

EFFECT OF FLEXIBLE WORK ARRANGEMENT ON TURNOVER INTENTION OF SELECTED INFORMATION COMMUNICATION AND TECHNOLOGY FIRMS IN FEDERAL CAPITAL TERRITORY, NIGERIA

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Abstract

This study examined the effect of flexible work arrangement on turnover intention of selected information communication and technology firms in FCT, Abuja. The population comprises of senior level employees of the 305 selected Information Technology Firms in Federal Capital Territory Abuja and this study used cross-sectional survey design. Concrab formula was used to determining the sample size for this study. Primary data was collected using a 5-point likert scale questionnaire. Data were analyzed using Partial Least Squares Structural Equation Model (PLS-SEM). The study revealed that flexitime has positive and insignificant effect on turnover intention while telecommuting has positive and significant effect on turnover intention. The study recommended that Organization should Implement pilot programs that combine flexitime with other incentives (like professional development opportunities) to see if this combination has a more significant impact on turnover intention. Also, they should conduct surveys or focus groups to understand employees' perceptions of flexitime. This feedback can help tailor flexible work arrangements to better meet employee needs.

Keywords: *Flexitime, Telecommuting, Turnover Intention, Flexible Work Arrangement*

INTRODUCTION

Turnover intention is a global phenomenon of interest to researchers and organisations in various economic sectors, including health, military, oil and gas, information technology and education. This is however due to the significance of employees to organisations competitive advantage and overall success. Studies have shown that high employee turnover intention has negative consequences on overall performance and productivity of organisations. Organizations must consider the diversity of working relationships, work life values, cultural influences in the regions where they operate, and employee needs in order to achieve competitive advantage. Additionally, this will guarantee that employees are drawn to, kept, and fully engaged in the business. It is crucial that managers use a variety of human resource practices to achieve organizational goals as many organizations struggle to find ways to attract and keep the best talent while also addressing the new problem of work-life conflicts (Davidescu, et al., 2020).

Employee turnover is the reduction in the organization's workforce resulting from departures. However, this concept is related to the conscious willingness to depart from the organization. The repercussions of turnover intention encompass reduced performance and a decrease in productivity. These adverse outcomes contribute to a decreased inclination among employees to remain with the organization over an extended period. Recent investigations have directed their attention toward comprehending employee turnover intention across diverse sectors (Sathyanarayan & Lavanya, 2018). The turnover rate of ICT professionals has become a significant challenge for organizations worldwide. Conversely, organisations must retain their ICT personnel since they possess valuable tacit knowledge about the internal workings of systems. The turnover of these professionals' results in direct expenses for companies in terms of recruiting and training.

In Nigeria, despite the lack of employment opportunities currently an important challenge is employee intention to willfully leave an organization and the unavailability of the proper business systems to track and mitigate this process. This has become very important because the ability of an organization to retain employees may be a key factor for its survival and success (Ford, et al., 2021). However, the employee turnover increased from 12.5% to 28.1% as of 2021, with a rise of 35.1% within the past five (5) years (Olusa & Bolaji, 2020; Ene, 2020; Obianuju et al., 2021). The Covid-19 pandemic made companies

implement measures, including Flexible Work Arrangement (FWA), to reduce the spread of the pandemic to save the lives of citizens and the workforce. This has now degenerated into a strategy firms deploy to enhance commitment and performance among their employees.

Flexible Work Arrangements (FWAs) are alternative work schedules and structures that vary from conventional work environments that allow employees to flexibly perform their tasks (Weideman & Hofmeyr, 2020). It enables employees to choose when and how best to carry out their tasks while maintaining the quality expected of supervisors and employers. Studies showing positive associations with employee engagement and performance have supported FWAs (Bal & De Lange, 2014; Zeijen, et al, 2018). Therefore, businesses need to concentrate on improving employee engagement to sustainable achievement in today's challenging business climate.

Orishede and Ndudi (2020) posit that flexible work arrangements are those employment arrangements that permit employees to change, their work schedule, the number of hours they work or the location where they do their work, or to take leave from work, either on a permanent or temporary basis, to meet responsibilities outside of work. Stavrou, (2005) lists relevant FWA to include: flexible working hours, flexi-time, part-time work, overtime, job sharing, teleworking, shift, and weekend work, paid parental leave, annual hours, temporary work, annual hours' contracts, flexible leave arrangements, choice of rosters and shifts, variable year employment, fixed-term contract subcontracting, compressed working weeks and working from home. However, this backdrop forms the basis for studying the effect of flexible work arrangement on turnover intention of selected Information Technology Firms in FCT Abuja, Nigeria.

The Information and Communication Technology (ICT) sector in Nigeria has witnessed heavy investment especially in technology acquisition by different firms seeking to reap enormous returns. To guarantee their sustainability in the sector, these firms expend large number of resources recruiting some of the best brains (people) to spearhead their operations. However, despite these efforts, the rate of employees' turnover in the Nigerian ICT sector has been on the increase as the sector has witnessed high rate of employees leaving their jobs for other jobs alluding search for better conditions. This situation has led to brain-drain syndrome thereby forcing companies to continue to spend more money recruiting and training new employees to fill vacancies created by departing employees.

There have been studies conducted in the area of flexible work arrangement and turnover intention of employees. However, majority of such studies were conducted outside Nigeria (Annick & Alain, 2023; Helvy & Thomas, 2023; Abdul Samad et al., 2023; Elaine, et al., 2020; Meri & Hazal, 2023; Santiago & Vandana 2023; Choi, 2018) in addition, majority of these studies were conducted in sectors other than the IT sector. Furthermore, many of these studies did not employ advanced techniques of analysis such as the Partial Least Squares Structural Equation Modelling (PLS-SEM) and hence the need for this study which seeks to examine the effect of flexible work arrangement on turnover intention of selected Information Technology Firms in FCT Abuja, Nigeria.

The study seeks to achieve the following specific objectives which are to:

- i. Determine the effect of flextime on turnover intention of selected Information Technology Firms in FCT Abuja, Nigeria;
- ii. Analyze the effect of telecommuting on turnover intention of selected Information Technology Firms in FCT Abuja, Nigeria;

LITERATURE REVIEW

Concept of Flexible Work Arrangement

Flexible working arrangement is a working system that allows employees to choose and determine when to work Fadhila and Wicaksana (2020). Meanwhile, according to Oktavia (2020), flexible working arrangement is flexible work rules regarding working hours, including alternative working hours. Flexible

working arrangement includes part-time work and no specific stipulation of how long you can work, while workplace flexibility includes working from home or remotely. Flexible working arrangement also includes flexible work systems that can help workers manage the division of labor between work, family, and other personal lives (Gunawan & Franksiska, 2020). Flexible work arrangements also known as non-standard or alternative work arrangements are primarily alternatives that permit an employee to work outside the traditional confines of a standard organization of work about such paradigms as amount, distribution of working time, and place of work (Austin-Egole, et al. 2020)

Flexible working arrangement is the ability of employers to effect changes on where, when, and the aggregate period employees can spend or engage in performing work-related tasks (Choo et al., 2016). It emphasizes the role of employers in initiating and implementing flexible work arrangements and also highlights that the flexibility offered to employees is dependent on the policies and decisions made by the employer. Austin-Egole et al. (2020) defined flexible, non-standard or alternative work arrangements are basic options that allow an employee to work outside the traditional confines of a standard organization of work concerning such different modalities, distribution of working time and place of work. Anekwe (2019) defined flexible working arrangements as a practice in organizations where employees can choose when to work and where they work from so long as they fulfill their working obligations in doing so.

Rau and Hyland (2012) argued that a flexible working arrangement is an organizational initiative to improve employees' flexibility all the times and provide a conducive work environment where tasks can be achieved through different policies and procedures put in place to minimize the number of hours worked. In organizational initiative, flexible working arrangements are driven by the organization towards the proactive role of employers or management in designing and implementing these arrangements as part of a strategic effort to benefit their employees and the organization.

Concept of Flexitime

Flexi-time is a type of FWA that allows full-time workers to choose the start and finish time of the working day within core hours (Chung & Lippe, 2018). Flexi-time is a flexible work arrangement that allows full-time employees to determine their own start and end times for the workday, within a set range of core hours defined by the organization. Flexi-time is a scheduling program for full-time employees that allows them to choose their starting and finishing times daily, provided they complete a stipulated number of hours to start and/or end the work day earlier (or later) than usual. In other words, it is a situation where workers can set their starting and stopping times (Kelly, & Kalev, 2016). Flexi-time provides employees the opportunity to meet up with household or personal obligations or even emergencies, during the day and also to reduce time spent on commuting by starting and ending work before or after the rush hour (Cooker, 2012).

Concept of Telecommuting

Allen, et al (2015) defined telecommuting as a form of work organization in which work is done partially or completely outside the organization with the aid of information and telecommunication services. Telecommuting, also known as remote work or telework, with the help of information and technological devices employees perform their work in different places instead of the central workplace (Mamaghani, 2012). Telecommuting can be part-time or full-time, with part-time predominant in recent years. Telecommuting has advantages at the individual, organizational, and societal levels (Allen, Golden & Shockley, 2015).

Telecommuting also known as flexi-place is broadly defined as giving employees varying degrees of control over where their work is done (Hill, et al, 2011); i.e., that some or all working hours are spent working at a location of employee choice. Usually, in telecommuting arrangements employees choose to work from home. A partial or complete substitution of a worker's regular working hours; this can be from a coworking space, home office, or other location; and may be distant from the client or company

they serve (American Psychological Association APA, 2019). Early definitions of telework such as telecommuting referred to replacing physical travel to a central work location with telecommunications technology or computer-based technology (Nilles et al., 1976; Olson & Primps, 1984). The teleworker has no personal contact with other co-workers but can communicate with them by using information (Sullivan, 2003) and modern technology (Abarca et al., 2020).

Concept of Turnover intention

Turnover intention According to Ke et al. (2019) and Lambert et al. (2017) is the desire to change jobs that have not yet reached the realization stage. The realization stage in question is leaving/changing work from one workplace to another. Turnover intention can cause someone to decide to leave the job and this is caused by employee dissatisfaction with the job. According to Alyahya et al. (2021) and Aguiar et al. (2021) stated that turnover intention is the possibility or desire of a person within a certain period to make a job change, where this is seen as the beginning of turnover. Based on the above definition, it can be concluded that turnover intention is the desire or tendency of employees to move from one workplace to another because they are not satisfied with the job.

According to Lambert et al. (2017), there are several indicators of turnover intention, namely thinking of resigning or leaving (thinking of quitting), intention or desire to find another job (intention to search), and intention to leave or resign (intention to quit). Turnover intention is defined as the employees' thoughts about leaving the job (Jeongdoo Park 2020) and the level where an employee has a choice to leave their profession either voluntarily or involuntarily, due to the availability of other job posts (Robbins, et al 2015). Turnover Intention, therefore, is an employee's thoughts about leaving their current job position due to the desire and availability of obtaining other, better job post,

Flexitime and Turnover Intention

Nkiruka, et al (2023) examines the relationship between schedule flexibility and the performance of Ebonyi State Civil Service. The study employed a descriptive survey design. A sample size of 371 respondents was drawn from a population of 5027 civil servants in the Ministries, Departments, and Agencies (MDAs). The primary source of data was employed mainly through a structured questionnaire. 360 copies of the questionnaire were correctly filled, returned, and used for analysis. Descriptive statistics was used to present data generated and Pearson Product Moment Correlation Coefficient with the aid of Software Package for Social Science (SPSS) version 20. The results revealed that there is a positive significant relationship between flexi-time flexibility and commitment among civil servants in the Ebonyi State Civil Service. Also, a positive significant relationship exists between job sharing and loyalty among civil servants in the Ebonyi State Civil Service. Within the period of the creation of the state, the idea of schedule flexibility has been incorporated into the administrative documents of the state. Notably among these alternative work practices are flexi-time flexibility and job-sharing flexibility which is believed to have influenced employee performance in terms of employee commitment and employee loyalty to flexible hours. The study recommends that the government should redirect itself toward the implementation of flexi-time to influence and sustain employee commitment to higher performance in the state civil service. In the same vein, the government and other employers of labor should endeavor to make provisions for job sharing to enjoy the continued loyalty of employees in the organization. The review provides an overview of the methodology but lacks details on the questionnaire design, including the specific questions asked and how they were validated. More information on the development and validation of the questionnaire would strengthen the understanding of how data was collected.

Darwin et al. (2022) analyzed the effect of flexitime and physical work environment on employee satisfaction and its impact on employee performance. The population of this research is the employees of Kantor Pelayanan Pajak Madya Medan with a total sample of 120 people. Data analysis using Structural Equation Modeling (SEM) using the SmartPLS 4.0 application. The results showed that: Flexitime has a positive and significant effect on job satisfaction, Physical work environment has a positive and significant effect on job satisfaction, Flexitime has a positive and insignificant effect on employee

performance, Physical work environment has a positive and insignificant effect on employee performance, Satisfaction has a positive and significant effect on employee performance, Flexitime has a positive and insignificant effect on employee performance through job satisfaction, and Physical work environment positive and insignificant effect on performance through job satisfaction at the Kantor Pelayanan Pajak Madya Medan

Telecommuting and Turnover Intention

Kwesi et al (2023) conducted a study to examine the relationship between telecommuting and cyberloafing among Ghanaian workers. In addition, the study investigated the moderating role of emotional exhaustion on telecommuting and cyberloafing. The study collected quantitative data from 945 employees in banks, telecommunication, and insurance sectors of the Ghanaian economy. Data was entered using SPSS v.23 and analyzed with Process Macro v3.5. Findings of the results indicate that there is a significant positive relationship between telecommuting and cyberloafing. It also found that emotional exhaustion has a significant negative relationship with cyberloafing. Furthermore, emotional exhaustion moderated the relationship between telecommuting and cyberloafing. However, details on the data collection process, such as the type of survey used and how participants were recruited, would provide a clearer picture of the methodology and potential biases.

Sriyaningsih, et al. (2020), studied the effect of telecommuting on employees' performance in Lumajang Regional Forestry Service Branch and Jember Regional Forestry Service Branch, Indonesia. The research approach used in this study is a quantitative approach that relies more on numbers in the form of scores as the basic framework for analysis. The population in this study was 78 people consisting of 45 employees of the Lumajang Regional Forestry Service Branch (44 civil servants and 1 temporary administrative staff), as well as 33 employees of the Jember Regional Forestry Service Branch (29 civil servants and 4 civil servants). all the populations in this study were used as samples, namely 78 people. Data collection in this study was carried out by distributing questionnaires whose data was collected from a saturated sample of the entire population (census). The analytical technique used is WarpPLS 5.0. The results of the data analysis show that telecommuting has a positive and insignificant effect on employee performance. This study though rich has some differences in terms of external validity and target population. While the study finds that telecommuting has a positive but insignificant effect on employee performance, the review does not provide detailed information about the magnitude of this effect. Understanding the effect size, even if insignificant, could offer more nuanced insights into the practical implications of telecommuting policies.

Theoretical Review

This study is anchored on job component theory propounded by Edward and Bagozzi (1998). The theory states that jobs should be arranged flexibly to ensure its completion considering the time of its commencement and completion. The theory emphasizes that schedule flexibility arrangement comprises of multidimensional variables that facilitates its perception and balance in any organizational setting. These key indicators help employees to understand the context of the organization in terms of mission, vision, values and goals, which are improved through commitment of the employees. Flexible schedule comprises of flexi-time work schedule, compressed work week, part-time work, job sharing and teleworking (Erkut & Fundas, 2014; Greenhaus, et al., 2003). On the view of Kerkhofs (2018) schedule flexibility consists of stress and satisfaction, work arrangement, working environment and personal health, wages, job content, information technology skills, work life facilitation and work life balance.

The theory argues that when tasks are classified into various components with their associated time frame allows for efficiency which is essential in achieving competitive advantage. The job component theory equally consists of work intensity that entails the pace of work and proportion of working hours spent in work activity. This means the degree to which an employee performs his task within the agreed time for completion include increased time (that is extensive effort or hours spent in task related activity), greater effort (intensive effort or pace and intensity of work) or a combination of both indices. The

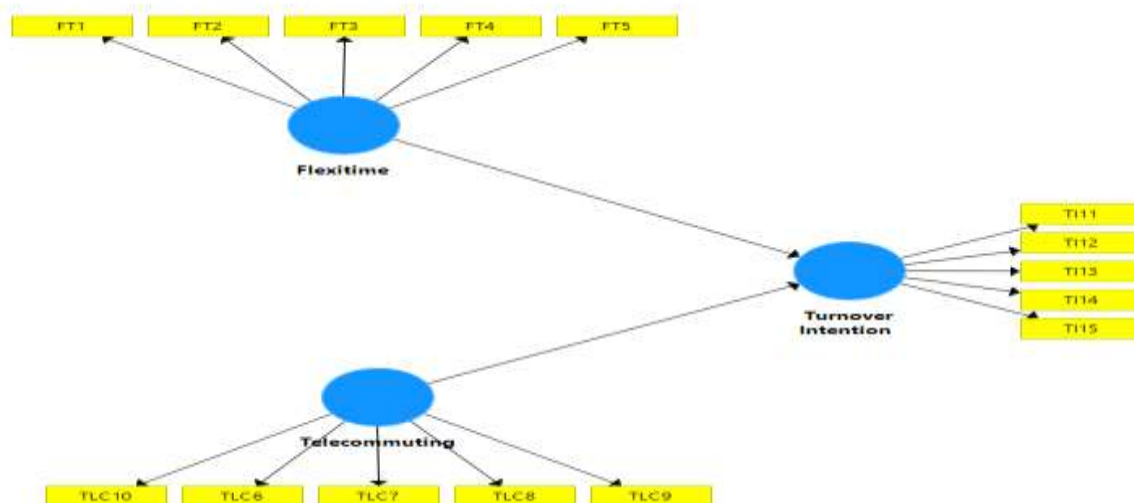
following are the assumptions of the theory: The theory believes that with the job component arrangement, employees have better understanding of what is expected of them on the task, that with work flexibility, employees dictate the best time frame for the completion of the work within the whims and caprices of the overall duration. However, the relevance of the theory on the present study is basically on the multi-dimensional approaches of job time-flexibility component arrangements of part-time, job sharing, flexi-time and alike which allows the employee to determine how and when the job will be done within the designated time-frame on the job. Therefore, the management will set their target with time while the employee decides the how, in terms of time, within the time schedule.

METHODOLOGY

This study used cross-sectional survey design. The population of this study comprises all the senior level employees of the 305 selected Information Technology Firms in Federal Capital Territory Abuja. Since it is extremely difficult to get the exact number of senior level staff in those Information Technology Firms, the study therefore describes the population as infinite. Primary data was collected using a 5-point likert scale questionnaire. The study adapted questionnaire items from the work of Rawashdeh, et al. (2019) to measure Flexitime and Telecommuting while turnover intention was measured using a 5-items scale developed by Roodt, (2004). Data were analyzed using Partial Least Squares Structural Equation Model (PLS-SEM). The model is specified bellow:

Model specification

The model of the regression analysis is specified thus:



Structural model for direct relationship between flexible work arrangement and turnover intention.

RESULT AND DISCUSSION

Table 1: Descriptive Statistics

	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
FT	4.53	5	1	5	0.64	0.53	-1.14
TLC	4.17	4.6	1	5	0.88	2.34	-1.31
TI	4.26	4.8	1	5	0.82	2.11	-1.26

Source: SMART PLS Output, 2024

Table1 provided statistical description of the variables as expressed in the data collected in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values, fletxitime (FT) showed minimum and maximum values of 1 and 5 respectively with an average value of 4.5 and a standard deviation value of 0.64. Telecommuting (TLC) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 4.1 along with a standard deviation of 0.88. Turnover

Intention (TI) had a mean value of 4.2 along with a standard deviation value 0.82. The minimum and maximum values recorded for TI were 4.2 and 5 respectively.

Assessment of *Measurement Model*

Indicator Loadings

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) also posited that low but significant indicator loading (less than 0.50) can be included. Also, outer loadings less than 0.4 should be deleted and in exploratory research, loadings more than 0.4 and less than 0.7 can be retained if the average variance extracted is satisfied (Hair, et al., 2014) hence justifying why indicators with loadings less than 0.70 and above 0.40 were not deleted from the model.

Table 2: Factor Loadings of the Constructs

	Flexitime	Telecommuting	Turnover Intention
FT1	0.832		
FT2	0.854		
FT3	0.843		
FT4	0.802		
FT5	0.787		
TLC1		0.919	
TLC2		0.849	
TLC3		0.873	
TLC4		0.833	
TLC5		0.933	
TI1			0.811
TI2			0.719
TI3			0.916
TI4			0.908
TI5			0.862

Source: SMARP-PLS Output, 2024

Construct Reliability

To establish internal consistency reliability of the construct, Cronbach's alpha and composite reliability (CR) should be higher than the threshold of 0.7. It is clear from the table 2, that all the latent indicators are reliable since their values are higher than the threshold value of 0.7. As an alternative to Cronbach's alpha and composite reliability, Dijkstra and Henseler (2015) proposed rho A as an approximately exact measure of construct reliability, which usually lies between Cronbach's alpha and the composite reliability. Hence, rho A may represent a good compromise if one assumes that the factor model is correct. Loadings above 0.7 are recommended however, the factor loadings are above the threshold which is acceptable.

Table 3: Construct Reliability and Convergent Validity of the Indicators

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Flexitime	0.882	0.914	0.679
Telecommuting	0.919	0.939	0.755
Turnover Intention	0.899	0.926	0.716

Source: SMART PLS Output, 2024

Convergent Validity

Convergent validity gauges the degree to which a construct converges to elucidate the variance within its items. To evaluate convergent validity, the average variance extracted (AVE) should exceed 0.5. As depicted in Table 3, the AVE values for all constructs surpass 0.5, affirming that our constructs meet the

criteria for convergent validity. This observation suggests that the entire construct accounts for 50 percent or more of the variance present in the items comprising the construct.

Discriminant Validity

Discriminant validity is the extent to which a construct is empirically distinct from other constructs in the structural model. There are many traditional methods for discriminant validity assessment, such as cross loadings and the Fornell-Larcker criterion (Fornell & Larcker, 1981), but researchers are advised to apply the Heterotrait-Monotrait (HTMT) criterion (Henseler et al., 2014). This is because traditional methods fail to indicate a lack of discriminant validity, even when two constructs are perfectly correlated, rendering this criterion's use ineffective for empirical research. For this thesis, table 3 shows the HTMT criterion for all the latent constructs. The discriminant validity of the construct is valid if the upper bound of the 95% confidence interval of HTMT is lower than 0.9. From table 3, this condition is satisfied.

Table 4: Heterotrait-Monotrait Ratio (HTMT)

	Flexitime	Telecommuting	Turnover Intention
Flexitime	1.00		
Telecommuting	0.790	1.00	
Turnover Intention	0.576	0.854	1.00

Source: SMART-PLS Output

Assessment of Structural Models (R^2)

The R-Square value on table 5 show 0.733, meaning that 73% of consumer buying behaviour were influenced by e-commerce variables. Meanwhile, the remaining 17.4% was affected by other factors not mentioned in the study. Also, the R^2 of the present study can be recognized as substantial.

Table 5: Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Turnover Intention	0.733	0.732

Source: SMART-PLS Output

Model Goodness of Fit (GoF)

To validate the PLS model, it is essential to evaluate its goodness of fit, as recommended by Hair et al. (2017). In this study, the standardized root mean square residual (SRMR) was employed for this purpose. The selection of this index was based on the fact that SRMR provides an absolute fit measure, where a value of zero signifies a perfect fit. Following Hu and Bentler's (1998) suggestion that a value below 0.08 represents a good fit when using SRMR for model assessment, the study's result revealed an SRMR value of 0.033. This indicates that the model fits well. Besides the chi-square, other measures corroborate the goodness of fit in the study's model.

Table 6: Model of Goodness of fit Summary

	Saturated Model	Estimated Model
SRMR	0.033	0.033
d_ULS	3.903	3.903
d_G	3.730	3.730
Chi-Square	5075.122	5075.122

Source: SMART-PLS Output, 2024

Test of Hypotheses

This table shows the path coefficients, t-values and p-values used to test the hypotheses of the study:

Table 7: Path Coefficient of the Model

Variables	Beta	T Statistics (O/STDEV)	f ² Values	P Values	Decision
Flexitime -> Turnover Intention	0.371	4.378	0.108	0.252	Accepted
Telecommuting -> Turnover Intention	0.510	6.084	0.206	0.000	Rejected

Source: SMART-PLS Output, 2024

Hypothesis One

H₀₁: flexi time has no significant effect on turnover intention of selected information communication and technology firms in FCT, Abuja

The result of the test as shown in table 7 revealed that flexitime has positive and insignificantly effect on turnover intention of selected information communication and technology firms in FCT, Abuja, with $\beta = 0.371$ and $p = 0.252$. Thus, hypothesis one was supported and therefore accepted at 5% level of significance. There is adequate evidence to accept the null hypothesis and the study therefore conclude that flexitime has positive and insignificant effect on turnover intention of selected information communication and technology firms in FCT, Abuja.

Hypothesis Two

H₀₂: Telecommuting has no significant effect on turnover intention of selected information communication and technology firms in FCT, Abuja

The result from table 7 shows that trust has positive but significant effects on turnover intention of selected information communication and technology firms in FCT, Abuja, with $\beta = -0.510$ and $p = 0.000$. Thus, hypothesis two was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore conclude that telecommuting has positive and significant on turnover intention of selected information communication and technology firms in FCT, Abuja

Discussion of Findings

The first finding revealed that flexitime has a positive and insignificant effect on turnover intention of selected information communication and technology firms in FCT, Ab8uja, this implies that flexitime increases, the intention for employees to leave the organization also increases. The finding is in agreement with that of Darwin et al. (2022) who found positive and insignificant effect on turnover intention. However, the finding disagrees with the finding of Nkiruka, et al (2023) who found positive and significant effect turnover intention

Secondly, findings revealed that telecommuting has positive effect on turnover intention of selected information communication and technology firms in FCT, Abuja. This implies that remote workers may feel isolated from their teams and the company culture, leading to dissatisfaction and a higher likelihood of seeking new opportunities. This finding agrees with the findings of Kwesi et al (2023) who found positive but significant effect on turnover intention. But the finding however, disagreed with that of Sriyaningsih, et al. (2020) who found positive and insignificant effect on turnover intention.

CONCLUSIONS AND RECOMMENDATIONS

This study examined the effect of flexible work arrangement on turnover intention of selected information communication and technology firms in FCT, Abuja. The findings concluded that, flexitime has a positive but insignificant effect on turnover intention among selected information communication and technology (ICT) firms suggests that while flexible working hours may not dramatically influence employees' decisions to stay or leave, they still hold potential value in enhancing job satisfaction. This indicates that while flexitime alone may not be a decisive factor in reducing turnover, it can contribute

to a more supportive work environment. Organizations should consider integrating flexitime into a broader strategy that includes other employee engagement initiatives to maximize its effectiveness. By doing so, firms can create a more adaptable workplace culture that promotes employee well-being, potentially leading to improved retention over time.

Recommendations

Based on the findings and conclusions above, the study recommends thus:

- i. Organization should Implement pilot programs that combine flexitime with other incentives (like professional development opportunities) to see if this combination has a more significant impact on turnover intention. Also, they should conduct surveys or focus groups to understand employees' perceptions of flexitime. This feedback can help tailor flexible work arrangements to better meet employee needs.
- ii. Organization should invest in reliable communication and collaboration tools to support remote work. This ensures that telecommuting employees remain connected with their teams and feel included in company culture. They should also implement regular check-ins between managers and remote employees to maintain engagement, address concerns, and provide feedback. This can help employees feel valued and supported.

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