

Flexible Working Arrangements and Employees' Job Satisfaction in Hospitality Industry

Adebayo Adeyemi Abdulwasiu, PhD and Ibrahim Waheed, PhD

Department of Business and Entrepreneurship, Kwara State University, Malete.

Corresponding author: adeyemi.adebayo20@kwasu.edu.ng

Abstract

This research work examined the effect of flexible working arrangements on employees' job satisfaction in hospitality industry in Ilorin metropolis. Ten hotels were selected and 216 close ended copies of questionnaire were distributed across the ten selected hotels to collect the quantitative data. Five employees were also purposively selected for interview using semi structured interview. Structural Equation Model (PLS-SEM) and SPSS were used to analyze the quantitative data while thematic analysis was used to analyze the qualitative data with the aid of NVIVO software. The statistical result showed a positive and significant effect of flextime, shift work and job sharing on employees' job commitment and employees' productivity. Part-time on the other hand has no significant relationship with employees' job commitment and employees' productivity of the selected hotels. The qualitative finding also supported the quantitative result, it was revealed that flextime, shift-work and job sharing has a significant effect on employees' job commitment and employees' productivity. The qualitative findings however showed that effective implementation of part time will have a significant impact on employees' job satisfaction. The study concluded that the flexible working arrangements are indeed drivers of business as it decreases absenteeism and increases employee turnover. The study recommends that there should be trust and effective communication between the parties. Proper communication will allow both parties to understand the needs of each other and negotiate terms that are acceptable to both.

Keywords: Flextime, Flexible Working Arrangement, Job Sharing, Productivity, Shift Work.

Introduction

The complexity of today's business environment, influenced by globalisation and characterised by intense competition as well as the changes to traditional gender roles requires a rethink of conventional work-life patterns. These changes have brought to the fore the issue of reconciliation between work and life commitments. Flexible working arrangements have been identified as an important means of balancing work and personal commitments and are becoming increasingly common within modern economies (Cohen, et al., 2017).

Flexible working arrangement has become a sensitive issue for employees and employers of most organization. In fact, the majority of industrialized countries such as England and Australia have some statutory regulations which make it easier for individual employees to change their working hours. Also, in the majority of countries, laws are specific to employees caring for their children or dependent adults. In many countries, this takes the

form of part-time work. Both employers and employees are becoming more aware of the potential gains of flexible working arrangements. Employers are learning and experiencing how critical it is for their organisations to offer the right work –life balance to their employees, in order to achieve worker productivity.

Similarly, employees are realising how important it is for their personal well-being and family functioning to be in control and to have the ability to juggle between family and work roles. Flexible working arrangement is greatly linked with employee productivity, performance, and organization turnover and job satisfaction. Flexible working arrangements have often been projected as a way to reduce work –life conflict because of employees' discretion with regard to starting and finishing times at work. It was noted that assumable control over where, when and how an employee works may be one of the main predictors of work –life balance. When there is proper balance between work and life, employees tend to put their best effort at work because their family is happy. Most research studies have shown that when employees are happy, work places automatically become conflict free and enjoyable place to be for them (Coenen & Kok 2014).

Flexible working emerged in the early 1960s as a strategic response to the needs of business. Many organizations have begun to offer flexible working arrangement to help employees balance work and family demand. It is possible that flexible working arrangements may play a key role in the resource generation process, by increasing productivity. Family enrichment increase in perception of control over work and family matters and lower work family conflict, employee generate resources by having flexible working arrangement making them equipped to handle work and family demand. Flexible working arrangement is considered from both employee and employer sides in order to shows that flexibility in the work place beneficial is not only for employee but also for employer.

Employees are provided with flexible work arrangements to enable them have a positive impact on values of work; the work schedule flexibility enables employees to have more control and independence on their work and private life and thus can be improved. Flexible work arrangements provided to employees allow them to work at their ease, which result will minimize the amount of stress. Additionally, due to these flexible work arrangements employees will know that their employer cares about their wellbeing and errands outside work. Also, flexible work arrangements allow women to work and provide child care at the same time. Flexible working arrangements are designed to enable flexibility in hours of work and place of work so as to promote a better work-life balance for staff. They are a measure that may be approved if the selected arrangement is mutually convenient for both the organization and the staff member, and if the work demands of the relevant office can accommodate the selected arrangement (Myers et al., 2014; De Stefano, 2017). Requesting and approving flexible working arrangement are purely voluntary actions; they are give-and-take arrangements for both the employees and the organization. Flexible working arrangements are achieved through trust, compromise negotiation between employee and

the employer. Both parties are ensuring that the arrangement is suitable to their own convenience.

Statement of the Problem

The productivity of any organization depends on the performance of its employees. There are a variety of factors that influence the performance of employees in an organization and these can either increase or decline their performance. Meanwhile, employees' satisfaction is more likely to increase their performance as employees will always exert themselves to a task that they feel they are capable of and in an environment that is conducive.

The specific problems highlighted in this research work are as follows;

- Many organizations do not offer flex time to their employees since they are not allowed more choice over their work schedules on either side of the core hours.
- Also, some organizations do not make a pattern of work where one employee replaces another during the same job within a period of 24 hours. This does not encourage employee to put much of their effort in the work assigned to them.
- Another issue of concern is that many organizations do not allow their employees to enjoy a reduction in hours of work such as 90% of full-time, seasonal arrangement or a substantial work hour reduction which has hindered many employees' job satisfaction. Thus, it did not allow them to manage their home affairs and other personal commitments while working.
- Also, many organizations did not make an arrangement for two or more employees to voluntarily share job, responsibilities, salary and benefits of one full-time position, which has significant impact on employees' job satisfaction.
- Previous studies have shown that when people spend too many hours at work, their health and work performance begin to deteriorate (DeStefano, 2017). Some employees work very hard throughout the week, month or year with little or no rest and they consider themselves as hard working. As time goes by, their jobs become less interesting, fatigue sets in and their results dwindle. These have cost many employees their most cherished job and later blame someone else for it. Therefore, lack of work flexibility, high work pressure and long working hours, may result to poor employee's input, performance and satisfaction at his or her job place, because an employee who finds it very difficult to properly balance his or her personal life, tends to also have difficulties managing tasks at his or her work place.

Research Questions

This research was an effort to understand the effect of flexible working arrangement policies and practice on the employees' job satisfaction. The study therefore answered the following questions;

- i. To what extent does flextime have impact on employees' commitment in the hospitality industry?

- ii. What is the relationship between shift work and employees' productivity in hospitality industry?
- iii. How does part time have impact on employees' commitment in hospitality industry?
- iv. What is the impact of job sharing on employees' productivity in hospitality industry?

Research Objectives

This study evaluated the effect of flexible working arrangements on employees' job satisfaction. Other specific objectives were to;

- i. examine the impact of flextime on employees' commitment in hospitality industry.
- ii. determine the relationship between shift work and employees' productivity in hospitality industry.
- iii. investigate the impact of part time on employees' commitment in hospitality industry.
- iv. examine the impact of job sharing on employees' productivity in hospitality industry.

Research Hypotheses

H₀₁- Flextime do not have significant impact on employees' commitment in hospitality industry.

H₀₂ - There is no significant relationship between shift work and employees' productivity in hospitality industry.

H₀₃ - Part time does not have significant impact on employees' commitment in hospitality industry.

H₀₄ - Job sharing has no significant impact on employees' productivity in hospitality industry.

Conceptual Review

Concept of Flexible Working Arrangement

There has not been any generally acceptable definition of what flexible working arrangements means. This is because different scholars have written on the concept of flexible working arrangements and there is no consensus or a specific definition of what flexible working arrangements means.

Flexible working arrangement is an important subset of work place management trends in today's business. It is considered to be ability of workers to make choices influencing when, where and for how long they engage in work related task (Mwebi, & Kadaga, 2015). Flexible work arrangements are defined as any policies, practices, formal or informal, which permit people to vary when and where work is carried out (Fiksenbaum, 2014).

Blunsdon (2006) defined flexible working arrangements as practices that allow people to have control or manage the seesaw of both life and career with achievement and satisfaction. Fisher (2001) identified that flexible working arrangements comprises of three components. The first component is time, that is, how much time is spent to work, compared to how much time is spent engaged in other activities. The second is related to

behaviour, such as work goal accomplishment, as flexible working arrangement is based on one's beliefs that he is able to accomplish what he would like at work and in his personal life. The third component is energy, which is consistent with the notion of time. Energy is limited resources and relevant to employees being able to accomplish work and non-work related goals.

Okemwa (2017) opined that employee and employer interest in flexible working arrangements can sometime differ. As a consequence, employers can develop flexible working arrangements solely to fit their own business strategy which may or may not be beneficial to employees. Lockwood (2003) shared the view and further described flexible working arrangement from the viewpoint of employer, and of the employee. From Employee's viewpoint: "It is the dilemma of managing work obligations and personal or family responsibilities" and from Employer's viewpoint: "flexible working result in employee loyalty and engagement, increased organizational commitment, and higher job satisfaction and also help to recruit and retain talented employees to the organization". Steiner (2005) shared the same stand point that changing working styles requires more flexible arrangement to better respond to the demand of knowledge workers. Flexible structure means that employees are able to move easily within these arrangements depending on what kind of activities they engaged with a specific time.

At times when the labour market is particularly competitive, flexible work arrangements can be utilized not only to retain staff, but also to attract groups who are currently under-represented in employment due to family responsibilities or other limitations (Coenen & Kok, 2014; Brumit, 1999). Flexible working arrangements have been acknowledged as a means of obtaining a competitive advantage by improving the attraction and retention of high quality employees, who may have been overlooked in the past for various reasons including their personal circumstances (Brumit1999; Chinchilla & Cardona ,2003; Cole 2006). Rogier and Padgett (2004) also support the view of Chinchilla and Cardona, and postulated that by flexible work schedules organisations can get benefit through employees' job satisfaction, organizational commitment increased level of productivity and lesser absenteeism and lower turnover. In the perspective of work schedule flexibility, employees will be able to balance their work life and family life.

Flexible working arrangements are adopted or implemented by organization to attract new talent, to reduce unplanned absenteeism, as well as to increase or retain organisation turnover or productivity, while offering staff more flexibility (Coenen & Kok, 2014). Organizations can implement various flexible working arrangements that assist employees to better balance their work and family responsibilities, gain improvement in wellbeing and provide organization benefit. These flexible working arrangements are flex time, job sharing, part time work, compressed work weeks, telecommuting, shift work, over time, parental leaves (Coenen & Kok, 2014; Jones & Jones, 2011; Chung & Tijdens, 2012).

Types of Flexible Working Arrangements

There are different types of flexible working arrangements as conceptualised by Jones and Jones (2011). These includes flex time, job sharing, part time work, compressed work weeks, telecommuting, shift work, over time and parental leaves.

Flextime

Flextime is a flexible working schedule that allows workers to alter workday start and finish times (Mungania et al., 2016). In contrast to traditional work arrangements that require employees to work a standard 8a.m. to 4p.m, flextime typically involves a "core" period of the day during which employees are required to be at work (e.g. between 10a.m. and 6 p.m.) The total working time required of employees on flextime schedules is the same as that required under traditional work schedules. Flextime allows employees to customize their schedules within a certain range of hours every day; this allows employees to vary their arrival and departure time. Flextime pays employee in increased motivation, improved job satisfaction and positive customer service.

Job Sharing

Job sharing is an arrangement in which two people voluntarily share the responsibilities, salary, and benefits of one full-time position, each working part-time on a conventional basis (Perrine, 2009). Job sharing creates normal part-time employment opportunities where there is a need for full-time position. It differs from other part-time work by virtue of the coordinated approach to job responsibilities that is requires. There is great variability in the ways the time and the demands of a job are shared. Time need not be shared on a 50:50 basis, but can vary in proportions usually depending on the needs of the job sharers (Branine, 2003).

When job is shared, two employees are retained to perform a full-time, and then the benefits and pains are shared amongst the employees. Employees who shared job are accountable to each other; they are comfortable balancing life responsibilities and experience less stress and more work satisfaction.

Part Time

Part time is a work schedule that is less than full-time but is at least half of the regularly scheduled full time workweek (Tarrant, 2007). Part time arrangements involve a reduction in the employee's hours of work, ranging from modest reductions (e.g. 90% of full-time or seasonal arrangements such as four-day weeks during school holidays) to substantial work hour reductions (e.g. one or two days of work per week). Part-time work is the category of flexible working arrangements that has long been claimed to be the preferred arrangement of women with primary care responsibilities to enable them to manage such commitments while working (Tarrant, 2007).

Part time jobs involve working in shifts; these shifts are usually rotational with other part time workers. This type of working arrangement will suit a number of different people, such

as students, parents and retirees who need to support themselves. There may be others who go for a part time job because they do not or cannot afford the commitment of full-time job.

Compressed Work Week

This is an arrangement whereby a standard work-week is compacted into fewer than five days by extending the length of the work hours. The most common patterns are four ten-hour days, three twelve-hour days (Sundo & Fujii, 2005). Although the four days work week usually includes a predetermined day off, flexibility can be increased by enabling employees to choose their day off (Combs, 2010). According to Dessler (2008), compressed workweek is a work schedule in which employee works fewer days but longer hours.

Telecommuting

Telecommuting sometimes referred to as telework, sometimes as flex place, and sometimes simply as work-at-home, telecommuting is an arrangement in which employee works at home, in a satellite office, or at a customer's location for part or all of the work week (Blair-Loy & Wharton, 2002). When they are not in the central office, telecommuters communicate with their co-workers and managers by means of phone, email, and fax. People who use more information technology in their work are more productive, and by its very nature telecommuting requires more use of information technology. Telecommuters in formalized programs usually receive extra training in using technologies and managing their work (Westfall, 1994).

Shift Work

Shift work is a pattern of work in which one employee replaces another doing the same job within a 24 hours period (Branine, 2003). Shift workers are normally working in crews, which are groups of workers who make up a separate shift teams.

The Concept of Job Satisfaction

When employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could also pose a threat to the overall performance of the organization (Cranny, Smith & Stone 2014). Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Despite its wide usage in scientific research, as well as in everyday life practice, there is still no general agreement regarding to what job satisfaction is. In fact there is no final definition on what job represents.

Greenberg and Baron (2008) for instance, viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace. Job satisfaction can also be defined as a worker's

emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation. Greenberg and Baron (2008) saw it as a positive feeling toward a person's job.

Cranny, Smith and Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. Locke (2002) defined job satisfaction as feelings of contentment derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goals. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values. Locke (2002) states that three factors exist in any appraisal process of the job: the perception about the facet of the job, a value system, and an evaluation of the relationship between the perception and the value system. Furthermore, employees have set goals and values in mind, if their job assists them in achieving those goals, they are satisfied.

Smith et al., (2007) defined job satisfaction as "feelings or affective responses to facets of the situation". Smith (2009) stated that those feelings are caused by the difference between what is expected from the job and what is actually experienced, and comparing this difference to alternative jobs. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. It further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Kaliski, 2007).

Job satisfaction can be seen as the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George & Jones 2008)

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

Factors Responsible for Employees' Job Satisfaction

Hoarer (2012) stated that several factors are responsible for employees' job satisfaction in

an organization, some of which are money, working arrangements, culture, interesting workplace, rewards, low stress, respect, trust, job security and so on.

Money

Money is sometimes the main cause of job satisfaction, when employees spend a majority of their waking hours in the work place; they need money to satisfy them. Using their talents, engaging them in challenging projects, offering incentives, and creating a friendly and respectful environment with low stress and good pay are among the reasons employees will be glad to show up each day to contribute to the company's ultimate success (Hoarer, 2012).

Working Arrangements

The working arrangement provided by an organization is also a factor responsible for an employee's job satisfaction. It is known that there are generally different cultures both at family level and work level which thus means that an individual has to make a balance between these two cultures on a daily basis. Employees who are able to balance work and family obligations will be satisfied with their work (Hoarer, 2012).

Interesting Work

Employees are most satisfied when they find their work interesting. Being able to retain a certain amount of autonomy allows workers to develop their own challenges and find ways to overcome obstacles, leading to a more satisfying work experience. Challenges and diversity in the daily grind also keep work interesting. While the nature of specific jobs may not typically lead to a diverse workday, successful managers should look for ways to increase challenges for workers and vary their daily routines to provide a range of responsibilities (Hoarer, 2012).

Rewards

While pay may not always be a worker's prime reason for job satisfaction, incentives that include bonuses and pay raises often can help employees overcome poor attitudes toward work. When workers receive rewards for a job well done, they often feel more satisfied with their jobs. Incentives such as getting a better office space, a few extra paid vacation days and other perks can significantly increase workers' job satisfaction. (Hoarer, 2012).

Low Stress

Employees who feel continuous stress and pressure to perform at work may develop apathy, fatigue, muscle tension, headaches, substance abuse problems and high blood pressure. Job satisfaction increases when employees can enjoy a stress-free environment in which they know they're appreciated and they're not in fear of losing their jobs if they make a mistake. (Hoarer, 2012).

Job Security

Organizations can provide a sense of security through honest communication and transparency about the company's health and long-term viability. If you have ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety (Hoarer, 2012).

Concept of Employees' Commitment

Commitment is a stabilising or binding force (mind-set), which directs behaviour of an individual. It is the bond employees experience with their organisation. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. John and Natalie (1990) discuss three distinct types of employee commitment. These are: Affective, Normative and Continuance commitment.

Affective Commitment

Affective commitment relates to how much employees want to stay at their organisation. If an employee is affectively committed to their organisation, it means that they want to stay at their organisation. They typically identify with the organisational goals, feel that they fit into the organisation and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organisation and are generally great assets for organisation.

Normative Commitment

Normative commitment relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organizations; they feel that leaving their organisation would have disastrous consequences, and feel a sense of guilt about the possibility of leaving. Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organisation they would create a void in knowledge or skills, which would subsequently increase the pressure on their colleagues. Such feelings can negatively influence the performance of employees working in organisations.

Continuance Commitment

Continuance commitment relates to how much employees feel the need to stay at their organisation. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organisation. Possible reasons for needing to stay with organisations vary, but the main reasons relate to a lack of work alternatives, and remuneration. A good example of continuance commitment is when employees feel the need to stay with their organisation because their salary and fringe benefits won't

improve if they move to another organisation. Such examples can become an issue for organisations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organisation.

Concept of Productivity

Productivity is a commonly used but often poorly defined term that regularly appears in both academic and practical discussions. Definitions of productivity seem to be dependent on the reviewer's point of view and the context in which it is used.

The European Association of National Productivity Centre (EANPC, 2005: 187) defines productivity as "how efficiently and effectively products and services are being produced. Efficiency in this context can be seen as "doing things right" or utilizing resources to accomplish desired results (Grünberg, 2004). Effectiveness, on the other hand, is often described as "doing the right thing"; it refers to the extent to which customer requirements are met (Neely et al., 1995). Thus, effectiveness highlights the importance of reaching a desired objective, whereas efficiency focuses on the process or means involved. Productivity is an average measure of the efficiency of production. Productivity is a ratio of production output to what is required to produce it (inputs of capital, labor, land, energy, materials, etc.).

In general, productivity is often defined as a relationship between output produced by a system and quantities of input factors utilized by the system to produce that output. Here, the output can be any outcome of the process, whether a product or service, while input factors consist of any human and physical resources used in a process. It follows that, in order to increase productivity, the system must either produce more or better goods from the same resources, or the same goods from fewer resources. Stated differently, productivity improvement refers to an increase in the ratio of produced goods or services in relation to resources used (Myers & Gailliard, 2014).

In the recent years, the word productivity has gained popularity in the business world. The problem of scarcity has a deep rooted impact on the economies of each and every business unit. Almost all organizations, either reactively or proactively, have become serious on their productivity. Moreover, in today's world of cut-throat competition, every organization is striving hard to have an upper edge over their competitors, organizations have realized that enhancing their productivity goes a long way in success of their business operations and thus productivity has become a matter of great concern amongst them (Coenen & Kok, 2014).

Empirical Review

Cohen et al., (2017) examine the perceived impact of flexible work arrangements on professional opportunities in public accounting in England. This study examines the effect of participation in a flexible work arrangement program on an individual's professional success and anticipated turnover as perceived by the participant's peers and superiors. Subjects from one Big Five accounting firm read a description of a manager and answer a

series of questions about the likelihood of manager's promotion to partner, voluntary and involuntary turnover. The results indicate that participation in a flexible work arrangement evoked significantly more pessimistic predictions on all of the dimensions.

Kalysh et al., (2016) investigate help or hindrance on Work-life practices and women in Australian management. Hierarchical multiple regression was used to analyze the relationship between work-life practices in 2002–2006 and the proportion of women in management in 2010, 2012, and 2014. Overall, work-life practices had a positive effect on the proportion of women in management, but only after an eight-year lag. Findings demonstrate the value of work-life practices in improving women's representation in management, but only after an eight-year lag.

Okemwa (2017) determine the relationship between flexible work arrangement and commitment of nurses in public hospitals in Kenya. The study adopted cross sectional survey design and the target population consisted of 1217 nurses in 27 level 4 and 5 public hospitals. The researcher utilized simple random sampling to select counties that formed the sample of study. Five (5) provinces out of forty seven (47) provinces in Kenya were selected for the study. Proportionate random sampling was used to select 8 hospitals from the five provinces selected. From the 8 hospitals sampled 364 nurses were selected through proportionate simple random sampling. Primary data were collected through the use of questionnaires which had both structured and unstructured questions. For data analysis linear regression analysis was used to regress relationship between flexible work arrangement and commitment of nurses in public hospitals in Kenya .It was found that there is a significant positive relationship between flexible work arrangements and nurses' commitment in public hospitals in Kenya.

Sirma (2016) examine the relationship between work life balance practices and employee performance: case study of UN women. The population of the study consisted of 100 UN Women employees in Nairobi. Stratified sampling was used to determine the sample size of 64 employees from the total population. Data was collected using structured questionnaires based on the research questions. Descriptive statistics used to analyze data included frequencies and percentages distribution tables, and mean. For inferential statistics, correlation, linear regression and multiple regression were used to analyze data. The study findings indicate a strong positive relationship between UN Women annual leave policy, which includes annual leave, sick leave, and parental leave. The quality of work life balance as an attribute has also been established particularly for respondents who have utilized the annual leave policy adequately. The study established the resistance of positive relationship between compressed working arrangements, flex hours, part time and employee performance.

Anthonia and Ukoha (2018) investigated the relationship between work-life balance and employees' performance in the banking sector in Port Harcourt, Rivers state. The population of the study consisted of 769 employees in 5 commercial banks in Port Harcourt City, which were randomly selected and the sample size was 400, derived from using Taro Yamane formula. 301 copies of the instrument were retrieved and used for analyses, given

return rate of 75%. The spearman rank order correlation coefficient was utilized as the appropriate statistical technique to analyze the data. The findings revealed a strong correlation between the measures of work life balance and the measures of employees' performance.

Chiekezie et al., (2016) conducted a study titled 'work life balance and job performance in selected commercial banks in Anambra state, Nigeria'. The study employed descriptive research design. Both primary and secondary sources of data collection were used. Pearson's product moment correlation was used to test the formulated hypothesis. The study concludes that inability to accomplish preferred balance in work and personal life has dire consequences hinging on the general welfare and development of individual workers and organizations. Organizations' working environments have to respond to global challenges faster than ever. An organization that does not have work life balance for its employees may have other strategies that will facilitate productivity of its employees. The study recommended that organizations should promote work life balance by presenting variety of flexible programs and schemes.

Methodology

This study adopts both quantitative and qualitative methods to assess the effect of flexible working arrangement on employees' job satisfaction of selected hotels in Ilorin metropolis in Kwara state, Nigeria. For the quantitative study, survey method was adopted through a self-administered questionnaire to enable the study to determine the opinions, attitude, and features of target beneficiaries on the effect of flexible working arrangement on employees' job satisfaction of selected hotels in Ilorin metropolis in Kwara state, Nigeria, while the semi-structured interview was equally used for the qualitative study. The research work specifically focused on the workers of the 10 selected hotels in Ilorin, Kwara state amounting to 492 while the sample size of the study was determined using Dillman's sample size determination model and estimated to be 216. Proportionate sampling technique was also used and instruments used for the analysis was PLS-SEM. For the qualitative analysis, five employees were also purposively selected for semi-interview, while thematic analysis was adopted with the use of NVIVO software.

Analysis, Findings, Results & Discussion

Assessment of Measurement Model

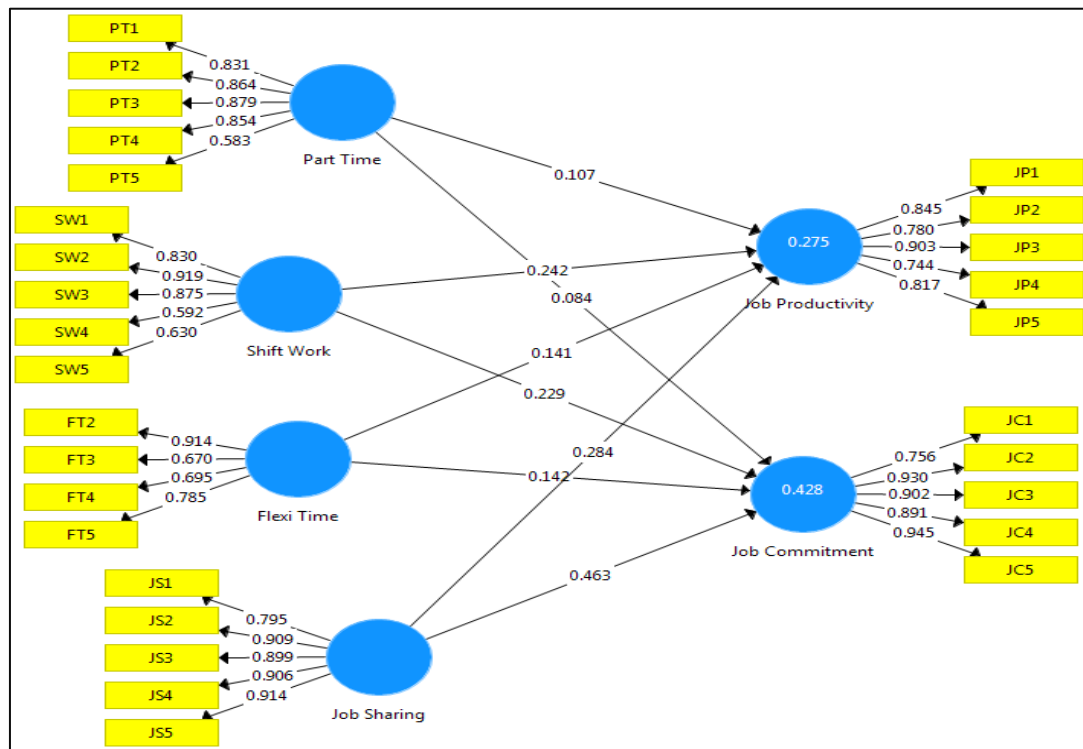


Figure 1: Assessment of Measurement Model for Employees' Job Satisfaction

Source: Research Survey (2023)

Table 1: Discriminant Validity (Fornell-Larcker Criterion)

Variables	FT	JC	JP	JS	PT	SW
Flexitime (FT)	0.772					
Job Commitment (JC)	0.361	0.887				
Job Productivity (JP)	0.314	0.548	0.820			
Job Sharing (JS)	0.301	0.572	0.400	0.886		
Part Time (PT)	0.230	0.272	0.263	0.194	0.810	
Shift Work (SW)	0.261	0.391	0.371	0.218	0.285	0.781

Source: Research Survey (2023)

Table 2: Cross Loading and Factor Loadings

Constructs	Items	FT	JC	JP	JS	PT	SW
Flextime (FT)	FT2	0.914	0.359	0.317	0.296	0.245	0.279
	FT3	0.670	0.264	0.218	0.133	0.171	0.305
	FT4	0.695	0.174	0.219	0.218	0.167	0.064
	FT5	0.785	0.281	0.195	0.270	0.109	0.111
Job Commitment	JC1	0.259	0.756	0.298	0.391	0.326	0.266
	JC2	0.334	0.930	0.540	0.533	0.183	0.377
	JC3	0.342	0.902	0.536	0.542	0.267	0.373
	JC4	0.292	0.891	0.488	0.508	0.199	0.334
	JC5	0.362	0.945	0.535	0.544	0.252	0.371
Job Productivity	JP1	0.232	0.480	0.845	0.400	0.196	0.238
	JP2	0.259	0.472	0.780	0.359	0.257	0.321
	JP3	0.296	0.485	0.903	0.338	0.265	0.375
	JP4	0.188	0.334	0.744	0.171	0.108	0.355
	JP5	0.296	0.451	0.817	0.338	0.223	0.234
Job Sharing (JS)	JS1	0.232	0.478	0.249	0.795	0.123	0.137
	JS2	0.287	0.552	0.371	0.909	0.181	0.227
	JS3	0.222	0.478	0.362	0.899	0.174	0.183
	JS4	0.295	0.538	0.418	0.906	0.229	0.222
	JS5	0.291	0.480	0.354	0.914	0.142	0.185
Part Time (PT)	PT1	0.260	0.274	0.339	0.290	0.831	0.291
	PT2	0.141	0.202	0.128	0.066	0.864	0.167
	PT3	0.208	0.205	0.196	0.121	0.879	0.189
	PT4	0.152	0.248	0.193	0.136	0.854	0.268
	PT5	0.099	0.070	0.063	0.027	0.583	0.221
Shift Work (SW)	SW1	0.334	0.307	0.259	0.183	0.249	0.830
	SW2	0.222	0.364	0.378	0.208	0.275	0.919
	SW3	0.258	0.331	0.316	0.185	0.290	0.875
	SW4	0.082	0.195	0.147	0.172	0.082	0.592
	SW5	0.082	0.291	0.286	0.106	0.158	0.630

Source: Research Survey (2023)

Assessment of Significance of the Structural Model

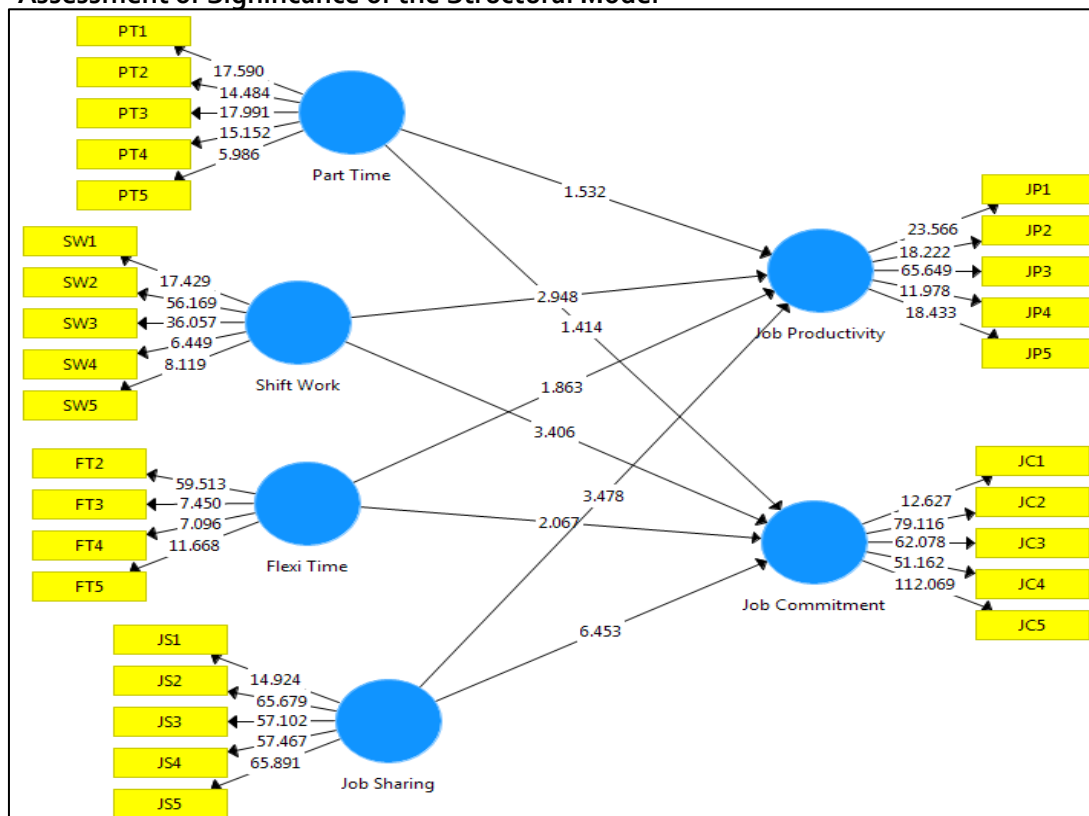


Figure 2: Assessment of Structural Model (Henseler, et al)

Source: Research Survey (2023)

Table 3: Assessment of Structural Model for Job Satisfaction

Hyp.	Variables	Beta	S.E	T Value	P Values	Decision
H _{1a}	Flexitime -> Job Commitment	.142	.069	2.063	.039	Not Supported
H _{1b}	Flexitime -> Job Productivity	.141	.076	1.863	.063	Not Supported
H _{2a}	Shift Work -> Job Commitment	.229	.067	3.406	.001	Not Supported
H _{2b}	Shift Work -> Job Productivity	.229	.082	2.948	.003	Not Supported
H _{3a}	Part Time -> Job Commitment	.084	.059	1.414	.158	Supported
H _{3b}	Part Time -> Job Productivity	.107	.070	1.532	.126	Supported
H _{4a}	Job Sharing -> Job Commitment	.463	.072	6.453	.000	Not Supported
H _{4b}	Job Sharing -> Job Productivity	.284	.082	3.478	.001	Not Supported

Source: Author's compilation (2023)

Discussion of Findings

The statistical analysis results generated from SPSS and SmartPLS SEM path modeling showed that:

- i. flextime has a significant impact on employees's job satisfaction
- ii. shift work has a significant relationship with employees' job satisfaction
- iii. part time do not have significant impact on employees' job satisfaction
- iv. job sharing has significant effect on employees' job satisfaction

Hypothesis H_{01a} predicted that flextime is positively related to job commitment. Result (Table 3, Figure 1) indicated that flextime had significant relationship with job commitment ($\beta = .142$, $t = 2.063$, $p = .039$), thus did not supported the hypothesis. Similarly, hypothesis H_{01b} predicted that flexi time is positively related to job productivity. As shown in Table 1, a significant positive relationship between flextime and job productivity ($\beta = .141$, $t = 1.863$, $p = .063$) was found not supporting the hypothesis.

Hypothesis H_{02a} predicted that shift work is positively related to job commitment. As shown in Table 3, a significant positive relationship between shift work and job commitment ($\beta = .229$, $t = 3.406$, $p = .001$) was found, indicating not supporting the hypothesis. In the same vein, hypothesis H_{02b} predicted that shift work is positively related to job productivity. Result (Table 3, Figure 4.4) indicated that shift work had significant relationship with job productivity ($\beta = .229$, $t = 2.948$, $p = .003$), thus, not supporting the hypothesis.

Regarding the influence of part time on job commitment, result (Table 3, Figure 1) indicated that part time had no significant relationship with job commitment ($\beta = .084$, $t = 1.414$, $p = .158$). Hence, hypothesis H_{3a} was supported. In addition, Regarding the influence of part time on job productivity, result (Table 3, Figure 4.4) indicated that part time had no significant relationship with job productivity ($\beta = .107$, $t = 1.532$, $p = .126$). Hence, hypothesis H_{3b} was supported.

Finally, hypothesis H_{04a} predicted that job sharing is positively related to Job Commitment. Result (Table 3, Figure 1) indicated that job sharing had significant relationship with job commitment ($\beta = .463$, $t = 1.453$, $p = .126$), thus not supporting the hypothesis. Similarly, hypothesis H_{04b} predicted that job sharing is positively related to job productivity. More so, there is a significant positive relationship between job sharing and job productivity ($\beta = .284$, $t = 3.478$, $p = .001$) was found not supporting the hypothesis.

Qualitative Results

Flexible Working Arrangement and Employees' Commitment

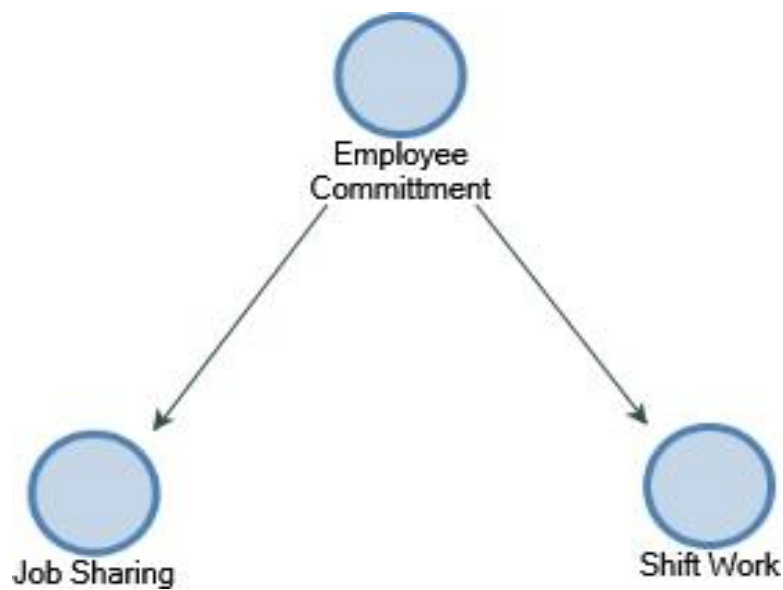
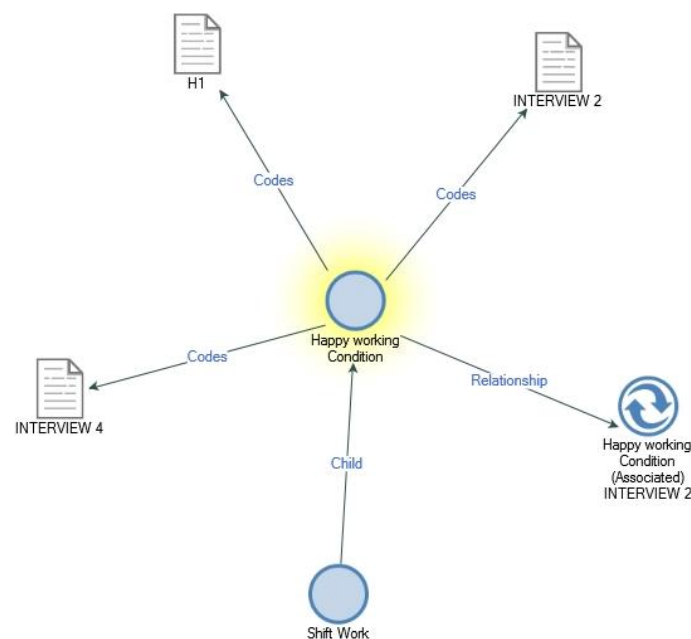


Figure 4.8: Employees' commitment and flexible working arrangements

Source: Nvivo output (2023)

The questions asked aimed at eliciting information from respondents on employee commitment through flexible working conditions, most respondents opined that through shift work the effect of flexible working arrangement is manifested through work life balance and happy working conditions. Although, some other respondents disagreed with these assertions, for instance intv4 suggests that

"When job is shared different workers will come together, bring about different ideas and views to achieve a certain objective but shifting involves doing your work and then leave when it is time for another worker to be on shift. You alone do the allocated work".

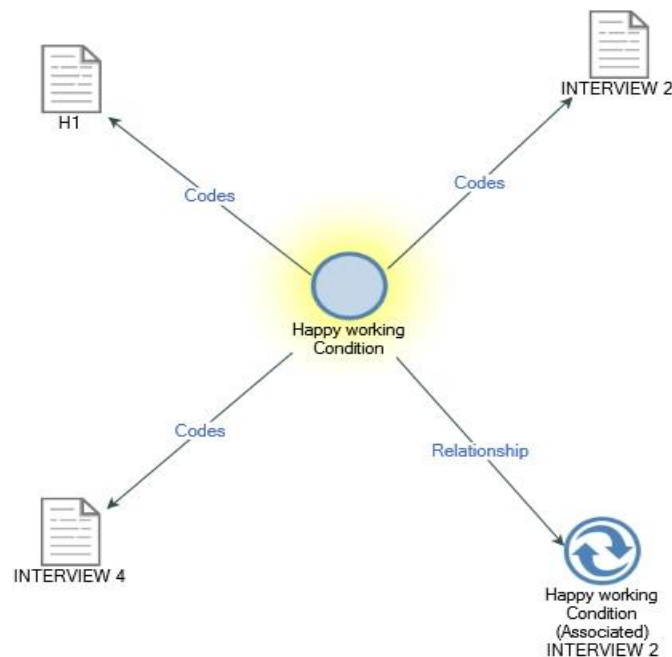


The outcome of the result of flexible working arrangement to employees' commitment compliments the result of the quantitative data (questionnaire data). As stated by Int3:

"I prefer the shift arrangement. The reason for this is that we run two shifts here; it's either morning shift or afternoon shift. So it is either you are in the place of work in the morning or in the afternoon. Although the same is applicable to job sharing but in shifting, you will be accountable for your work all alone, unlike sharing of job where two or more workers will be accountable for the job done"

This was further corroborated by intv₄ who suggested that;

"Employee that is offered a flexible working will be able to balance working and family obligation, such employee will be able to work very well at his or her place of work and thus increases his or her productivity. In fact in this hotel, those employees that have been attaining 90% and are given the best employees are that middle and lower workers that are on flexible working schedule."



Also, intv₂ suggests that;

"When employees are provided with flexible working arrangement, they will derive the qualities of job satisfaction, and when an employee is satisfied with the arrangement in his work place he will be committed to the work, such employee will want to work very hard because he is happy working in such organization".

Intv₂ also opined that level of stress is reduced through FWA;

"Through flexible working arrangement employee will not be stressed as there will be free time to relax and recover. However, employee productivity will rise during working hours".

Finally, the Intv₅ stated in his own opinion to the FWA towards employee commitment in the selected hotels in Ilorin;

"As an employee in the hotel, flexible working arrangement greatly increase and improve my job commitment, I am always satisfied as am able to achieve quality outcome with the little

time I use here since am on a shift. I will resume my duty when am supposed to, then I will make sure I carry out my duties effectively”.

It was deduced that some preferred shifting to job sharing. For instance intv2;

“I preferred shifting to job sharing. Not that the job sharing is full time work, it is also based on shift. While job sharing involves two or more employees to complete a task, shift work require you to do your work and hand over to the next person on shift.”

While others prefer job sharing to shifting, according to intv4:

“I prefer job sharing to shifting. Both job sharing and shifting are operated the same way (it either you are here in the morning or at night). When job is shared different workers will come together, bring about different ideas and views to achieve a certain objective but shifting involves doing your work and then leave when it is time for another worker to be on shift. You alone do the allocated work”.

Flexible Working Arrangement and Productivity

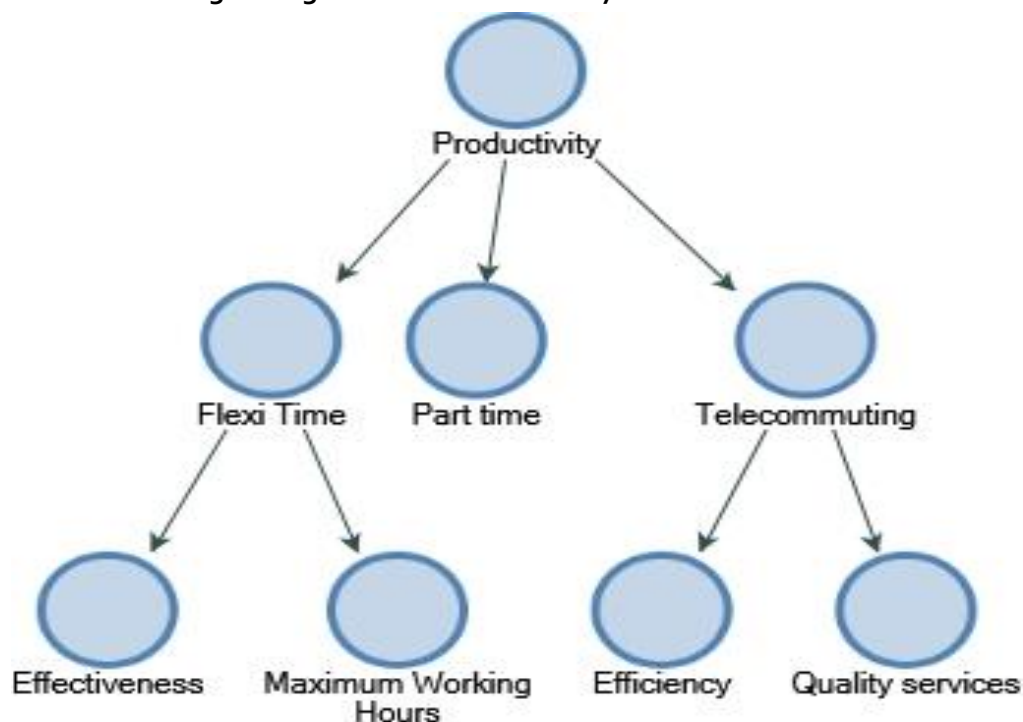


Figure 4.9: Productivity and flexible working arrangements

Source: Nvivo output (2023)

The response of Intv2 concerning the flexible working arrangements and productivity, he stated that;

“As an employee, I see flexible working arrangement on my part as a support system I am able to do other things aside office work, which in fact fetch additional income and then am trying to reciprocate by giving my best towards high productivity so as to enable the organization achieve the purpose for which it is established”

Responding to how flexible working arrangement could enhance productivity from the various interviews, respondents expressed that through flexi time, part time and telecommuting, effectiveness, efficiency, maximum working hours and quality service can be attained. For instance, intv1 submit thus:

"I will suggest that the hotel introduce other forms of flexible working arrangement such as "part time" at both middle and low level management. This will be in form of a motivation, so employees will put in much more effort and then attain higher productivity".

This was also supported by intv2:

"The beauty of hotel work is flexibility. Hospitality industry operate 24/7 every day. It is not possible for workers to be on a full time work, unlike normal office 8:00am to 5:00pm daily work".

In the same vein, intv3 submit that;

"This flexible working arrangement is a form of motivation, it enables employees to want to get his job done effectively and efficiently since he is happy and satisfied with the working arrangement provided by the organization. Flexible working assist in boosting the moral of the workers, gives us sense of belonging, motivates us and act a guideline and tools for us to work harder. This invariable impacted seriously and positively on employee's productivity which leads to the organization's overall productivity".

Intv4 further added that;

"These arrangements offer those who are studying to go for their lectures when they are on the shift or when the job is shared and others are able to achieve other things outside working here. Since employees are able to meet their other ends, they are therefore committed to their work".

In his response intv5 opined that

"Hotel work is a twenty-four hours—seven days operation, flexible working arrangement will provide employees with more time to recover from fatigue and stress in order to prepare fully for the next shift. In this view employee will be able to provide customers unflinching service or attention when required".

To crown it all, the above statements was equally supported by Intv4 who stated that:

"I will suggest that the hotel include part-time and other flexible schedules. Employees that are treated with flexibility will tend to bring out good result. You know, employees that are satisfied will not only work to earn salaries but work to attain high productivity".

Discussion of Findings

The qualitative findings showed that there is a high significant relationship between flexible working arrangement and employees' job satisfaction. The result of the thematic analysis showed that:

- i. flexitime has a significant impact on employees's job satisfaction
- ii. shift work has a significant relationship with employees'job satisfaction
- iii. part time will have significant impact on employees' job satisfaction
- iv. job sharing has significant effect on employees' job satisfaction

From the study flexible working arrangements are seen as veritable tools for enhancing employees' commitment and productivity among the hotel staff. The qualitative analysis was pragmatic in highlighting the various forms of resultant effects of the two constructs. Effects such as stress management, work life balance, happy working hour, quality service, effectiveness and efficiency were extracted from the various responses. This was supported by the findings of Brumit (1999); Chinchilla and Cardona (2003); Cole (2006) and Rogier and Padgett (2004), which revealed that with flexible work schedules organisations can get benefit through employees' job satisfaction, organizational commitment increased level of productivity and lesser absenteeism and lower turnover. Chinchilla and Cardona (2003) further supported that with work schedule flexibility, employees will be able to balance their work life and family life. The qualitative analyses also showed that the implementation of part time working schedule will increase employees' job satisfaction in the hospitality industry.

Conclusion and Recommendations

- The study concluded that flexible working arrangements are indeed drivers of business growth and their importance cannot be overemphasized. Flexibility increase energy and creativity of employees, increase employee's job satisfaction, increase organizational commitment, increase productivity, decreased absenteeism and increase employee turnover.
- Although the availability and usability of flexible working arrangements is low in hospitality industry compared to other industries such as manufacturing, and the availability of flexibility is viewed as a privilege.
- The study recommended that there should be trust and effective communication between the parties. Proper communication will allow both parties to understand the needs of each other and negotiate terms that are acceptable to both.
- Employees should be allowed to choose among the different types of flexible working arrangements, which is appropriate to their job requirements and family circumstances in order to achieve the highest level of job satisfactions which reflects directly on their commitment and productivity.

Suggestions for Further Studies

This study therefore suggested that further studies could be carried out in other industries such as manufacturing and banking, using other variables such as telecommuting, compressed work, over time among others that can lead to the generalization of the result and make the research to be more robust.

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