrument design issues are only a few of the challenges faced by researchers in their pursuit of validity and reliability. Therefore, in order to ensure that their study advances knowledge in their particular fields, researchers need to think about and analyse these standards. In this study, Cronbach's alpha was used as the reliability test. To enable scientific scholars to evaluate the validity and reliability of the findings,

it is essential to provide clear and thorough documentation of the techniques employed to assure the quality and consistency of research (Ar Rashid, 2023). The figure below shows that Cronbach's alpha value in this study indicates 0.86331627, as the internal consistency is considered excellent, proving the validity and reliability of the study results.

VARIABLES	DESCRIPTION	VALUES	INTERNAL CONSISTENCY
K	Number of questions	27	
$\sum s^2 y$	Sum of the item variances	9.25475608	
s^2_x	Variance of total scores	54.8727814	
	Cronbach's α	0.86331627	Excellent

Table 3. 1: Cronbach's Alpha of survey questions

3.6 Data Collection Techniques

Primary data are those that the researcher collects directly; these sources include surveys and interviews. Primary data are meticulously crafted to precisely answer research questions and offer current information that is directly relevant to the study's goals. On the other hand, the researcher faces obstacles in collecting primary data, as it takes a long time to collect it, may cost him a lot of resources, lack of response from populations with large groups, and faces difficulty in reaching the population. Moreover, material that has been posted online by scholars or other researchers is referred to as secondary data. Data can be gathered by the researcher from secondary sources, such as books, journals, papers, and articles. Low cost and ease of access are characteristics of this data. However, secondary data could not meet the study's standards and could introduce bias into the data, which would narrow the research's reach. For this study, the researcher collected data using both qualitative and quantitative methods. Using Google Survey, the researcher created a questionnaire with closed questions to gather quantitative data from Development Bank employees. This allowed the researcher to use primary sources, as many people find it difficult to respond to open-ended questions. Furthermore, qualitative data was collected by conducting interviews with the HR manager and the HR development manager, so that the

participants could express their opinions, experiences, and suggestions more clearly and in depth. In addition, the researcher used secondary sources such as articles, magazines, scientific research, and the MEC electronic library to obtain previous studies related to the subject of the study.

3.7 Data Analysis Technique

To achieve clear results, through the quantitative method, the responses that will be obtained from respondents will be analyzed in the questionnaire that will be sent to employees of the Development Bank, which includes 19 questions related to the objectives of the study. The questionnaire will be statistically examined using Excel to analyze and present it in the form of tables and graphs. Regarding the qualitative approach, it will involve asking a number of questions during interviews with bank employees. The researcher will record the facts and details discussed in these interviews, and descriptive, qualitative, and content-oriented analysis will be used to investigate both qualitative and secondary data.

3.8 Legal, Ethical, and Social Considerations

Studying the impact of flexible working hours on staff performance and well-being at the Development Bank is an important endeavor, but it is necessary to take into account relevant legal, ethical, and social considerations to protect the privacy of research participants, ensure the reliability of the results, and anonymize study participants.

3.8.1 Legal considerations

It is necessary to abide by all laws, rules, and policies that control research activities related to the study. This include following privacy and data protection laws and getting authorizations or approval from the appropriate authorities. It is the opinion of researchers that managing participant data should be done securely and lawfully.

3.8.2 Ethical considerations

The purpose of scientific research ethics is to uphold all moral principles and objectives while avoiding any actions that might compromise scientific research efforts, such as fraud,

plagiarism, or information falsification. Securing the consent of the business selected to carry out the project is crucial. Furthermore, in order to prevent academic integrity violations and adhere to the ethical procedures of the MEC scientific systems, this study must provide proof to support the data and resources that are employed. Encouraging scientific studies that aid in the dissemination of correct data, information, and findings requires a whole-hearted commitment to all aspects of ethical principles in scientific research and the qualities that a researcher must possess. The researcher is obligated to inform all participants of the benefits, risks, and procedures of the study prior to their participation. The complete confidentiality of personal information and data must be taken into account in order to protect the privacy of participants, and their identity must not be revealed when publishing the results of the study.

3.8.3 Social considerations

The potential effects on the community, the Development Bank, and the individuals themselves should all be considered when conduct the research. When doing a study, researchers have to think about whether it could provide social issues or have unanticipated consequences. Prioritizing the participants' well-being and dignity is essential, and precautions should be taken to reduce any possible risks. It is essential to follow ethical research procedures and communicate the results in a way that respects each and every participant, is objective, and promotes the field of study.

3.9 Summary

This chapter of this study included the research methodology, where the study relied on descriptive and exploratory research designs, and both approaches of quantitative and qualitative were used for this study. As the study population included employees of the Development Bank, the size of the study sample was determined to include all employees in the main branch of the Development Bank. Furthermore, research tools were identified, and validity and reliability tests were conducted for this study. In addition, data collection and analysis techniques for this study, ethical principles, and social and legal considerations are discussed. In the next chapter, the analysis of data obtained from primary sources, including questionnaires and interviews, will be discussed in depth.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

In this chapter, the researcher will statistically analyze the data obtained from the respondents to the questionnaire distributed to employees working at the Development Bank and present it in the form of tables and graphical forms, such as column charts and pie charts. Descriptive statistics, frequency distribution, regression analysis, and correlation analysis will be used using the Excel sheet program. This study targeted all employees from all departments at the Development Bank to obtain the maximum possible number of responses to achieve the objectives of the study.

The questionnaire was distributed and sent via e-mail and social media programs. Although the subject of the study is interesting and important for the employees and the bank, the researcher initially found it difficult to obtain responses, and after several attempts, the researcher was able to convince the employees to respond to the questionnaire. Within a week, the researcher was able to obtain 97 responses from a total of 98 employees targeted for this study, including managers and employees who hold other positions in the various departments of the bank. The questionnaire included 27 questions, 4 demographic questions, 2 yes or no questions, 19 Likert scale questions, and 2 multiple-choice questions. The questionnaire aims to know the impact of flexible working hours on the performance and well-being of employees at the Development Bank. By obtaining the responses, the researcher will be able to know the types and effects of flexible working hours on the performance and well-being of employees. In addition to understanding employees' concerns about implementing flexible working hours and presenting proposals and solutions to the development Bank to address these concerns.

4.2 Section 1: Demographic Profile

4.2.1 What is your gender?

Frequency distribution			
Gender	Frequency	Relative Frequency	Percentage
Male	63	0.649484536	65%
Female	34	0.350515464	35%
Total	97	1	100%

Table 4. 1: respondents of gender

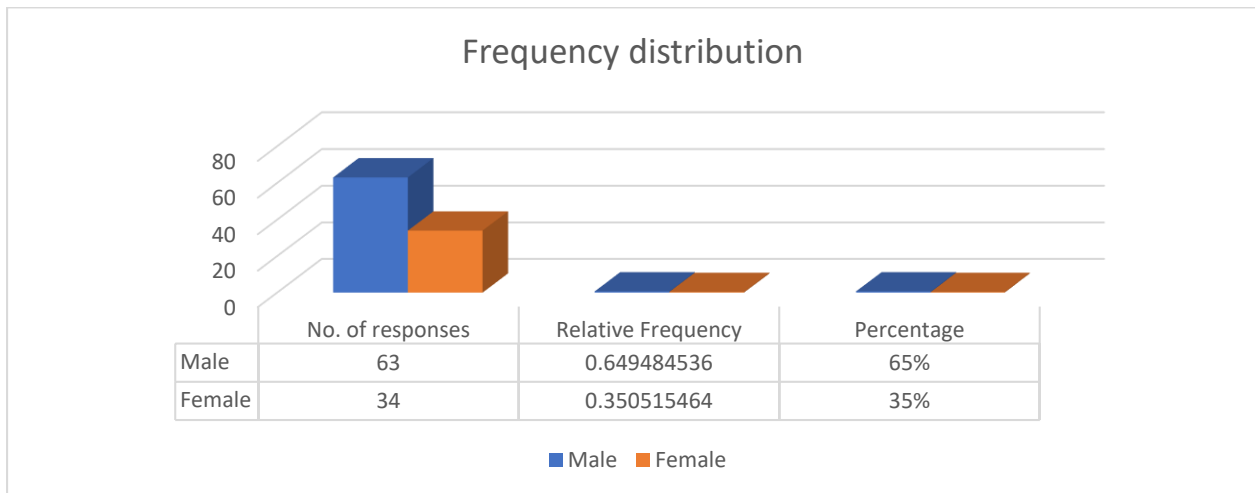


Figure 4. 1: respondents of gender

The table and figure above show the number of male and female participants in the questionnaire, where the total number of women reached 34 participants, equivalent to 35%, while the number of male participants reached 63 participants, equivalent to 65% of the total participants. This indicates that the highest percentage of employees in the main branch of the Development Bank are male.

The researcher summarizes that the reason for the high percentage of males working in the bank may be due to women's unwillingness to work in the private sector. The Islamic religion also prohibits the mixing of males and females in the work environment, so females tend to work largely in the field of education and the health sector.

4.2.2 Demographic descriptive statistics

Demographic descriptive statistics							
Gender		Age		Level of education		Experience	
Mean	1.3505155	Mean	2.15463917	Mean	2.80412371	Mean	2.76288659
Standard Error	0.048697	Standard Error	0.07662922	Standard Error	0.08243394	Standard Error	0.11611294
Median	1	Median	2	Median	3	Median	3
Mode	1	Mode	2	Mode	3	Mode	3
Standard Deviation	0.47961	Standard Deviation	0.75471029	Standard Deviation	0.81188021	Standard Deviation	1.14357986
Sample Variance	0.2300258	Sample Variance	0.56958762	Sample Variance	0.65914948	Sample Variance	1.30777491
Kurtosis	-1.6289133	Kurtosis	-0.90789126	Kurtosis	1.14564305	Kurtosis	-1.16678594
Skewness	0.636482	Skewness	-0.11692858	Skewness	-0.45884431	Skewness	-0.50067309
Range	1	Range	3	Range	4	Range	3
Minimum	1	Minimum	1	Minimum	1	Minimum	1
Maximum	2	Maximum	4	Maximum	5	Maximum	4
Sum	131	Sum	209	Sum	272	Sum	268
Count	97	Count	97	Count	97	Count	97
Largest(1)	2	Largest(1)	4	Largest(1)	5	Largest(1)	4
Smallest(1)	1	Smallest(1)	1	Smallest(1)	1	Smallest(1)	1
Confidence Level(95.0 %)	0.0966628	Confidence Level(95.0 %)	0.1521078	Confidence Level(95.0 %)	0.16363009	Confidence Level(95.0 %)	0.23048237

Table 4. 2: demographic descriptive statistics

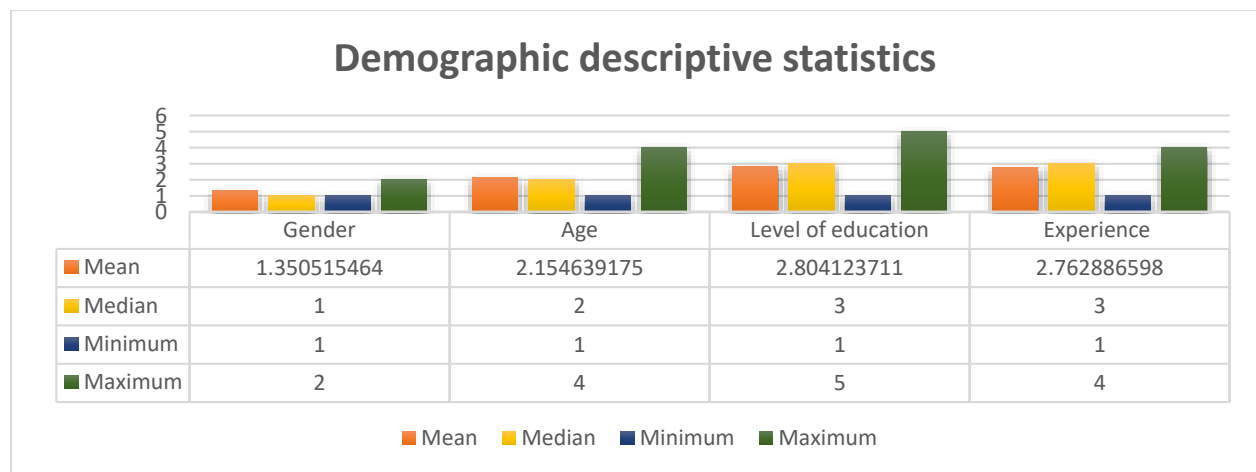


Figure 4. 2: demographic descriptive statistics

The figure and table above show the statistical description of the demographic questions for this study. After obtaining the responses, the researcher converted the data into numerical

numbers for analysis. He converted the gender (male, female) into numerical numbers respectively (1, 2), and converted the age group 21- 30, 31-40, 41-50, 51-60, and years of experience in the job field 1-5, 6-10, 11-15, 16 and above to consecutive numerical numbers 1, 2, 3, 4, in addition to converting the level Education (high school graduate or less, diploma, bachelor's, master's, and doctorate) is divided into numbers 1, 2, 3, 4, and 5. Based on the data shown in the table and figure above, the average gender of respondents in the survey is 1.3, and the median is 1, which indicates that the majority of survey participants are male. The minimum indicates the number 1, which is attributed to the male category, and the maximum symbolizes the female category. Moreover, the average age of the respondents is 2.1, and the median is 2 the majority of employees are between the ages of 31 to 40 years, the minimum indicates the number 1 which indicates the age group that ranges between 21 to 30 of the youngest employees in the bank, based on the bank's policy in employment and its commitment to following Omani law in hiring the minimum age. The maximum limit of 4 indicates the age group that ranges from 51 to 60 years, as the bank is committed to applying all applicable laws in Omani law so that the age of employees does not exceed 60 years. In addition, the average educational level is 2.8, and the median is 3, which indicates that the majority of employees in the bank hold a bachelor's degree, which indicates the bank's tendency towards employing talented employees who possess high skills that enable them to contribute effectively to achieving the bank's objectives. The number 1 refers to employees who hold a high school diploma or less and who hold lower positions in the bank, such as reporter and cleaner, and the number 5 refers to the highest level of education in the bank and those who hold a doctorate. Moreover, the average number of years of experience is 2.7, and the median is 3, which indicates that the majority of participants' job experience ranges from 11 to 15 years. This indicates that the bank provides benefits and incentives to employees, which contributes to increasing job satisfaction, loyalty, and employee retention for the long term in the bank. The minimum number indicates 1, which is the lowest category and ranges from 1 to 5 years of experience, and the maximum is 16 years and above, as the majority of this category is characterized by high experience and extensive practical experiences, and they occupy the highest positions in the bank.

4.3 Section 2: Objective 1 questions: To examine the impact of flexible working hours on employee performance and well-being in the Development Bank.

4.3.1 Flexible working hours contribute to improving and increasing your performance level at work.

Frequency distribution				
Options	Frequency	Cumulative Frequency	Relative Frequency	Percentage
Strongly Agree	20	20	0.206185567	21%
Agree	74	94	0.762886598	76%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly Disagree	0	97	0	0%
Total	97			100%

Table 4. 3: Flexible working hours and employee performance level

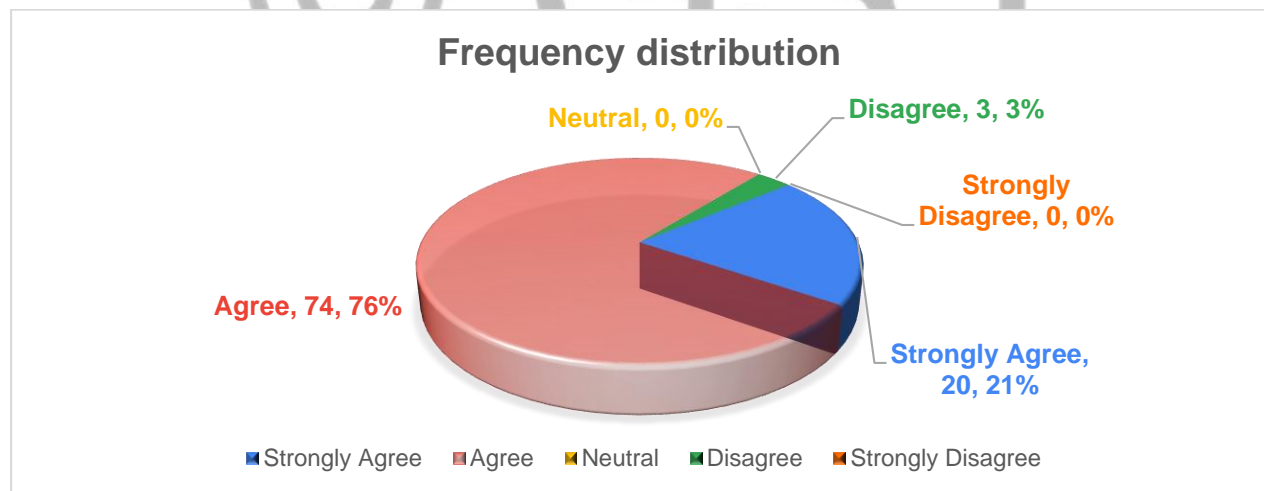


Figure 4. 3: Flexible working hours and employee performance level

The table and figure above show that flexible working hours have a major role in enhancing the performance level of employees at the Development Bank, as 20 participants strongly agreed and 74 participants agreed that flexible working hours contribute to increasing their performance,

while 3 participants did not agree. The reason for this may be that the available flexible working hours are ineffective and do not suit their job conditions and tasks, and thus their performance level is affected. Employers are always looking for ways to increase worker performance, so offering flexible scheduling options from the start is a smart way to encourage them to do so. According to Pradipta and Martdianty (2023), the most frequently mentioned organizational advantage in the literature is the increased productivity that comes with working remotely. In their analysis, they included 24 studies on the benefits of remote work for both individuals and businesses. Flexible work schedules allow for more job independence, which boosts output and worker performance.

4.3.2 Flexible working hours help reduce stress levels and absenteeism from work.

Options	Frequency	cumulative Frequency	Relative Frequency	Percentage
Yes	94	94	0.969072165	97%
No	3	97	0.030927835	3%
Total	97			100%

Table 4. 4: flexible working hours reduce stress levels and absenteeism

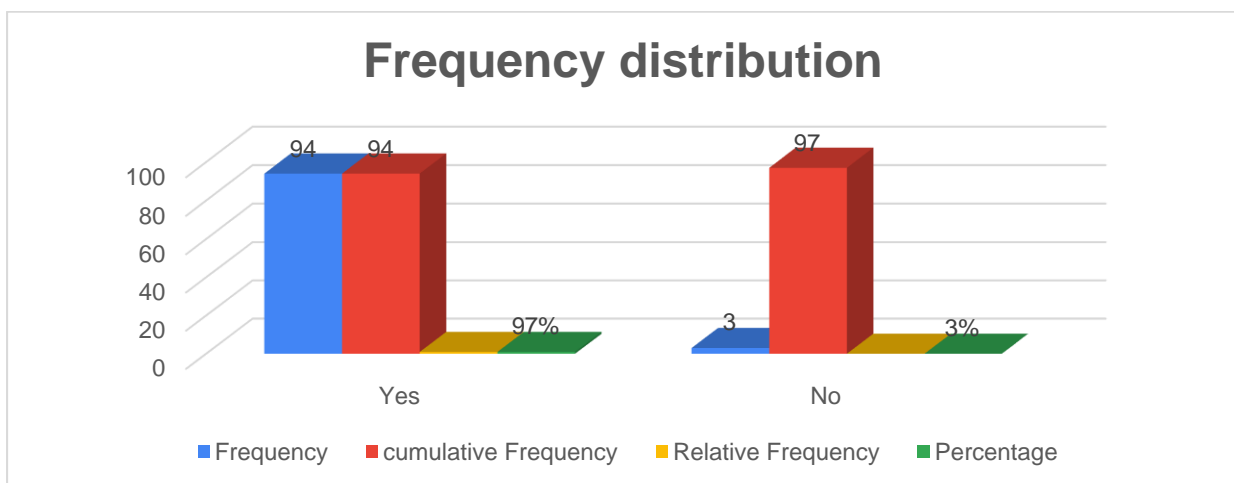


Figure 4. 4: flexible working hours reduce stress levels and absenteeism

The table and figure above show that flexible working hours contribute to reducing stress levels and absenteeism. Based on the employees' answers to this question, 94 participants

answered yes, while 3 participants answered no. The researcher summarizes that employees who answered no may have been assigned strict work tasks and overtime in exchange for using flexible working hours. It may also be a result of poor management of their flexible schedules.

According to Idowu (2020), remote work and flexible working hours are two aspects of flexible working that give workers control over their schedules and significantly reduce burnout and anxiety. For this reason, employees can better manage their time between work and the demands of private life, thus promoting healthier decisions about their lives. When employees are not assigned to extremely strict work schedules, they can perform their job duties better. By being able to manage schedules flexibly, employees use their time with better control, avoiding potentially negative outcomes, for example, burnout or stress.

4.3.3 Flexible work hours give employees control over their schedules, promote work-life balance, and enhance employee well-being.

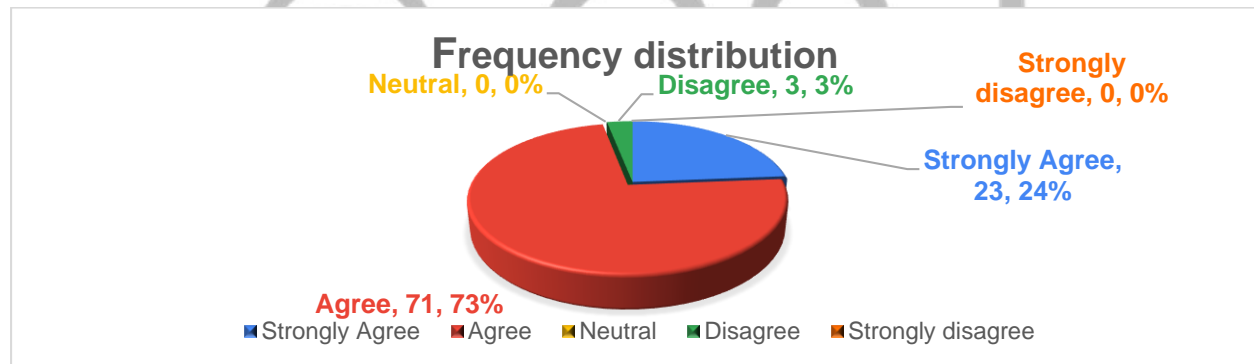


Figure 4. 5: flexible working hours give employees control over their schedules

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Strongly Agree	23	23	0.237113402	24%
Agree	71	94	0.731958763	73%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly disagree	0	97	0	0%
Total	97		1	100%

Table 4. 5: flexible working hours give employees control over their schedules

The table and figure above show the contribution of flexible working hours in giving employees the ability to control their schedules, and enhancing work-life balance and employee

well-being. 23 participants strongly agreed, equivalent to 24%, and 71 participants agreed, equivalent to 73%, while 3 participants disagreed, equivalent to 3%. The researcher summarizes, based on the responses of the respondents, that flexible working hours have a major role in achieving a balance between work tasks and the requirements of personal life, as it gives employees control over their flexible schedules, and enhances employees' well-being.

According to Abid and Barech (2017), the study that they conducted at telecommunication centers in Pakistan highlighted the role of flexible working hours in improving balance between work and personal life and having a significant influence on employee performance and well-being. In place of the traditional 9 to 5, employees now have more leeway to decide how and when they get their jobs done. The researcher has shown in a study conducted for employees working in industrial companies in Morocco that having flexible work arrangements enhances workers' work-life balance, enhances their well-being, and provides them with more control over their schedules (Zerhouni, 2022).

4.3.4 Giving the employee confidence in choosing flexible working hours leads to better performance.

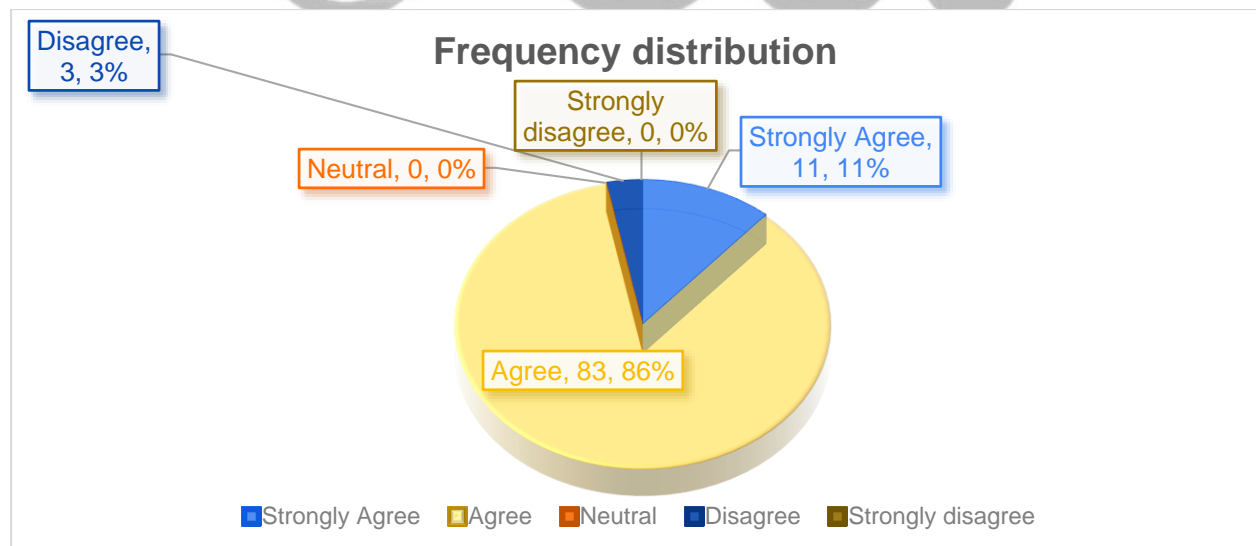


Figure 4. 6: giving the employee confidence in choosing FWH leads to better performance

Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Strongly Agree	11	11	0.113402062	11%
Agree	83	94	0.855670103	86%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly disagree	0	97	0	0%
Total	97		1	100%

Table 4. 6: giving the employee confidence in choosing FWH leads to better performance

The table and figure above demonstrate that the confidence given by the Development Bank to employees in choosing flexible working hours leads to a significant performance enhancement. where 11 participants strongly agreed, equivalent to 11%, 83 participants agreed, equivalent to 86%, while 3 participants disagreed, equivalent to 3%.

The researcher summarizes, based on the above responses, that the trust that the bank gives to employees in choosing flexible working hours that suit their desires leads to better performance results. The results of the study conducted in several companies from the private and public sectors in the UAE indicated that giving employees confidence in choosing flexible working hours contributes significantly to the quality of work and increases the creativity and performance of employees (Hashmi et al., 2021).

4.3.5 Flexible working hours contribute to increased employee performance so that employees are willing to work hard and dedicatedly in their most productive hours.

Frequency distribution				
Options	Frequency	Cumulative Frequency	Relative Frequency	Percentage
Strongly Agree	10	10	0.103092784	10%
Agree	84	94	0.865979381	87%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly Disagree	0	97	0	0%
Total	97			100%

Table 4. 7: flexible working hours and employee performance

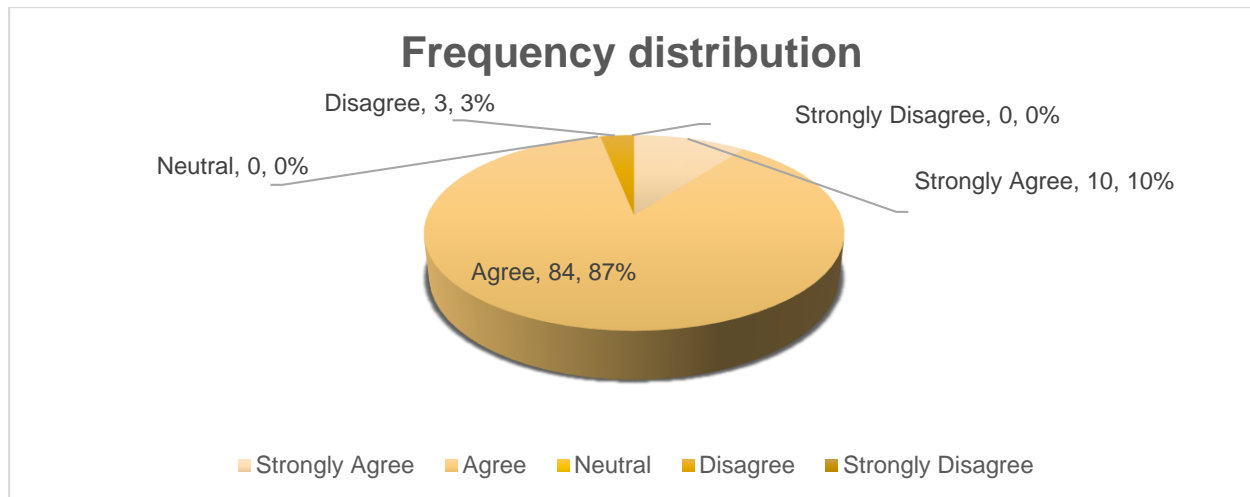


Figure 4. 7: flexible working hours and employee performance

The table and figure above show that the flexible working hours provided by the Development Bank contribute to increasing employee performance in terms of optimal readiness to work hard and dedicatedly during their most productive working hours. As is clear from the figure above, 10 participants strongly agreed, equivalent to 10%; 84 participants agreed, equivalent to 87% of the total number of participants; and 3 participants disagreed, equivalent to 3%. The researcher summarizes that the majority of participating employees agree with the above, which indicates that flexible working hours contribute positively to increasing employee performance, as employees tend, based on their choice of flexible hours that suit their needs and conditions, to work with dedication and exert greater effort during their peak hours of activity, which in turn leads to increased productivity.

As mentioned by Stavrou and Anastassiadou (2022), in their research that was conducted on staff who work in the private sector in Swedish companies, they confirmed that flexible working hours significantly and positively affect employee performance, as 76% of employees in those organizations expressed that flexible working hours enable them to choose the appropriate time to start and finish their work, which in turn contributed to increasing their performance, as the freedom to choose flexible working hours enables them to work dedicatedly in the most productive working hours.

4.4 Objective 2 questions: To assess the relationship between flexible working hours, employee performance and well-being.

4.4.1 The Bank offers flexible working arrangements such as, please specify

4.4.2 Flexible working hours are positively associated with employee performance and well-being, contributing to employee satisfaction, retention, and reduced stress.

4.4.3 Based on your own experience, what effect do you think flexible work hours have on your performance?

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	1							
R Square	1							
Adjusted R Square	1							
Standard Error	0							
Observations	97							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	2	0	0	#NUM!	#NUM!			
Residual	94	0	0					
Total	96	0						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2	0	65535	#NUM!	2	2	2	2
Employee well-being	0	0	65535	#NUM!	0	0	0	0
Employee performance	0	0	65535	#NUM!	0	0	0	0

Table 4. 8: regression analysis

Regression analysis is one of the statistical methods that is used to determine the extent of the relationship between a dependent variable and an independent variable, or more than one dependent variable and an independent variable. The R-Square technique calculates the percentage

variance between the two variables, where the variance ratio is between 0 and 1, so that 0 indicates that there is no correlation or compatibility between the two variables, and 1 refers to total compatibility (Simplilearn, 2023).

Based on the table above, the researcher summarizes that there is a regression between the independent variable flexible working hours in question No. 17 and the two dependent variables, employee well-being in question No. 11 and employee performance in question No. 12, where the value of R-Square is (1), equivalent to 100%, which indicates that there is a connection and total compatibility between the independent variable and the two dependent variables.

4.4.4 Flexible working hours are linked positively to employee performance, as giving employees the freedom to choose flexible working hours contributes to creating a sense of commitment to increasing performance at work.

4.4.5 Flexible working hours have a strong relationship with increasing employee performance, reducing absenteeism, and reducing employee turnover.

Correlation Analysis		
	Q14	Q16
Q14	1	
Q16	0.838268196	1

Table 4. 9: correlation analysis

Correlation analysis is one of the tools that measures the degree of correlation between two variables and their relationship, with the correlation coefficient ranging from -1 to 1. - 1 indicates a negative relationship between the two variables; 0 indicates there is no relationship between the two variables; and 1 indicates a positive relationship between the two variables (Schober et al., 2018).

The table above shows that there is a strong positive relationship between the independent variable flexible working hours and the two dependent variables: employee performance in question 14 and employee well-being in question 16. The researcher summarizes that there is a

strong positive relationship between the flexible working hours provided by the bank and employee performance and well-being, as it enhances job satisfaction, employee retention, reduces stress, and reduces employee turnover, thus promoting increased performance and employee well-being. Moreover, giving workers the autonomy to choose flexible working schedules fosters a sense of dedication to improving workplace productivity.

Eshak et al. (2018) performed research that showed a positive correlation between flexible working hours and employee performance. The research revealed that implementing flexible working hours resulted in improved staff retention and job satisfaction, eventually leading to heightened employee productivity and performance. Several research papers have investigated the correlation between job effectiveness and granting employees autonomy in determining their working hours. According to social exchange theory, employers can mutually influence employees' performance, such that when employers give employees the freedom to choose working hours, employees will develop a sense of increased performance.

4.4.6 Based in your experience with flexible working hours, how do you see its impact on your well-being?

Frequency distribution				
	Frequency	Cumulative Frequency	Relative Frequency	Percentage
Positive impact	94	94	0.969072165	97%
Negative impact	3	97	0.030927835	3%
Total	97		1	100%

Table 4. 10: impact of flexible working hours on employee well-being

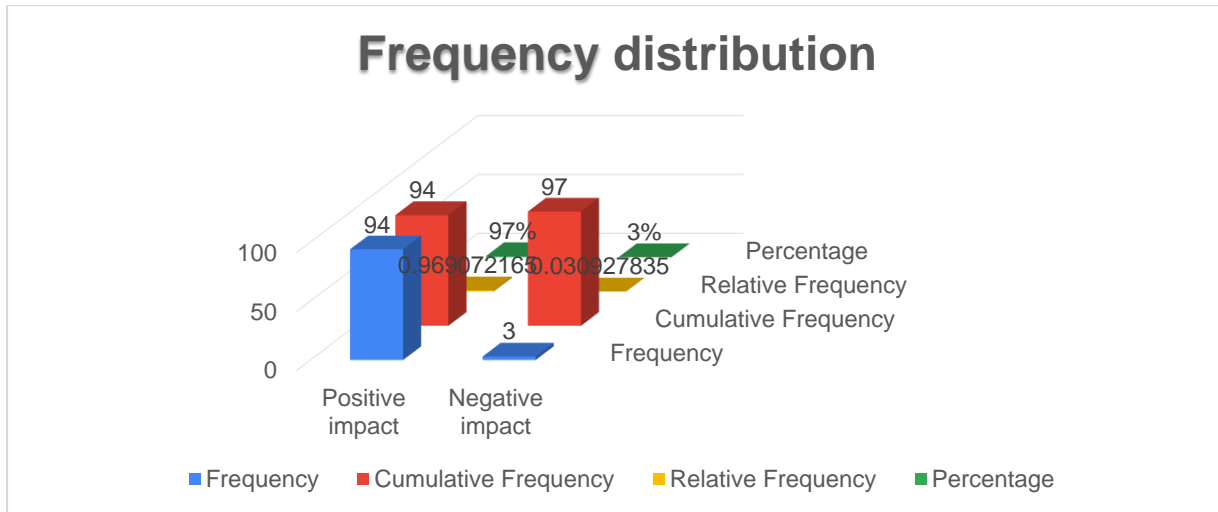


Figure 4. 8: impact of flexible working hours on employee well-being

The table and figure above show participants' responses about the impact of flexible working hours on their well-being at the Development Bank. As is clear, there were 94 participants who agreed, equivalent to 97% of the total number of participants, while 3 participants objected. The researcher summarizes that the flexible working hours provided by the Development Bank contribute to enhancing the well-being of employees so that the employee can fulfil some family obligations without requesting leave, thus enhancing the balance between work and life. In addition, flexible working hours contribute to creating trust between employees and the bank's management, thus enhancing morale and reducing stress and absence from work. Moreover, workers are able to better manage their time between work and personal obligations, which in turn leads to healthier decisions about their lives.

Idowu (2020) conducted his research in Australian companies with office-based workers and found a favourable correlation between flexible work schedules and the integration of work and non-work activities. Reduced work-life conflict results from better work-personal-life integration, which may reduce stress connected to one's employment. The majority of studies looking at the effects of flexible work hours indicate that they influence workers' attitudes towards work and non-work in a manner comparable to those of flexible work hours. As a result, it is plausible that flexible work arrangements, including flexible working hours, could have a positive influence on the well-being of employees (Ferdous et al., 2023).

4.4.7 Flexible working hours linked negatively with your performance and well-being, in terms of deteriorating employee relations and decreased opportunities for career development.

Frequency distribution				
Options	Frequency	Cumulative Frequency	Relative Frequency	Percentage
Strongly Agree	18	18	0.18556701	19%
Agree	76	94	0.783505155	78%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly Disagree	0	97	0	0%
Total	97			100%

Table 4. 11: FWHs are negatively associated with employee performance and well-being

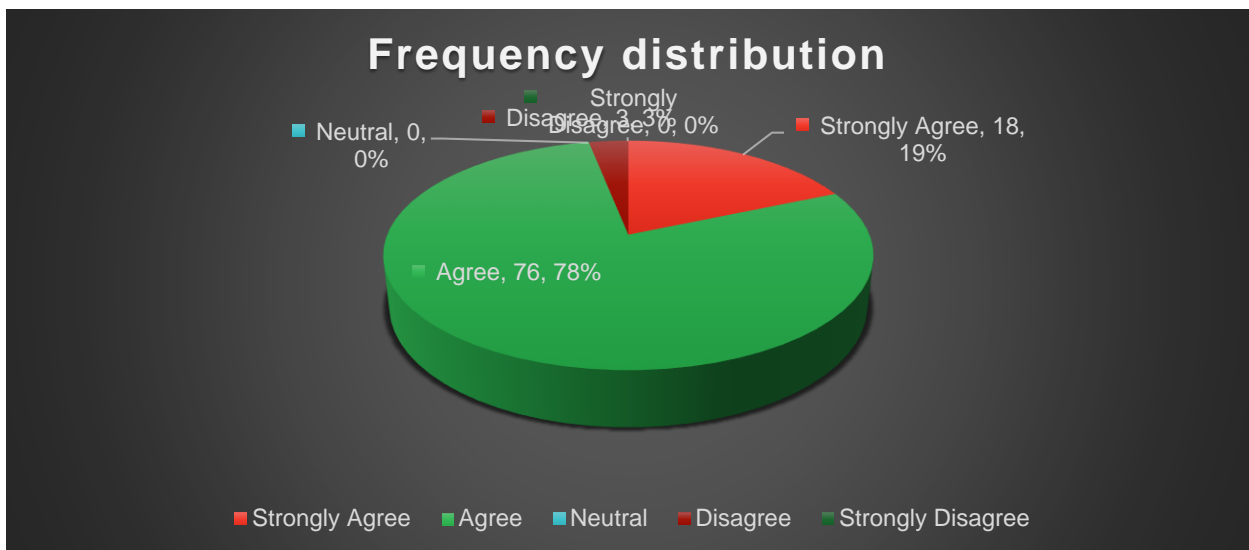


Figure 4. 9: FWHs are negatively associated with employee performance and well-being

The table and figure above illustrate the correlation between flexible working hours and the performance and well-being of employees at the Development Bank, as well as their impact on the loss of growth and career development opportunities and the deterioration of employee relationships. As shown above, 18 participants, equivalent to 19%, strongly agreed, and 76 participants, equivalent to 78%, agreed that flexible working hours negatively affect opportunities

for career advancement and deteriorate relations between employees, while 3 participants disagreed, equivalent to 3%.

The researcher summarizes based on the fact that the majority of participants agreed that flexible working hours negatively affect their well-being. Moreover, flexible working hours hinder employees' career development at the Development Bank by preventing them from attending workshops and courses that can enhance their skills, which may hinder their promotion to higher job vacancies in the bank. Moreover, the difference in flexible work scheduling leads to reduced interaction and communication among them, which affects morale and reduces the culture of cooperation among employees. According to Chen and Zheng (2023), flexible working hours may lead to fewer interactions between employees, a loss of cooperation between co-workers, and a deterioration in relations between employees. Furthermore, the absence of career growth opportunities results in outdated employee skills, thereby impeding their professional advancement.

4.5 Objective 3 questions: To evaluate the types of flexible working arrangements in Development Bank.

4.5.1 The Bank offers flexible working arrangements such as, please specify:

Frequency distribution				
Options	Frequency	Cumulative Frequency	Relative Frequency	Percentage
Remote work	0	0	0	0%
Flexi-time	97	97	1	100%
Part-time work	0	97	0	0%
Job sharing	0	97	0	0%
Shift work	0	97	0	0%
Total	97			100%

Table 4. 12: the type of FWA in the Development Bank

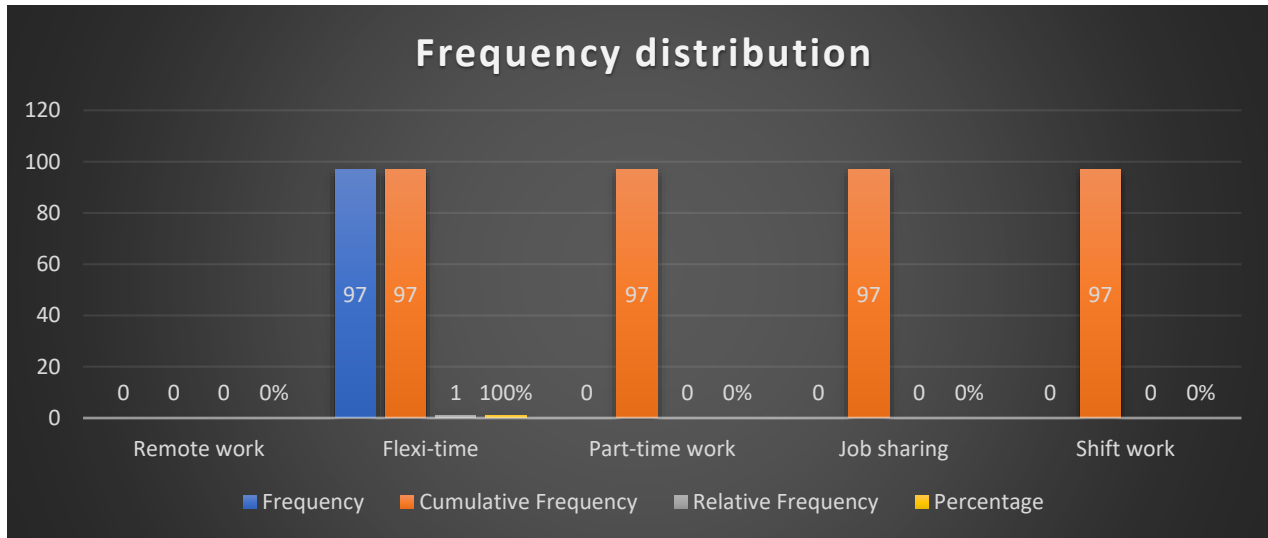


Figure 4. 10: the type of FWA in the Development Bank

Based on the table and figure above, which show the type of flexible work that the Development Bank provides to employees, all participants in the survey chose Flexi-time. The researcher summarizes that all participants chose Flexi-time, indicating that the Development Bank offers a single type of flexible work arrangements.

Flexi-time enables the staff member to attend to personal or domestic responsibilities, as well as emergency situations, throughout the day. Additionally, it minimizes the employee's commute time by commencing and concluding work prior to or following peak hours. Flexible time permits workers to determine their workday's beginning and ending times, provided that they complete a minimum of eight hours of work (Berkery et al., 2020).

4.5.2 How often do you use the flexible working hours that available to you?

Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Daily	72	72	0.742268041	74%
Several times a week	22	94	0.226804124	23%
Sometimes	0	94	0	0%
Rarely	0	94	0	0%
Never of the above	3	97	0.030927835	3%
Total	97		1	100%

Table 4. 13: the extent of flexible working hours used by employees

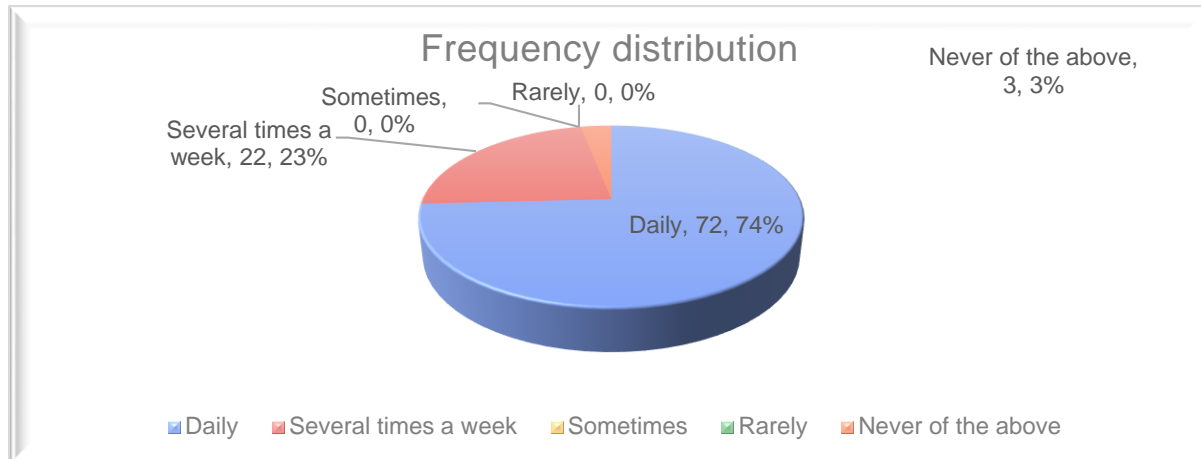


Figure 4. 11: the extent of flexible working hours used by employees

The table and figure above show participants' answers about the rate at which participating employees use flexible working hours at the Development Bank. As is clear, 72 participants, equivalent to 74% of the total number of participants, chose to use flexible working hours on a daily basis, 22 participants, equivalent to 23%, chose to use flexible working hours several times a week, and no one chose the sometimes and rarely options, and 3 participants, equivalent to 3%, chose the choice never of the above. The researcher summarizes that the majority of respondents in the survey use flexi-time on a daily basis, and this indicates the tendencies of employees at the Development Bank and their strong desire to determine the start and end times of their work in order to enhance the balance between work and life (Berkery et al., 2020).

4.5.3 How satisfied are you with the flexible working arrangements offered by the Development Bank?

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Very satisfied	35	35	0.360824742	36%
Satisfied	59	94	0.608247423	61%
Neutral	0	94	0	0%
Dissatisfied	1	95	0.010309278	1%
Very dissatisfied	2	97	0.020618557	2%
Total	97		1	100%

Table 4. 14: the level of employee satisfied about FWH provided by the bank

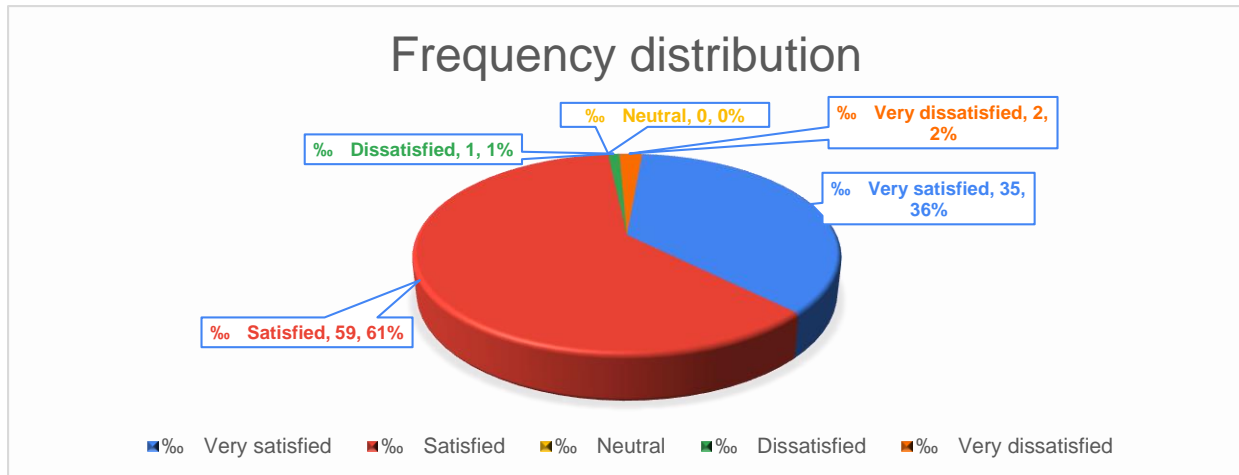


Figure 4. 12: the level of employee satisfied about FWH provided by the bank

The table and figure above show the extent to which employees participating in the survey are satisfied with the flexible work arrangements provided by the Development Bank. 35 participants, equivalent to 36% of the total number of participants, expressed being very satisfied with the flexible working arrangements provided by the bank, and 59 participants expressed, equivalent to 61% being satisfied, while 1 participant expressed not satisfied, and 2 participants expressed, equivalent to 2% being very dissatisfied. The researcher summarizes that the majority of survey participants are satisfied with the flexible work arrangements provided by the bank. Especially since flexible work arrangements enhance employee morale and motivate them, the flexible work that the Development Bank provides to employees generates a sense of care among employees, taking into consideration requirements and meeting family and personal needs, and thus leads to increased employee satisfaction.

Companies that offer flexible working hours' experience increased staff satisfaction, efficiency, and performance, as well as reduced absences and staff turnover, all of which result in financial savings for the company (Orishede & Ndudi, 2020). If workers have flexible work schedules, they are satisfied with management practices. Workers believe that the employer is taking their issues into account. Employee commitment and loyalty to the company, increase over time. Employees have higher morale because of their work happiness (Sulaymonov, 2020).

4.5.4 What are the reasons for using flexible work arrangements at the Development Bank?

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Better work-life balance and, Increase performance	82	82	0.845360825	85%
Reduce commuting time	0	82	0	0%
Health reasons	3	85	0.030927835	3%
Reduce fatigue and stress	12	97	0.12371134	12%
Total	97		1	100%

Table 4. 15: reasons for using flexible work arrangements

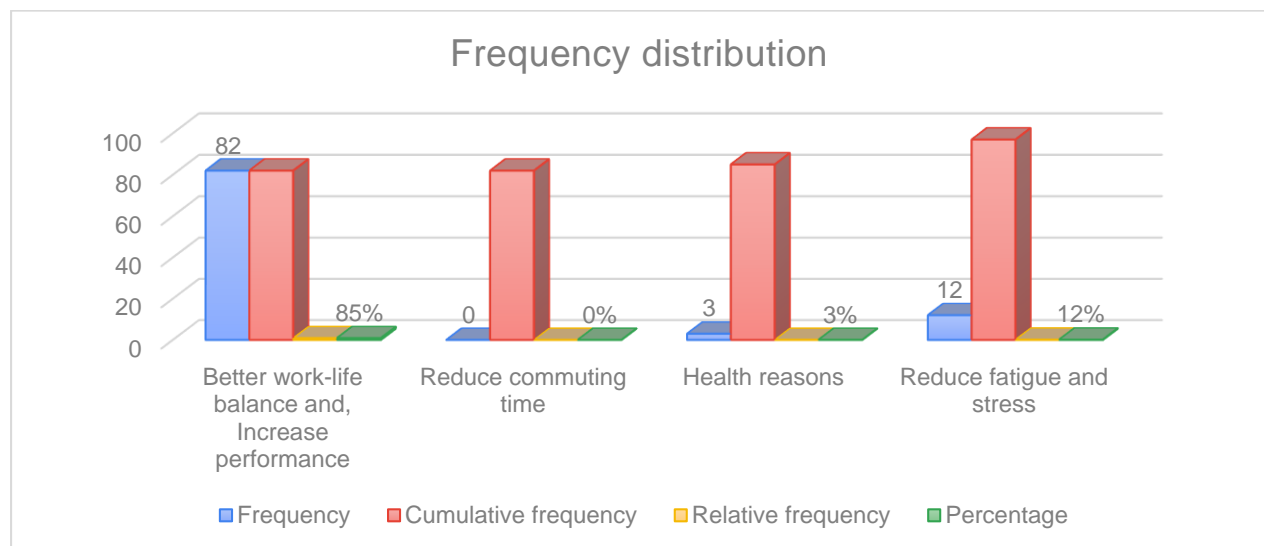


Figure 4. 13: reasons for using flexible work arrangements

The table and figure above show the reasons for using flexible work arrangements at the Development Bank. 82 participants, or 85%, stated that they use flexible working hours because it provides them with a better balance between work and life and improves their performance; 3 participants, or 3%, stated that they use flexible working hours for health-related reasons, such as frequent hospital visits; and 12 participants, or 12% of the total, stated that they use them to alleviate stress and fatigue. According to the majority of participants' answers (85%), the researcher summarizes that the implementation of flexible working hours significantly improves work-life balance by enabling individuals to effectively handle their personal responsibilities and meet their family needs while still fulfilling their work obligations. Furthermore, implementing

flexible work arrangements contributes to creating a sense of commitment and loyalty among employees, as well as increasing performance.

Work-life balance is one of the most critical elements of an employee's job satisfaction. When it comes to preserving work-life balance, employees, particularly women, may value flexible working hours more than financial compensation. Employees with flexible work schedules have enhanced capacity to effectively balance their professional and personal lives. Individuals with family responsibilities may find this particularly advantageous, since it allows them to meet their commitments without sacrificing their career objectives. Employees will exhibit increased motivation to exert more effort, generate superior work, and effectively manage their time in order to achieve a harmonious equilibrium between their professional and personal obligations (Chen & Zheng, 2023).

4.6 Objective 4 questions: To analyze the factors affecting flexible working in Development Bank.

4.6.1 What are the factors that affect the implementation of flexible working hours in Development Bank?

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Technological infrastructure	4	4	0.041237113	4%
Bank culture, and policy	90	94	0.927835052	93%
Managerial support	3	97	0.030927835	3%
Others, please specify	0	97	0	0%
Total	97		1	100%

Table 4. 16: factors affect the implementation of FWH

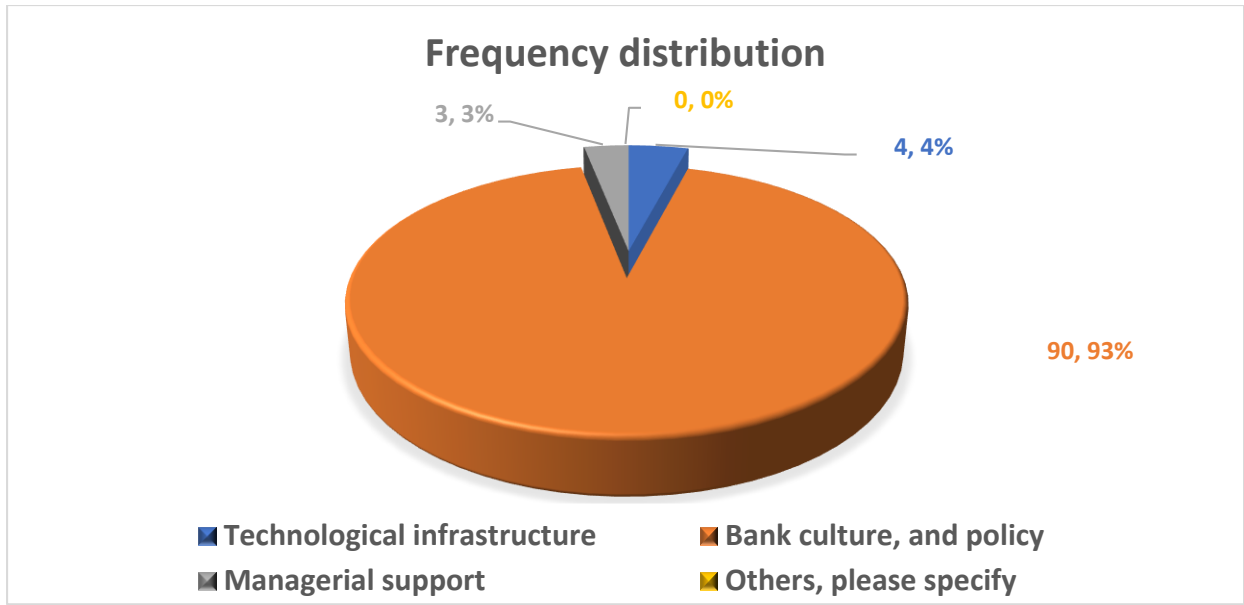


Figure 4. 14: factors affect the implementation of FWH

The table and figure above illustrate the factors influencing the implementation of flexible working hours at the Development Bank. Four participants, or 4% of the total, indicated that the technological infrastructure impacts the application of flexible working hours in the bank. Ninety participants, or 93%, identified the bank's culture and policy, while three participants, or 3%, identified managerial support.

Based on the majority of survey participants' responses, the researcher concludes that the Development Bank's culture and policy may positively influence the application of flexible working hours, with 90 out of 97 respondents indicating that the bank's open culture supports and encourages the use of flexible working hours. According to some participants who selected the managerial support factor, applying flexible working hours may have a negative impact due to employee resistance. This resistance stems from the bank's management's lack of administrative support to persuade employees of the importance of change, the implementation of flexible working hours, and their benefits.

According to Febrita and Prasojo (2023), a culture that respects individual flexibility requirements, prioritizes work-life balance, and fosters employee confidence will enhance the most successful FWA adoption. An open and progressive organizational culture fosters a flexible work

environment, which is beneficial for FWA implementation. However, employees' resistance, because they do not want or accept the idea of change, may affect the implementation of flexible working hours.

4.6.2 What are the challenges that faced the Development Bank in implementation flexible working hours?

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Employee resistance	6	6	0.06185567	6%
Difficulties in maintaining work-life balance	0	6	0	0%
Lack of technology	4	10	0.041237113	4%
Concerns about career growth	87	97	0.896907216	90%
Non one of the above	0	97	0	0%
Total	97		1	100%

Table 4. 17: challenges that faced the Development Bank in implementation FWH

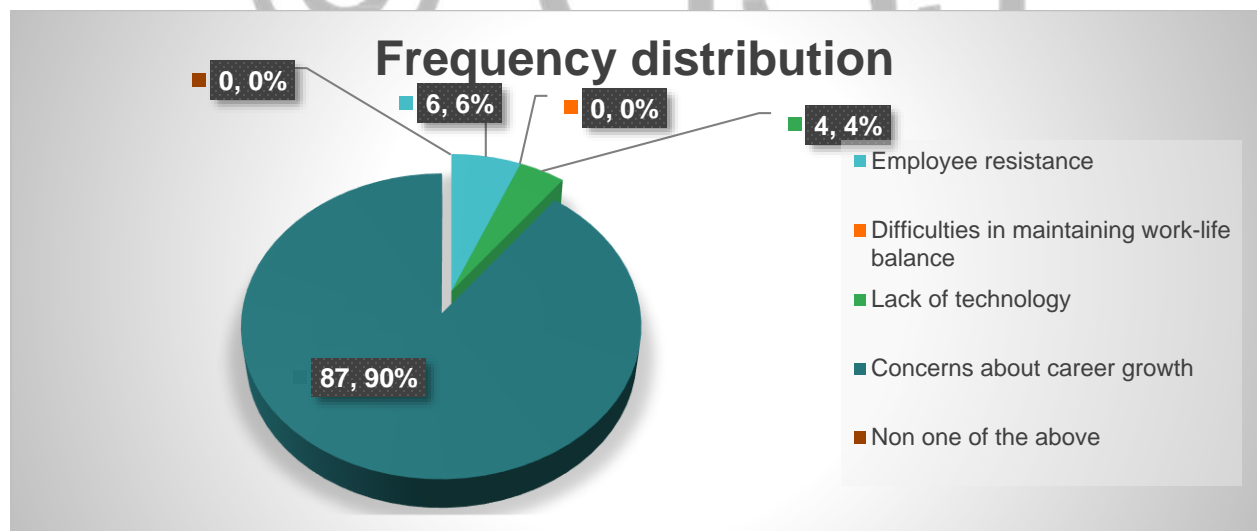


Figure 4. 15: challenges that faced the Development Bank in implementation FWH

The table and figure above illustrate the challenges the Development Bank faced in implementing flexible working hours. Six participants, or 6% of the total, expressed that the bank faced resistance from employees; four participants, or 4%, cited a lack of technology; and 87

participants, or 90%, reported that the bank faced concerns about career growth. The researcher summarizes that the majority of responses to challenges related to concerns about career growth, at 90%, reflect employees' concerns about developing their career path, as it requires developing a specific and transparent policy and implementing a clear program to address employees' concerns about their career growth when applying flexible working hours.

Mohiya (2024) mentioned that a clear and fair incentive system can motivate team members to achieve goals and feel acknowledged for their efforts. This reward system includes recognition for exceptional work, additional rewards and incentives, and professional growth opportunities to adapt to flexible work schedules. Moreover, the lack of administrative support from the bank management to employees regarding the importance of the change may hinder the implementation of flexible working hours. According to Febrita and Prasojo (2023), employee resistance due to a lack of desire or acceptance of change may affect the implementation of flexible working hours. Therefore, management and organizational leaders support the use of flexible working hours and recognize the benefits for employees and the company.

4.6.3 The technological infrastructure and corporate culture of the Development Bank fostering the implementation of flexible working hours.

Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Strongly Agree	7	7	0.072164948	7%
Agree	87	94	0.896907216	90%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly disagree	0	97	0	0%
Total	97		1	100%

Table 4. 18: technological infrastructure, and corporate culture foster the implementation of

FWH

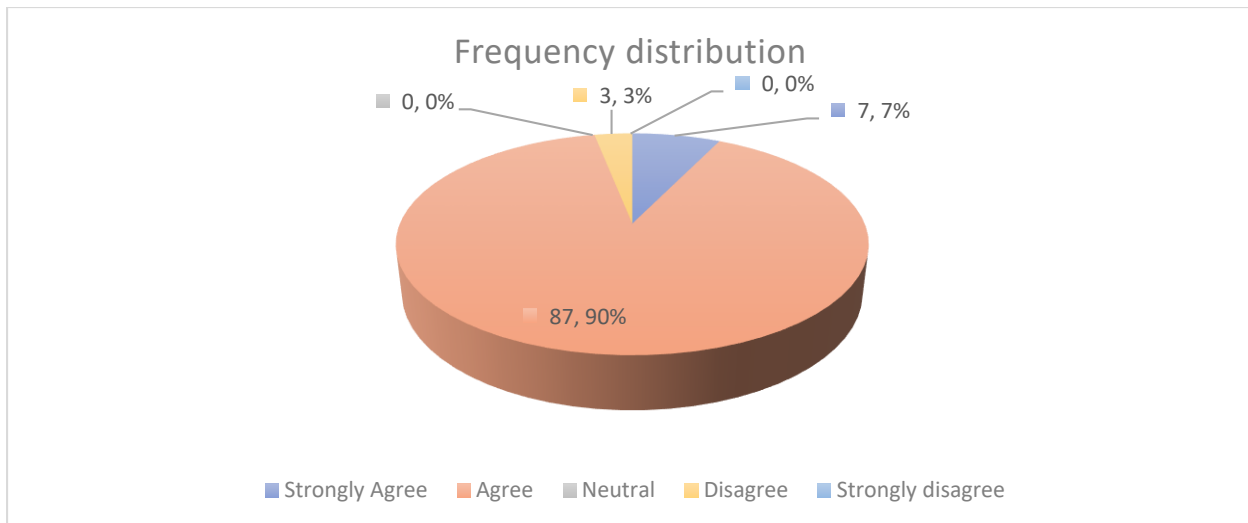


Figure 4. 16: technological infrastructure, and corporate culture foster implementation of FWH

The table and figure above show that the technological infrastructure and the bank's culture promote the implementation of flexible working hours, as employees can work remotely comfortably using the latest technological technologies. Furthermore, the bank's open culture encourages the use of flexible working hours and creates a positive work environment for employees, which contributes to increasing their performance and well-being. 7 participants, equivalent to 7%, chose to strongly agree with the above statement; 87 participants, equivalent to 90%, chose to agree; and 3 participants, equivalent to 3%, disagreed with the above statement. The researcher summarizes that most of the people who answered (90%) agreed that the bank's culture and technological infrastructure support flexible work hours. This demonstrates the bank's robust technological infrastructure, bolstered by modern systems and wireless communications, enabling flexible work hours.

Working from home contributes to creating a positive environment for highly productive and performing employees. Moreover, the bank's open culture encourages every employee to use flexible working hours regardless of gender, race, or position. According to Mohiya (2024), a robust IT infrastructure, when combined with a stable wireless connection, allows for effective teamwork, productivity, performance tracking, and increased adaptability in scheduling flexible work hours for employees and assigning tasks. When it comes to using fixed wireless access (FWA), there is no unfair treatment or discrimination based on age, marital status, or gender. Every

employee is treated with respect and given equal opportunity to operate FWA according to his or her individual requirements and those of the company (Febrita & Prasajo, 2023).

4.6.4 The organization's policy must be well-defined and clear in terms of the types of flexible working hours allowed and the imposition of penalties for abuse of flexibility.

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Strongly Agree	12	12	0.12371134	12%
Agree	82	94	0.845360825	85%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly disagree	0	97	0	0%
Total	97		1	100%

Table 4. 19: organization's policy and FWH

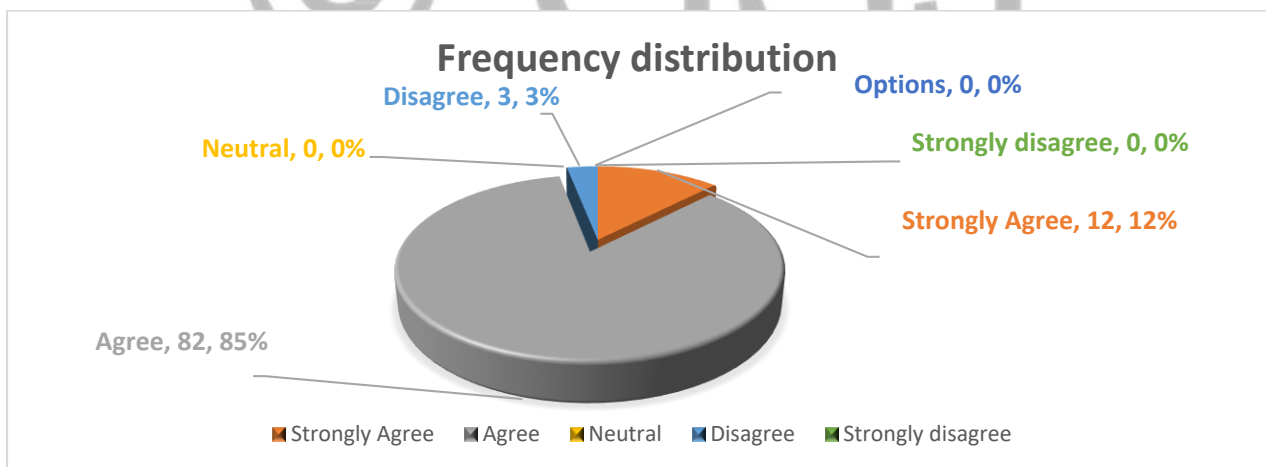


Figure 4. 17: organization's policy and FWH

The table and figure above illustrate the bank's flexible working hours' policy, demonstrating how a transparent and well-defined policy enhances employee knowledge and understanding of the necessary procedures. 12 participants, equivalent to 12%, strongly agreed, and 82 participants agreed, equivalent to 85%, while 3 participants disagreed with the above

statement. The researcher summarizes that the majority of participants who chose to agree reflect the clarity of the bank’s policy in the procedures followed when using flexible working hours and the penalties imposed on anyone who violates the bank policy and misuses flexible working hours.

This policy should outline the types of flexible schedules that are permissible, the process for making requests, and the requirements that workers must meet. Workers who want to implement reliable guidance and assurance through the FWA will benefit from a well-defined policy. Regularly applied rewards based on real contributions can enhance employee performance. However, organizations also need to have a transparent process for enforcing FWA sanctions. The penalties must be fair and reasonable, and the team as a whole must fully understand them. This prevents abuse of flexibility in FWA and ensures that everyone on the team completes their tasks in relation to the deliverables. Appropriate use of incentives and penalties may promote accountability, discipline, and high productivity. Companies that successfully use FWA incentive and penalty policies will foster an atmosphere at work that balances responsibility and flexibility and promotes efficient goal attainment (Mohiya, 2024).

4.6.5 An open and progressive organizational culture fosters a flexible work environment, which is beneficial for flexible working arrangements implementation.

Frequency distribution				
Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Strongly Agree	21	21	0.216494845	22%
Agree	73	94	0.75257732	75%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly disagree	0	97	0	0%
Total	97		1	100%

Table 4. 20: open and progressive organizational culture fosters the implementation of FWH

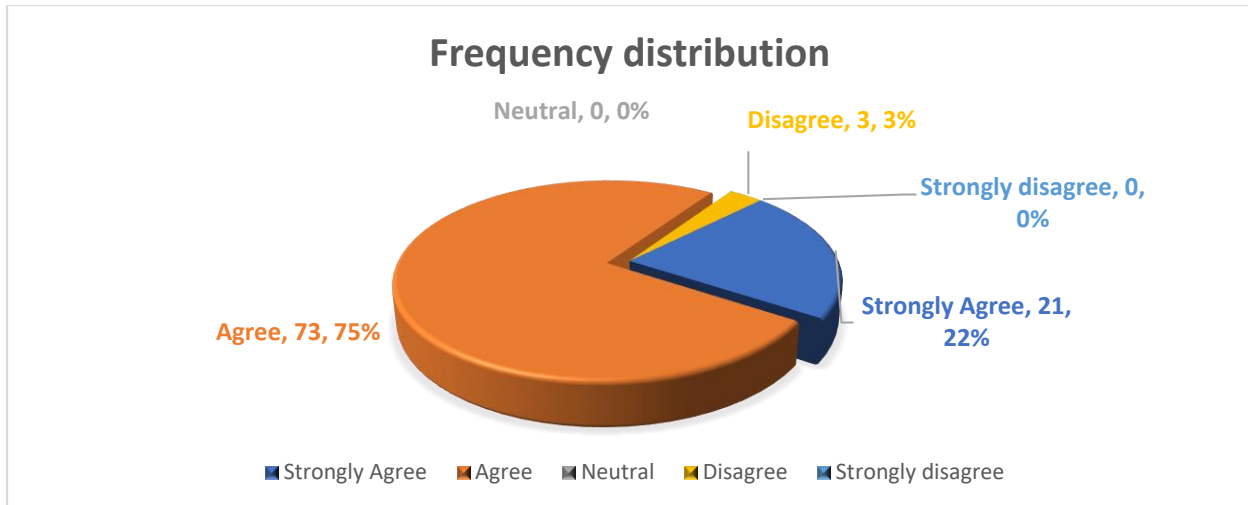


Figure 4. 18: open and progressive organizational culture fosters the implementation of FWH

The table and figure above illustrate the Development Bank's culture of flexible working hours. The bank's open culture fosters flexibility and cooperation, creating a positive work environment that not only encourages the use of flexible working hours but also meets employees' expectations and desires to achieve a balance between work and life. In line with organizational objectives. 21 participants strongly agreed, equivalent to 22%; 73 participants agreed, equivalent to 75%; and 3 participants disagreed with the above statement. The researcher summarizes that the majority of participants who chose the (agree) option reflect the bank's open culture, which contributes significantly to enhancing employee confidence, improving work-life balance, creating a positive work environment that leads to increased employee performance, and achieving the bank's goals.

An open and progressive organizational culture fosters a flexible work environment, which is beneficial for implementing flexible work arrangements. Furthermore, a progressive organizational culture views flexible working hours as an integral part of a company's growth and development. Implementing flexible working hours is a beneficial way to help workers achieve work-life balance, enhance employee productivity, and make their workplace more adaptable and flexible. Management and organizational leaders strongly support the adoption of flexible working policies within an open and progressive organizational culture. Using flexible working hours enhances workers' confidence and comfort, thereby contributing to an egalitarian and progressive

organizational culture. They can focus and carry out their duties effectively because they feel appreciated and supported by the company (Febrita & Prasajo, 2023).

4.6.6 Effective communication enables personnel to obtain precise instructions on how to execute their work and recognize their obligations and responsibilities when use of flexible working hours.

Options	Frequency	Cumulative frequency	Relative frequency	Percentage
Strongly Agree	12	12	0.12371134	12%
Agree	82	94	0.845360825	85%
Neutral	0	94	0	0%
Disagree	3	97	0.030927835	3%
Strongly disagree	0	97	0	0%
Total	97		1	100%

Table 4. 21: effective communication and the use employee's use of FWH

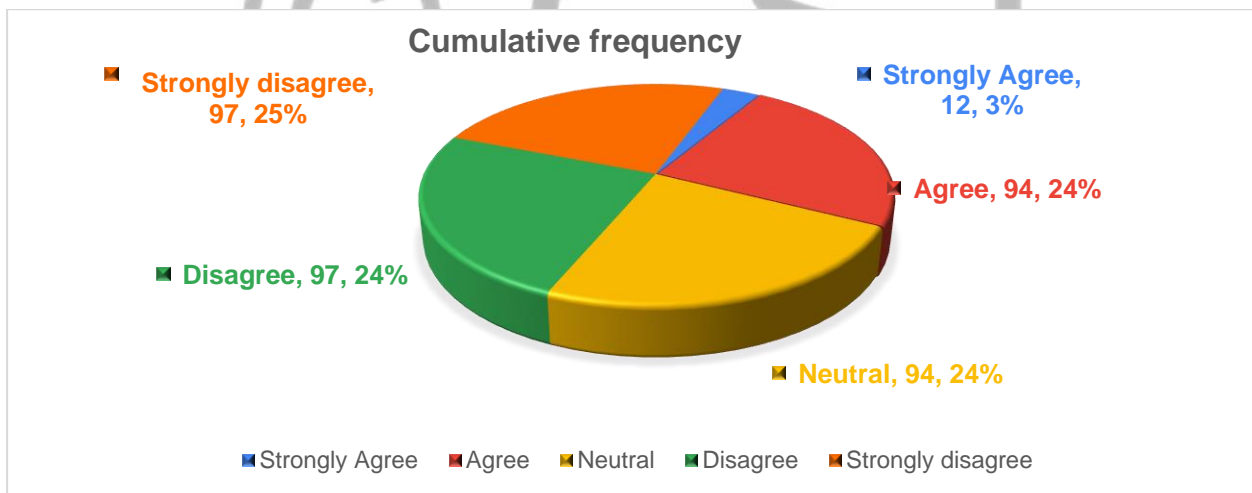


Figure 4. 19: effective communication and the use employee's use of FWH

The table and figure above show that the effective communication process at the Development Bank enables employees to obtain a clear and accurate understanding of how to carry out their job duties and the responsibilities and obligations required of them when they use flexible working hours. 12 participants, equivalent to 12%, strongly agreed, and 82 participants agreed,

equivalent to 85%, while 3 participants, equivalent to 3%, disagreed with the above statement. The researcher summarizes that the majority of participants who selected the "agree" option align with the bank's effective communication approach. This approach fosters regular feedback, fosters employee cooperation, and clarifies employees' responsibilities when utilizing flexible working hours, thereby enabling them to exert their utmost effort to boost performance and productivity. Moreover, it contributes to establishing open communication channels that ensure that employees receive instructions at the appropriate time and in the optimal manner that suits them.

According to Febrita and Prasojo (2023), effective communication allows employees to receive accurate instructions on how to carry out their work and learn about their obligations and responsibilities when using flexible working hours. Effective communication will inspire every worker to perform at their highest level. Even though they work from different locations and times, suitable management must be able to provide feedback, create connections, and foster collaboration among everyone on the team. It is important to ensure that workers receive details and guidance effectively, using language and methods appropriate to the target audience.

4.7 The interviews

In order to obtain deeper answers and useful insights into the research objectives, coordination was made with the Human Resources Director Coordinator to conduct interviews with the Human Resources Development Director and the Human Resources Director, and the interviews were conducted on May 30, 2024. The following is a summary of what was discussed in the interviews:

4.7.1 Interview with the Human Resources Development Director

What are the impacts of flexible working hours on employee performance and well-being in the Development Bank?

Increase productivity while ensuring high quality and excellent customer service. Flexible working hours contribute to improving work-life balance, reducing stress and fatigue, and reducing employee turnover, which enhances employee performance and well-being.

How is the relationship between flexible working hours, employee performance and well-being?

Flexible working hours have a positive relationship with employee performance and well-being, as they allow employees to complete personal tasks, leading to job stability and increased productivity. Flexible working hours have a positive relationship with employee performance and well-being. When the bank allows employees to choose their own flexible working hours, it strengthens their sense of responsibility towards the bank, leading to increased performance and productivity.

What are the types of flexible working arrangements in the Development Bank?

Flexi-time gives employees the freedom to come and go or work remotely as needed, as long as they complete their daily work hours.

What are the factors affecting flexible working in Development Bank?

The bank's policy influences the implementation of flexible working hours, requiring employees to report to work at the start of official working hours to maintain service to external customers. Furthermore, some jobs, like accounting, cannot accommodate flexible working hours. The development bank's culture and policy influence the implementation of flexible working hours positively, as the bank's open culture supports and encourages the use of flexible working hours.

4.7.2 Interview with the Human Resources Director

What are the impacts of flexible working hours on employee performance and well-being in the Development Bank?

Flexible working hours provide the employee with comfort during working hours, as well as contribute to increasing job satisfaction, reducing absenteeism, and increasing productivity. In addition, flexible working hours provide work-life balance, enabling employees to fulfill their family obligations and giving them more control over their schedules, which results in enhanced employee happiness and well-being and increased performance.

How is the relationship between flexible working hours, employee performance and well-being?

Flexible working hours have a positive relationship; the more freedom employees have in choosing flexible working hours, the more employees trust in management, and thus this leads to increased employee loyalty to the bank, increased employee performance, and reduced administrative challenges.

What are the types of flexible working arrangements in the Development Bank?

During the 8 working hours at the Development Bank, there is a flexible half hour that the employee can benefit from.

What are the factors affecting flexible working in Development Bank?

The most important factor affecting employees in the work environment is the disparity in positions, meaning that those who hold full-time customer service positions or managers cannot benefit from flexible working hours during all months of the year except Ramadan. The Development Bank's culture respects, values, and meets the desires of employees, as it gives priority to balancing work and the employee's personal requirements, which positively affects the implementation of flexible working hours.

4.8 Summary

In this chapter, the data was analyzed through the questionnaire that was sent to employees and interviews conducted with the Director of Human Resources Development and the Director of Human Resources. The questionnaire aimed to collect the largest possible number of answers, and the interviews aimed to obtain in-depth data and information about the impact of flexible working hours on the performance and well-being of employees. 97 responses were collected, and the responses included all employees of both genders at the Development Bank in the main branch in Muscat from various departments. Data were collected and converted into tables and graphs for statistical analysis using descriptive statistics, regression analysis, correlation analysis, and frequency distribution descriptions. The next chapter will discuss chapter 5, which encompasses the introduction, a summary of the study results, a conclusion, recommendations, and future research.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings from previous literature studies on the impact of flexible working hours on the performance and well-being of employees at the Development Bank. In addition to the results obtained from data collection, analysis, and processing, this chapter provides useful and meaningful information and insights from a questionnaire sent to Development Bank employees, which included questions related to the study objectives. Moreover, this chapter concludes the research project by summarizing the key points from primary and secondary sources discussed in all chapters of the study. This study will also provide recommendations and proposals to improve the flexible working hours currently implemented at the bank in order to enhance employee performance and well-being. Furthermore, this chapter will address the limitations of the study and offer recommendations that could enhance future research efforts.

5.2 Summary of Findings

5.2.1 To examine the impact of flexible working hours on employee performance and well-being in the Development Bank.

The study's findings show that flexible work schedules enhance work-life balance and have a big influence on workers' productivity and wellbeing. The research findings demonstrated that businesses can help their staff members manage stress, perform better, and remain with the firm longer by offering flexible working hours. The findings demonstrated that flexible work schedules significantly and favorably affect workers' performance by allowing them to choose the best times to begin and finish their workdays, which enhances productivity. Allowing employees to freely choose flexible working hours that suit their circumstances and preferences enables them to work

with greater dedication, effort, and high production during their most productive hours. The research results showed that allowing workers to choose their own flexible work schedules with confidence greatly improves job quality and boosts productivity and creativity. The findings also showed that workers who have flexible schedule management are able to better manage their time and prevent unfavorable effects like stress or burnout. Furthermore, flexible work arrangements boost employees' well-being, provide them with greater scheduling flexibility, and improve their work-life balance.

The questionnaire results are consistent with prior research, as most respondents felt that having flexible work schedules improved their productivity and performance. They also agreed that having flexible working hours plays a significant role in improving their performance. The participants reached a consensus that flexible working hours help lower stress levels and absences from work at the bank because they allow people to better balance professional and personal obligations, which helps them make better choices for their lives. They also agreed that flexible work schedules provide workers with more control over their schedules and improve their wellbeing, they are essential to striking a balance between work obligations and personal obligations. Additionally, most participants felt that flexible work schedules improve employee performance since they encourage workers to work harder and more assiduously when given the option to choose their own schedules.

5.2.2 To assess the relationship between flexible working hours, employee performance and well-being.

The results showed a positive relationship between flexible working hours and employee performance. The study found that flexible working hours improved employee retention and job satisfaction, which ultimately increased employee productivity and performance. The results showed that granting employees the freedom to choose flexible working hours fosters a positive relationship and fosters a sense of commitment to enhance their performance. When given the freedom to choose their working hours, the majority of participants develop a sense of duty to enhance their performance on their duties and job tasks at the bank. Furthermore, results indicated

a positive relationship between flexible work schedules, work integration, and non-work activities. Reduced work-life conflict results from better work-life integration, which may reduce stress associated with one's work. The majority of findings that have examined the effects of flexible working hours indicate that they have a similar impact on workers' attitudes towards work and non-work. As a result, it is plausible that flexible work arrangements, including flexible working hours, have a positive impact on employee well-being.

On the other hand, the results suggested that flexible working hours could have a negative impact on employees' performance and well-being, as it can result in fewer interactions, a loss of cooperation among co-workers, and ultimately, a deterioration in employee relations. Furthermore, flexible working hours result in a lack of career growth opportunities, which leads to the obsolescence of employees' skills and negatively impacts professional growth paths. The majority of participants agree that flexible working hours have a negative impact on their well-being and career paths in the Development Bank in terms of attending workshops, seminars, and training courses, which may hinder their promotion to higher positions at the Bank. The difference in flexible work schedules reduces interaction and communication between them, which affects morale and reduces the culture of cooperation among employees, resulting in a negative relationship.

5.2.3 To evaluate the types of flexible working arrangements in Development Bank.

The results indicated that there are many types of flexible work arrangements, including remote work, flexi-time, part-time work, etc., that are implemented by companies to align the company's goals with the desires of employees. Furthermore, the results found that flexitime allows workers to determine the start and end times of the workday, provided that they complete at least eight hours of work, and that remote work gives workers the flexibility to work from several locations rather than a specific location via the Internet. Moreover, the results indicated that all survey participants confirmed that the Development Bank offers one type of flexible work arrangement, which is flexitime. It indicates that the majority of participants use flexible time on a

daily basis, and this indicates the attitudes of employees at the Development Bank and their strong desire to determine the start and end times of their work, which enhances work-life balance. Furthermore, the findings indicate that if an employer takes employee concerns into consideration, it will result in increased employee commitment and loyalty to the company over time. Because they are content at work, employees will have higher morale.

The majority of participants confirmed that they were satisfied with the flexible work arrangements provided by the bank. Especially since flexible work arrangements enhance their morale and motivate them, the flexible work that the Development Bank offers to employees generates a feeling of care among employees, taking into account requirements and meeting family and personal needs, and thus leads to increased employee satisfaction. The results indicated that those with family duties may find this particularly beneficial, as it enables them to fulfill their obligations without compromising their career goals. Employees will be more motivated to put in more effort, produce better work, and manage their time better, allowing them to balance professional and personal commitments. The majority of participants agreed that the reason they use flexible working hours is that they contribute significantly to enhancing work-life balance in terms of their ability to manage their own lives and meet the needs of their families without neglecting their job duties.

5.2.4 To analyze the factors affecting flexible working in Development Bank.

The results showed that an open and progressive organizational culture fosters a flexible work environment, which is beneficial for implementing flexible working hours. However, employees' resistance, because they do not want or accept the idea of change, may affect the implementation of flexible working hours. The majority of participants agreed that the culture and policy of the Development Bank may affect the implementation of flexible working hours positively, as the majority of responses reflected the bank's open culture that supports and encourages the use of flexible working hours. Some participants indicated that the implementation of flexible working hours could potentially have a negative impact. Administrative support, as employee resistance may affect the application of flexible working hours due to the lack of administrative support from the bank's management to convince employees of the importance of

change and the application of flexible working hours and its benefits. Furthermore, results showed that team members are motivated to reach goals and feel appreciated for their efforts through a clear and fair incentive system, which includes recognition of exceptional work, bonuses, additional incentives, and professional growth opportunities for the ability to adapt to flexible work schedules.

The findings indicate that the majority of employees agreed that their concerns about developing their career path are considered the most prominent challenges facing the Development Bank when implementing flexible working hours, as it requires developing a specific and transparent policy and implementing a clear program to address employees' concerns about their career growth when implementing flexible working hours. Results indicate that a robust IT infrastructure, when combined with wireless connectivity, allows for effective teamwork, efficient productivity, performance tracking, and increased adaptability in scheduling employees' flexible work hours and assigning tasks. In addition, the company culture does not allow for unfair treatment or discrimination based on age or gender. The results show that most of the people who participated agreed that the bank's culture and technological infrastructure support flexible work hours. This means that the bank has a strong technological infrastructure that is supported by modern systems and wireless communications that help with flexible work hours. Moreover, the majority of participants agreed that the bank's open culture encourages every employee to use flexible working hours regardless of gender, race, or position.

5.3 Conclusion

To conclude, the study examined the impact of flexible working hours on the performance and well-being of employees in the Development Bank, the types of flexible working hours that the bank provides to its employees, the relationship of flexible working hours with the performance and well-being of employees, and the factors that affect the application of flexible working hours in the bank. Furthermore, this study's methodology relied on primary and secondary sources, as the primary sources included questionnaires and interviews, while the secondary sources included previous literary studies related to the research objectives. The population of this study included all employees from the various sections and departments of the Development Bank at the main

branch in Muscat, where a random sampling technique was used, and the study sample consisted of 97 male and female employees. The researcher used mixed research designs, exploratory and descriptive, as the exploratory design included exploring previous studies and finding out the results the researchers reached on the subject of the study. Moreover, the researcher analyzed the questionnaire in several ways, such as statistical description, regression analysis, correlation analysis, and frequency distribution. The study provided valuable insights, as it found that flexible working hours improve work-life balance and have a significant impact on employee performance and well-being.

Previous research studies have shown that employers use flexible working hours as a tool to help their employees cope with stress, improve performance, and stay with the company longer. According to the study participants, flexible working hours had a significant and positive impact on enhancing their performance, as it enabled them to choose the appropriate time to start and end their work, which in turn contributed to increasing their performance. The study concluded that having flexible work arrangements improves workers' work-life balance, enhances their well-being, and gives them more control over their schedules. By conducting a regression analysis, the researcher was able to discover that there is a strong relationship between the independent variable, flexible working hours, and the two dependent variables, employee performance and well-being. In addition, the researcher, through correlation analysis, finds a strong relationship between the variables. The researcher was able to identify the factors that affected the implementation of flexible working hours and the employees' concerns related to flexible working hours. The researcher concluded that the bank's policy and culture factors positively affected the application of flexible working hours, as the bank's open culture contributed to encouraging every employee to use flexible working hours, regardless of gender, race, or position. Moreover, employees' concerns about developing their career path are considered the most prominent challenges facing the Development Bank when implementing flexible working hours.

5.4 Recommendations

Flexible working hours play a significant role in improving employee performance and well-being, as every organization must implement strategies to diversify flexible working hours to

meet employee desires and expectations. Therefore, the researcher proposes to the Development Bank the following recommendations that would contribute to enhancing the performance and well-being of employees: The recommendations will also contribute to the bank gaining a competitive advantage in the market. These recommendations are as follows:

5.4.1 Providing remote work

The researcher recommends that the bank implement various flexible work arrangements, including remote work, due to its numerous benefits for both the bank and its employees. These benefits include the bank's ability to reduce costs associated with real estate, office equipment and supplies, and rental fees, thereby increasing the bank's profitability. Conversely, remote work allows employees to work from any location, thereby optimizing their daily commute time for job duties and tasks. Additionally, they can use this time to fulfill their personal and family obligations. This enhances their happiness and satisfaction, thereby improving their performance and overall well-being.

5.4.2 Providing part-time work

The researcher recommends that the bank implement a flexible contract system for part-time work, which allows for the determination of working hours, task performance, and workflow monitoring, thereby promoting high performance and productivity. Part-time work attracts employees who prefer a greater work-life balance and who have family commitments and health problems that require them to work fewer hours.

5.4.3 Reschedule flexible working hours

Given that the bank offers a flexible half-hour during 8 regular working hours, the researcher suggests that the bank provide flexible working hours that exceed the usual half-hour, ranging between one or two flexible hours, so that when the employee chooses a flexible hour or more, it will greatly meet his special needs, thus significantly contributing to increasing their performance.

5.4.4 Restructuring the bank's policy

The researcher suggests restructuring flexible working hours at the Development Bank because it may limit employee growth. Therefore, when implementing flexible working hours, we must develop strategies to address employees' concerns about missing professional development opportunities and maintain high performance and enthusiasm. Additionally, the bank's policy influences the implementation of flexible working hours, requiring certain employees, like receptionists and accountants, to report to work at the start of official working hours to maintain service to external customers. Therefore, the bank's policy must be restructured and strategies must be developed, such as allowing affected employees to rotate in daily attendance, in order to give every employee the opportunity to benefit from flexible working hours.

5.4.5 Providing work with flexible schedules

The researcher suggests offering various flexible work schedules that give employees more control over their schedules, allowing them to set the start and end times of their work at times that suit their circumstances and personal needs. This approach enhances the balance between work and life requirements, thereby enhancing their well-being and performance.

5.4.6 Promote effective and open communication

The researcher suggests providing open and effective communication channels for employees when applying flexible working hours, as effective communication allows clear understanding between team members and increases interaction between employees and management, which motivates employees to increase their performance.

5.5 Limitation

5.5.1 Sample Size

The sample size that was selected for this study was small and limited to 98 participants from various departments in the bank, as it included only employees who work in the main branch of the Development Bank. It was supposed to include all bank branches, organizations, or other banks in Oman in order to expand the sample size to include a large and diverse number of

participants, which will generate different and more in-depth results and insights into the subject of the study.

5.5.2 The Study's Scope is Limited

The study was limited to the impact of flexible working hours on the performance and well-being of employees in the Development Bank only. It would have been beneficial for the study to include comparisons with banks and other institutions in terms of the types of flexible working hours' arrangements and the extent of their impact on the performance and well-being of employees in order to increase the scope of the research and make it clearer and more comprehensive.

5.5.3 Limited Time

This study was conducted within a short period of time, 3 and a half months (14 weeks), as it is not sufficient to conduct this type of study. It was supposed that the duration of this study should not be less than 6 months. The researcher faced challenges and delays in obtaining responses from respondents, which in turn led to spending a longer period than expected and planned in the fourth chapter.

5.6 Future Research

Using a more comprehensive qualitative approach in future investigations may provide a more in-depth understanding of the topic. Increasing the scope of research in future research to include comparisons with banks and other institutions and expanding the sample size of the study will ensure that future researchers will have clearer and more comprehensive knowledge to better understand this study at a deeper level. Moreover, the researcher suggests that future studies should examine additional mediating variables, for example, employee satisfaction, retention, and loyalty commitment. Furthermore, future studies should explore interesting variables such as work-life balance associated with flexible working hours based on factors such as proximity to family (i.e., physical location of the job) and the applicability of working remotely from home.

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