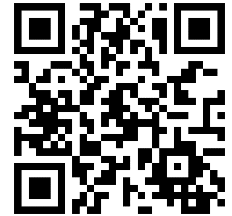


## Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State



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**ABSTRACT:** This study seeks to improve the understanding of the relationship between workplace flexibility and employees' satisfaction in selected Local Government Councils in Delta State of Nigeria. Using the social exchange and agent-system models, this study investigated (a) if time flexibility affects employees' satisfaction; and (b) if amount of work/workload flexibility affects employees' satisfaction. In order to do this, questionnaire was administered to 140 employees of five (5) selected Local Government Councils in Delta State of Nigeria and the data obtained were analyzed using descriptive statistics (frequency counts, simple percentages, mean, standard deviation, minimum, maximum values and Karl Pearson correlation); post-estimation statistics (variance inflation factor and Breusch-Pagan and Cook-Weisberg), and inferential statistics (simple regression). The simple regression results indicated that workplace flexibility dimensions of time flexibility (F-ratio=14.21; p-value = 0.0000) and the amount of work/workload flexibility (F-ratio = 12.74; p-value = 0.0000) significantly and positively affect employees' satisfaction. In line with the findings, it was recommended that the Local Government Councils' management should strive towards ensuring a high level of flexibility in the workplace. As a matter of fact, there should be flexibilities in time and amounts of work/workload assigned to the employees in order to enhance their satisfaction

**KEYWORDS:** flexibility, Satisfaction, Time, Workload.

### 1. INTRODUCTION

In contemporary organizational settings, workplace flexibility is one of the most predominant issues that the Human Resource (HR) Managers strive to achieve. Vui-Yee and Kai-Ni (2022) opined that organization that lay emphasis on workplace flexibility are able to acclimatize to the ever-dynamic business environment, given that employees will now become more flexible and adaptable in how they approach their job roles. Additionally, to a large extent employees are looking for more flexibility in how they balance their job with their personal lives (Hsiao-Ping, Chi-Ming, Meei -Ying & Han-Shen, 2019 & Arubayi, 2012 ) and how they advance their careers (Rubina, Tasmia, Rabiul & Ridoan, 2019). Also, government all over the world has rejoined the trends by affirming flexibility as the keyword in the workplace (Sunaryo, Sawitri, Suyono, Wahyudi & Sarwoto, 2022). All these put together, has made workplace flexibility a hot topic of debate in the strategic human resource management (HRM) literature.

Workplace flexibility is a formal/informal arrangement between the employer and employees to offer individual job-control over liveness in flexibility in scheduling (flexitime, compressed workweek, flex shift-work/workday schedule, etc.), flexibility in location/place (remote work, telework, working from home), flexibility in amount of work/workload and hours (job-sharing and reduced workload/part-time work), and flexibility in leave periods and career continuity (Vyas & Butakhieo, 2021; Abilash & Siju, 2021; and Davidescu, Apostu, Paul & Casuneanu, 2020). Usually, workplace flexibility allow employees to complete their jobs without being physically present all the time at the workplace or the usual clock in practice obtainable in the Local Government Councils (LGCs) in Nigeria.

Predominantly, workplace flexibility practice is assessed as work-life policies (like offering support to the workforce, particularly working parents by allowing them to reschedule their working-time (Yadav, Rangnekar & Bamel, 2016; Arubayi & Ejeta, 2022). Thus, prior studies looked into how work-life policies (e.g. work-family conflict) affect employees' satisfaction, productivity, growth, job attitude, organizational citizenship behaviour and performance (Belzunegui-Eraso & Erro-Garcés, 2020; Arubayi & Odiri, 2023; Chen & Fulmer, 2018; Kiran & Khurram, 2018; and Matthijs & Jansen, 2016). These studies *inter-alia* found mixed results; for instance, while some studies showed that workplace flexibility positively promotes employees' satisfaction and

## **Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State**

thus leads to increased employer-employee relationship, other studies that found a negative relationship between workplace flexibility and employees' satisfaction.

To date, workplace flexibility-employee satisfaction studies had overlooked two vital aspects: Flexibility in Scheduling (flextime and compressed workweek), and Flexibility in Amount of Work/Workload (job-sharing and reduced workload). In most organizations, Nigerian Local Government Councils inclusive, there are numerous parents or employees with work-family conflict; hence they desire to have more flextime and reduced workload in order for them to balance their work and family. Studies (see Sunaryo, et al, 2022; Vui-Yee & Kai-Ni, 2022; Delanoetje & Verbruggen, 2020; Liu, Zhou & Che, 2019; and Way, Tracey, Fay, Wright, Snell, Chang & Gong, 2015) indicate that organisations with more flexible work time and amount of workload will have better advantages such as reduced turnover rates, increased employees' satisfaction, commitment and organizational performance

Specifically, workplace flexibility increases employees' satisfaction; thus, the implementation of suitable workplace flexibility practice (WFP) is an indispensable driver for employees' satisfaction (Arubayi & Ejeta, 2022; Vui-Yee & Kai-Ni, 2022). Whilst we acknowledged a great deal of researches on the correlates of workplace flexibility with organizational citizenship behaviour, perceived fairness and core self-evaluation in both developed and developing countries, there are limited empirical studies that had assessed the link between workplace flexibility and employees' satisfaction in Local Government Councils in Delta State of Nigeria. Consequent upon this, we studied the black-box loophole between workplace flexibility and employees' satisfaction.

### **Problem Statement**

In the HRM literature, workplace flexibility researches have had mixed findings/results and diverse outcomes for employers and employees. While most studies on workplace flexibility had taken organizational perspective in their investigation, there is limited number of studies that had assessed workplace flexibility-employee satisfaction link from employee viewpoint. Regardless of the mixed findings in the HRM literature, coupled with the modes(employee and employer perspectives) of viewing workplace flexibility-employees' satisfaction relationship, we observed that employees in the Civil Service Commission (Local Government Councils inclusive) have had problems of striving to balance work and family.

Furthermore, when they are confronted with work-family conflict, they find it cumbersome to schedule their work-time and workloads as there may not be ample opportunity for flextime. To the researcher's knowledge, studies in Nigeria have not assessed the role of workplace flexibility (in particular, flexibility in scheduling and amount of work/workload) as a driver of employees' satisfaction in Local Government Councils in Delta State. Thus, this study was carried out to expand theoretical mechanisms essential for workplace flexibility-employees' satisfaction relationship using the social exchange model. Social exchange model advocates that when employees get monetary and socio-emotional resources they consider beneficial to them, they feel gratified to contribute their best to organizational growth because of their level of satisfaction. Hence, our study seeks to expand knowledge in this area and fill the lacuna in the HRM literature on what is understood about workplace flexibility-employees' relationship in Local Government Councils of Delta State, Nigeria.

In line with the specific objectives of the study, the following research questions were raised:

1. What is the relationship between time flexibility and employees' satisfaction in Local Government Councils in Delta State of Nigeria?
2. What is the relationship between amount of work/workload flexibility and employees' satisfaction in Local Government Councils in Delta State of Nigeria?

The general objective of this study is to assess the relationship between workplace flexibility and employees' satisfaction in Local Government Councils in Delta State of Nigeria. The specific objectives are:

1. To determine the relationship between time flexibility and employees' satisfaction in Local Government Councils in Delta State of Nigeria.
2. To examine the link between amount of work/workload flexibility and employees' satisfaction in Local Government Councils in Delta State of Nigeria.

Given the specific objectives of the study, the following research hypotheses were developed:

H<sub>0</sub>1: There is no relationship between time flexibility and employees' satisfaction in Local Government Councils.

H<sub>0</sub>2: There is no relationship between amount of work/workload flexibility and employees' satisfaction in Local Government Councils.

## **2. REVIEW OF RELATED LITERATURE**

This section dealt with the review of related literature, which encompassed the conceptual and theoretical frameworks, review of empirical studies as well as the gap of the study.

## Conceptual Review

### Workplace Flexibility and its Dimensions

The term 'flexibility' refers to the capability and/or readiness to effortlessly compromise or change. Sunaryo et al, (2022) see workplace flexibility as employees' abilities and motivation to work in lesser hours, conduct fewer tasks, and adapt easily when performing multiple roles in an organization. Broadly speaking, translating flexibility to the workplace results in two (2) standpoints. First, workplace flexibility enables the employees to decrease workload and align their job with their personalities (Yadav, et al, 2016). Second, workplace flexibility entails the capability of the employees to carry out more tasks, more working hours and expand their job descriptions.

Workplace flexibility emanates from the notion of technological advancement resulting to the desire to adapt rapidly to the changing circumstances in the business environment. Workplace flexibility enables employees to adapt to their jobs and hence make them bend and accept changes as well as increasing work pressures as part of their working lives (Davidescu, Apostu, Paul & Casuneanu, 2020). From the human resource management perspective (HRM), workplace flexibility is not just an attribute of the employees, but can also be a trait of the job, workplace or organization (Vui-Yee & Kai-Ni, 2022). Conceivably, the HRM perspective to flexibility has resulted to the use of the term in diverse ways such as organizational flexibility, flexible work arrangements, and flexibility in HRM (Kiran & Khurram, 2018; and Chen & Fulmer, 2018).

Prem, et al(2021) contended that employees' satisfaction can be enhanced using flexible work arrangement; however, workplace flexibility lead to self-inflicted workload and decreased working hours. Contrarily, Abilash and Siju (2021) showed that employees that used flexible work practices were more probable to experience intense work; thus workplace flexibility is seemingly a paradox. As far back of the 1990s, numerous streams of empirical researches had emerged on how organizations can become more flexible; these streams of researches used several dimensions of workplace flexibility which include flexible schedule, flexibility in location/place, flexibility in amount of work/workload and hours, and flexibility in leave periods and career continuity (Vyas & Butakhieo, 2021; and Davidescu, et al, 2020).

Overall, there have been manifolds of workplace flexibility conceptualizations, and these diverse conceptualizations may uncover how workplace flexibility manifests for employees. In this study, two (2) dimensions of workplace flexibility were employed, namely time flexibility, and amount of work/workload flexibility; these workplace flexibility dimensions are briefly discussed as follows:

#### - **Time Flexibility**

Time flexibility allows the workforce to alter the beginning and closing time of in their jobs or workplace. Time flexibility (flextime schedule) is formally implemented for a workgroup or informally at the manager's discretion (Belzunegui-Eraso & Erro-Garcés, 2020; and Bick, et al, 2020). Time flexibility allows the workforce more daily discretion when they carry out their tasks relative to non-work demands, thus making them to better accommodate both the work and non-work demands (Delanoetje & Verbruggen, 2020).

Time flexibility takes diverse forms such as compressed workweek, flex shift-work/workday schedule, etc.). First, compressed workweek squeezes full-time job into fewer days; this type of arrangement allows the employee more availability for non-work demands. Time flexibility allows the employee to work outside the conventional work hours (Vyas & Butakhieo, 2021; and Liu, Zhou & Che, 2019).

#### - **Amount of Work/Workload Flexibility**

Work flexibility allows employee to adjust/adapt their workload relative to full-time demand and expectation of the job. In this case, the employees may choose to work fewer hours in order to reduce workloads to accommodate non-work demands (such as establishing work-life balance) while maintaining his/her employment (Way, Tracey, Fay, Wright, Snell, Chang & Gong, 2015). This type of flexibility is inimitable such that it does not intrinsically indicate the employees' requirements in time/location rather it offers the employees greater periods of non-work time relative to their work (Matthijs & Jansen, 2016).

Furthermore, organizations may benefit from this type of workplace flexibility because it may enable them attract and/or retain talented workforce who otherwise may be unable to meet the demands of their position (Matthijs & Jansen, 2016). For instance, some jobs demand a continuous workday and splitting shifts may not be permitted; this type of jobs discourage talented workforce (Bick, et al, 2020). Prior studies showed that decreased workload leads to employees' satisfaction (Prem, et al 2021; Bick, et al, 2020; and Matthijs & Jansen, 2016).

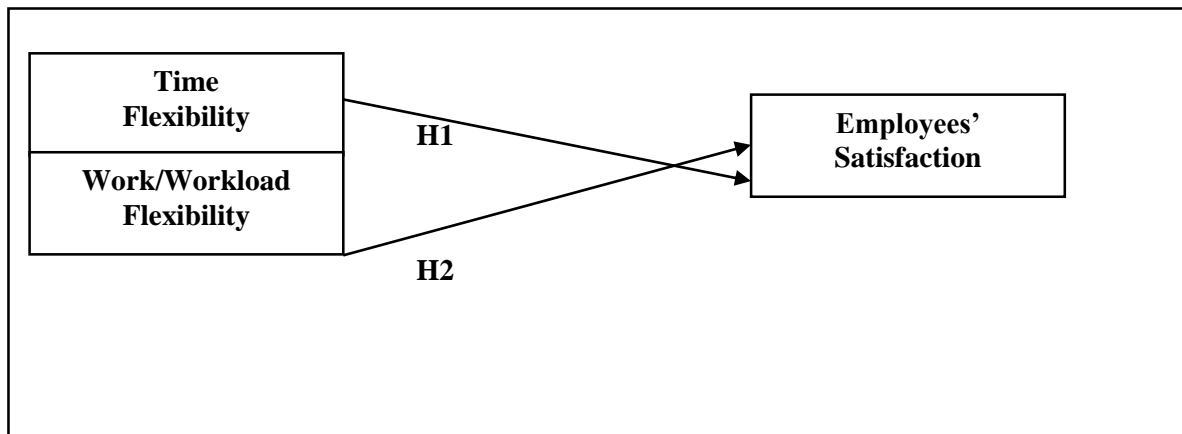
### Employee Satisfaction

Broadly speaking, employee satisfaction has been defined in the human resource management literature. For instance, Putri and Setianan (2019); and Bick, et al (2020) defined employee satisfaction as affirmative expression of feeling employees get from the job. The affirmative expression of feeling on the job leads to positive impact on the employees' family (Mahmood, 2019; and Bick,

## Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State

et al, 2020). Basically, there are two forms of employee satisfaction; while one is intrinsic in nature (which results to self-fulfillment, meaningful work, etc.), the other is extrinsic in nature (which results to job safety, career development, etc) (Najameddin, Ali & Jamshed, 2021; Bick, et al, 2020; Arubayi & Odiri, 2023 and Arubayi, 2023a).).

Prior studies (Najameddin, et al 2021; Bick, et al, 2020; Mahmood, 2019; and Putri & Setianan, 2019) indicated that employees' satisfaction leads to employees' longevity, reduced levels of employees' intention to leave, lowered absenteeism, and increased commitments to work. Prem, et al (2021); and Bick, et al (2020) assessed the factors influencing employees' satisfaction and found that workplace flexibility enhances employees' satisfaction. Thus, employees can be more satisfied when they perceive flexibility in the workplace. Given the review of concepts, the following conceptual model was developed to guide the study:



**Fig. 1: Conceptual Model of the Study**

Source: Conceptualized by the Researcher (2022)

### Theoretical Framework

The study was anchored on the social exchange and agent-system model. According Liu, et al (2019), the social exchange model explained that the relationship between employees and employers is centred on reciprocity rule. For instance, when the workforce feels satisfied and appreciated by the management of their organizations, they become more engaged and committed to their work. On the other hand, when the workforce is not unsatisfied and unappreciated, they lose interest in the job, hence their level of engagement and commitment is deterred. The social exchange model is seen to be one of the most influential paradigms explaining workplace behaviour and employee-employer relationship (Mahmood, 2019)

The relevance of the social exchange model to the current study is that employees who value workplace flexibility demonstrate increased job satisfaction, engagement and hence, results in increased productivity and performance. Thus, the current study used the social exchange model in explaining the relationship between workplace flexibility and employees' satisfaction in the Local Government Council of Delta State, Nigeria.

Furthermore, we used the agent-system model to support our study. The agent-system model suggests that employees' perception of justice in the workplace makes them exhibit positive attitudes and behaviours towards their work while those who perceive injustice exhibits negative attitudes and behaviours towards their work (Najameddin, Ali & Jamshed, 2021). Using the agent-system model, we can infer that when employees perceive justice from management they contribute their best to realization of the goals of the organization and those relating to them, which in turn leads to employee satisfaction, commitment, engagement, productivity, and performance

The agent-system model has been widely supported by prior studies ( Najameddin, et al 2021; and Putri & Setianan, 2019); thus, interactional justice between employees and employers result to increased job satisfaction. The relevance of the agent-system model to this current study is that employees perception of fairness determines the relationship employee-employer relationship and that this interaction is further enhanced by workplace flexibility, which the social exchange model seeks to buttress as its underlying philosophy.

### Empirical Studies

In the literature, we observed that there are limited number of studies that had assessed the direct relationship between workplace flexibility and employees' satisfaction. Most studies in this area had rather focused on how organizational citizenship behaviour, work-life balance mediate on the relationship between workplace flexibility and employees' job satisfaction,

## **Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State**

performance, intention to quit and productivity of the workforce. Given the lack of empirical studies in this area, we reviewed some empirical studies on workplace flexibility from 2016-2022.

Matthijs and Jansen (2016) examined workplace flexibility across the lifespan of employees using primary data (questionnaire). The study used regression estimation technique in the analysis of data obtained in the field survey. Findings indicated that workplace flexibility had a positive and significant effect on the lifespan of employees.

Similarly, Yadav, et al (2016) studied if workplace flexibility dimensions serve as enablers of organizational citizenship behaviour using primary data (questionnaire). The regression result revealed among others that workplace flexibility (particularly time flexibility, and continuity flexibility) contributes positively and significantly to enhancing organizational citizenship behaviour.

Chen and Fulmer (2018) carried out a research on employees' experience with flexible work arrangement and job attitudes. The study used descriptive survey design and questionnaire was the major instrument of data collection. The regression results indicated that employees' experience with flexible work arrangements positively and significantly lead to enhanced job attitudes. Similar to the study of Chen and Fulmer (2018), Kiran and Khurram (2018) examined the role of flextime and employee happiness at workplace in software houses using questionnaire. The regression result revealed that flextime plays a major role in enhancing the happiness of employees.

Davidescu, et al (2020) evaluated the relationship between workplace flexibility, job satisfaction, and job performance using questionnaire. The regression result showed that while workplace flexibility significantly affects job satisfaction; however, it was found via the structural equation modeling result that workplace flexibility moderates on the relationship between job satisfaction and job performance

Bick, et al (2020) examined the relationship between workplace flexibility and employees' satisfaction using questionnaire. The regression result indicated that workplace flexibility had a negative and significant relationship with employees' satisfaction.

Abilash and Siju (2021) studied the relationship between job performance, job satisfaction, and employees' commitment during the pandemic via questionnaire. The structural equation modeling results indicated that job performance moderates on the relationship between job satisfaction and employees' commitment; however, the relationship was found to be negative and insignificant due to the pandemic.

Prem, et al (2021) explored the effect of workplace flexibility on job performance and employees' satisfaction using structured questionnaire. Data obtained in the study were analyzed using the structural equation modeling and findings indicated that workplace flexibility moderates on the relationship between job performance and employees satisfaction.

Sunaryo, et al (2022) assessed how flexible work arrangement affects work-related outcomes during the pandemic. Data were obtained via questionnaire and the regression estimation model was used in the analysis of data. Findings indicated that flexible work arrangement negatively and insignificantly affects work-related outcomes such as employees' satisfaction, employees' and organizational performance.

Vui-Yee and Kai-Ni (2022) evaluated the mediating role of engagement and moderating role of perceived fairness on the relationship between workplace flexibility and organizational citizenship behaviour. Data were obtained using questionnaire and multivariate regression and structural equation modeling were used in analyses of data. Multivariate regression result showed that perceived fairness moderates on the relationship between workplace flexibility and organizational citizenship behaviour while the structural equation modeling result showed that engagement mediates on the link between workplace flexibility and organizational citizenship behaviour. Given the review of related literature, several gaps were identified in this study. First, in the HRM literature, researches on workplace flexibility-employees satisfaction relationship have had mixed findings. Second, studies on workplace flexibility looked at it from the viewpoint of the organization, thus, there is limited studies that had assessed workplace flexibility-employee satisfaction link from the employees' viewpoint.

Third, we observed that employees in the Local Government Councils in Nigeria have had problems of striving to balance work and family due to the confrontations they experience from work-family conflict, making it cumbersome for them to schedule their work-time and workloads. Finally, we found that studies in Nigeria have not assessed the role of workplace flexibility (in particular, flexibility in scheduling and amount of work/workload) as a driver of employees' satisfaction in Local Government Council in Delta State; these are the gaps which this study seeks to fill.

### **Methods**

In this study, the survey research design was used since the study is concerned with obtaining the perceptions of individuals on workplace flexibility and employees' satisfaction. In view of this, the study used questionnaire in obtaining the views of individuals on the research theme.

The study population comprised of all the employees of five (5) Local Government Councils headquarters in Delta State, namely Ethiope East (Isiokolo), Ethiope West (Oghara), Okpe (Orerokpe), Sapele (Sapele), and Ughelli North (Ughelli). As of December 31,

## Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State

2022, there were about forty-two (42) employees in the LGA headquarters in Ethiope East, fifty-three (53) in Ethiope West, forty-one (41) in Okpe, forty-nine (49) in Sapele, and fifty-four (54) in Ughelli North. Thus, the total study's population amounts to two hundred and thirty-nine (239) employees in the five Local Government Councils in Delta State of Nigeria. The major instrument of data collection was the structured questionnaire. The study used several techniques to analyse the data: first, descriptive statistics (frequency counts, simple percentages, mean, standard deviation, minimum, maximum values and Karl Pearson correlation); second, post-estimation statistics (variance inflation factor and Breusch-Pagan and Cook-Weisberg), and third, inferential statistics (simple regression) which was done to determine the effects of workplace flexibility dimensions on employees' satisfaction. The f-prob. ratio (simple regression) was employed in validating the research hypotheses of the study. The decision rule is that if f-prob. is < than the level of significance (0.05%), the null hypothesis is rejected while the alternate hypothesis is accepted vice-versa.

### Presentation and Analyses Of Results

**Table 1: Descriptive Results of Workplace Flexibility and Employees' Satisfaction**

Parameters	Emsat	TimFlex	AwFlex
Mean	2.6015	2.5039	2.5848
Standard Deviation	0.4320	0.4049	0.4211
Minimum Value	1	1	1
Maximum Value	4	4	4
Observations	140	140	140

Source: Field Survey, 2022

Presented in Table 1 is the descriptive results of workplace flexibility and employees' satisfaction of the selected LGAs in Delta State of Nigeria. It was found that workplace flexibility (Emsat) had a mean score of 2.6015 with a standard deviation of 0.4320 while the dimensions of employees' satisfaction had mean scores and corresponding standard deviation values of 2.5039(0.4049), and 2.5848(0.4211) respectively. The descriptive results (standard deviation) indicated that the perceptions on the respondents on workplace flexibility and employees' satisfaction in the selected LGAs are not far from each other.

Furthermore, the mean scores are clear indications that the respondents supported all the items in the research instrument as good indicators for assessing the relationship between workplace flexibility and employees' satisfaction. Furthermore, the relationship between workplace flexibility and employees' satisfaction of the selected LGAs were further done and presented in Table 2:

**Table 2: Correlation Results for Workplace Flexibility and Employees' Satisfaction**

Parameters	Emsat	TimFlex	AwFlex
Employees' Satisfaction (Emsat)	1.0000		
Time Flexibility (TimFlex)	0.0393	1.0000	
Amount of Work/Workload Flexibility (AwFlex)	0.0489	0.0485	1.0000

Source: Field Survey, 2022

In Table 2 Karl Pearson correlation results revealed that the workplace flexibility dimensions (TimFlex and AwFlex) are positively correlated with employees' satisfaction (Emsat). Also, the Pearson correlation coefficients showed that no two independent variables were perfectly correlated; thus none of the correlation coefficients exceeded 0.8 as recommended by Gujarati (2003).

### Post-Estimation Analysis

**Table 3: VIF Results for Workplace Flexibility and Employees' Satisfaction**

Parameters	VIF	1/VIF
Time Flexibility (TimFlex)	1.01	0.99009
Amount of Work/Workload Flexibility (AwFlex)	1.02	0.98039
<b>Mean VIF</b>	<b>1.02</b>	

Source: Field Survey, 2022

## Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State

Table 3 showed whether multicollinearity exists among the pairs of the independent variables in the estimated model of workplace flexibility and employees' satisfaction. The mean VIF = 1.02, which is not greater than the accepted VIF of 10.0, suggesting that there is absence of multicollinearity in the model of workplace flexibility and employees' satisfaction the study.

**Table 4: Breusch-Pagan/Cook-Weisberg Result for Workplace Flexibility and Employees' Satisfaction**

<b>Ho: Constant Variance</b>				
Chi2(1) =	52.10	Prob. > Chi2	=	0.0000
Source: Field Survey, 2022				

The Breusch-Pagan/Cook-Weisberg result in Table 4 revealed that workplace flexibility and employees' satisfaction variables fit-well in the model (Chi2=52.10), since it is statistically significant at 5% level. This implies absence of heteroskedasticity problem in the model of workplace flexibility and employee's satisfaction.

### Test of Research Hypotheses

H<sub>0</sub>1: There is no relationship between time flexibility and employees' satisfaction in Local Government Councils.

**Table 5: Regression Result for Time Flexibility (TimFlex) and Employees' Satisfaction**

Source	SS	df	MS		
Model 1	6.2966	1	2.1950	Number of obs. =	140
Residual	28.730	138	0.2279	F(1, 139) =	14.21
Total	35.026	139	2.4229	Prob. > F =	0.0000
<b>Emsat</b>	<b>Coefficient</b>	<b>Std. Error</b>	<b>t-value</b>	R-Squared =	0.8082
TimFlex	0.1172	0.1064	5.64	Adj. R-Squared =	0.7053
_cons	3.9723	0.3515	12.32		

Source: Field Survey, 2022

In Table 5, the simple regression result revealed that R-squared is 0.8082, indicating that workplace flexibility (time flexibility) explained about 80.8% of the systematic variation in employees' satisfaction (Emsat). The f-statistics (df=1, 139, f-ratio=14.21) with a p-value of 0.0000 showed that the relationship between workplace flexibility (time flexibility) and employee's satisfaction is significant at 5% level.

Consequent upon the above, the null hypothesis was rejected while the alternate hypothesis was accepted; this means that there is significant relationship between time flexibility and employees' satisfaction. More so, the coefficient showed that an increase in time flexibility will lead to 11.72% increase in employees' satisfaction in the selected Local Government Councils in Delta State of Nigeria.

H<sub>0</sub>2: There is no relationship between amount of work/workload flexibility and employees' satisfaction in Local Government Councils.

**Table 6: Regression Result for Amount of Work/Workload Flexibility and Employees' Satisfaction**

Source	SS	df	MS		
Model 2	6.8374	1	2.1950	Number of obs. =	140
Residual	29.831	138	0.2279	F(1, 139) =	12.74
Total	36.668	139	2.4229	Prob. > F =	0.0000
<b>Emsat</b>	<b>Coefficient</b>	<b>Std. Error</b>	<b>t-value</b>	R-Squared =	0.8169
AwFlex	0.1217	0.1105	6.95	Adj. R-Squared =	0.7497
_cons	4.1246	0.3649	12.78		

Source: Field Survey, 2022

## Workplace Flexibility as Driver of Employees' Satisfaction: Evidence from Selected Local Governments in Delta State

In Table 6, the regression result showed that R-squared is 0.8169, indicating that workplace flexibility (amount of work/workload flexibility) explained 81.7% of the systematic variation in employees' satisfaction. The f-statistics (df=1, 139, f-ratio=12.74) with a p-value of 0.0000 revealed that the relationship between amount of work/workload flexibility and employees' satisfaction is significant at 5% level.

Consequent upon the above, the null hypothesis was rejected while the alternate hypothesis was accepted; this means that there is significant relationship between amount of work/ workload flexibility and employees' satisfaction. Also, the coefficient showed that an increase in amount of work/overload flexibility will lead to 11.05% increase in employees' satisfaction in the selected Local Government Councils in Delta State of Nigeria.

### CONCLUSION AND RECOMMENDATIONS

In recent times, the need for flexibility in the workplace has attracted much academic debates among human resource management (HRM) practitioners, management and researchers alike. This debate stems from the fact that HRM role has shifted from hiring, benefits and wages of the employees to strategic human resource management where the focus has been on how the workplace can be made flexible so as to ensure satisfactory levels of employees' satisfaction (Sunaryo, et al, 2022; Bick, et al, 2020; and Davidescu, et al, 2020). Prior studies in other countries had shown that workplace flexibility is a major driver of employees' satisfaction; however, studies are yet to establish if workplace flexibility dimensions of time flexibility and amount of work/workload flexibility (particularly as it concerns Local Government Councils in Delta State of Nigeria) affect employee' satisfaction.

Given the above, this study was carried out to with the view to assessing the relationship between workplace flexibility dimensions (time and amount of work/workload flexibilities) and employees' satisfaction among some selected Local Government Councils in Delta State of Nigeria. Specifically, the simple regression results revealed the following:

1. There is significant and positive relationship between time flexibility and employees' satisfaction in Local Government Councils.
2. There is significant and positive relationship between amount of work/workload flexibility and employees' satisfaction in Local Government Councils.

Consequent upon the above results, the study concluded that when Local Government Councils are able to ensure flexibility in the workplace, it would lead to increased employees' satisfaction. The study's findings agree with the results of Matthijs and Jansen (2016); Yadav, et al (2016); Chen and Fulmer (2018); and Sunaryo, et al (2022) who found positive and significant relationship between workplace flexibility and employees' satisfaction. On the other hand, the study disagrees with the results of Bick, et al (2020); and Abilash and Siju (2021) who found a negative and significant relationship between workplace flexibility and employees' satisfaction.

### RECOMMENDATIONS

The results call for some policy recommendations; first, the Local Government Councils' management should strive towards ensuring a higher level of flexibility in the workplace. As a matter of fact, there should be flexibilities in time and amounts of work/workload assigned to the employees in order to enhance their satisfaction. Furthermore, employees' development initiatives and constant management of flexibility in the workplace should be made more viable as well as a part of Local Government Councils' policy for all cadre of staff.

This study contributes to knowledge by using hybrid theories (agent-system and social exchange models) in explaining the relationship between workplace flexibility and employees' satisfaction. More study, this study contributes to knowledge by filling the literature gap on what is known about workplace flexibility-employees' satisfaction relationship, particularly as it concerns Local Government Councils in Delta State of Nigeria. Also, the study contributes to knowledge by showing that time flexibility and amount of work/workloads flexibility contributes significantly to employees' satisfaction of Local Government Councils in Delta State of Nigeria.

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