EXPLORING THE ROLE OF JOB SHARING AND FLEX TIME IN ENHANCING ORGANIZATIONAL PERFORMANCE

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Abstract
This study investigates the relationship between job sharing and customer satisfaction and the relationship between flex time and employee retention within media firms. Using a survey design, the study examines the impact of these workplace flexibility practices on organizational performance. The study used a census sampling technique and 211 respondents were selected from media firms in Anambra State. The primary data were generated using a structured questionnaire. The analysis was performed using the Pearson correlation coefficient. The result showed a significant positive relationship between job sharing and customer satisfaction, and between flex time and employee retention. The study concludes that these flexible work arrangements can enhance employee engagement and satisfaction, thereby improving overall organizational performance. Based on these, the study recommends that media firms should actively promote job sharing as a strategy to improve customer satisfaction. This can help employees maintain a work-life balance, leading to better job performance and higher customer satisfaction. Secondly, firms should implement flex time policies to retain top talent. Hence allowing employees to choose their work hours, firms can reduce turnover rates and increase employee loyalty.
Keywords: *Job sharing; Flex time; Customer satisfaction; Employee retention.*

Introduction

Workplace flexibility has become increasingly important in today's dynamic work environment (Bal & De Lange, 2015). According to Kossek, Hammer, Thompson, and Burke (2014), Workplace flexibility is a mutually advantageous arrangement where both employees and employers agree on the specifics of when, where, and how work is carried out to fulfil the organization's needs. This flexibility can be formalized through official HR policies or offered informally at the discretion of the employer. Workplace flexibility can boost employee commitment and retention and is crucial in aligning individual needs with organizational goals. Scholars across various fields have studied workplace flexibility as a significant variable in analyses related to individual, family, work, and community outcomes (Halinski & Duxbury, 2020). Workplace flexibility can take various forms, such as job sharing, flex time, telecommuting, and compressed workweeks. These practices are increasingly being adopted as companies recognize their potential to enhance employee satisfaction, improve retention rates, and ultimately boost organizational performance.

Job sharing is one form of workplace flexibility where two or more employees share the responsibilities of a single full-time position. This arrangement allows employees to balance their professional and personal lives more effectively, which can lead to higher job satisfaction and productivity (Ugwuoke, 2019). For organizations, job sharing can also result in increased customer satisfaction, as employees who are less stressed and more engaged are likely to provide better service.

Flex time, another common flexibility practice, allows employees to choose their working hours within certain limits. This approach helps employees manage their time better, accommodating personal commitments and preferences. Studies have shown that flex time can significantly reduce employee turnover by improving work-life balance and increasing job satisfaction (Allen, Golden, & Shockley, 2015). For organizations, retaining skilled employees through flexible work arrangements is essential for maintaining continuity and reducing the costs associated with hiring and training new staff. Despite the potential benefits of flextime, there has been limited research linking it directly to organizational performance, particularly in developing economies where resource conversion and output improvements remain challenging.

The media industry has experienced profound transformations, characterized by rapid growth in job opportunities and significant shifts in labour market structures and work organization. It has been pivotal in fulfilling society's needs for information, entertainment, communication, and creativity, while also promoting the value of heritage, expression, and diversity. Additionally, the media supports democratic processes, leading to changes in Nigerian media companies by keeping everyone informed about past and current events in the country. Media firms, in particular, face challenges in maintaining high levels of customer satisfaction and employee retention.

Media firms often operate under tight deadlines and high pressure, which can lead to employee burnout and high turnover rates. Implementing workplace flexibility practices such as job sharing and flex time can help address these issues by creating a more supportive work environment that meets the needs of both employees and customers. Galinsky, Matos, and Sakai-O'Neill (2013) suggested that workplace flexibility can aid employees in effectively returning to work. Additionally, strong customer service performance can enhance customer satisfaction. Media organizations with flexibility models diversify their recruitment and offer various flexible working arrangements which improves performance in areas such as information sourcing, advertising, and service delivery, leading to greater customer satisfaction and retention of productive employees.

There is a notable difference in opinions regarding the impact of flexible work arrangements on performance. For instance, Irawan and Sari (2020) found that flexible work arrangements do not significantly affect employee productivity. In contrast, Mungania, Waiganjo, and Kihoro (2016), among others, have concluded that flexible work schedules significantly enhance the performance of textile businesses in Rivers State.

The need to study the relationship between job sharing, flex time, and their respective impacts on customer satisfaction and employee retention arises from the growing importance of employee well-being in organizational success. As companies increasingly recognize the value of a satisfied and loyal workforce, the implementation of flexible work practices becomes a strategic imperative. This study focuses on two specific aspects of workplace flexibility: job sharing and flex time, and their impact on customer satisfaction and employee retention, respectively. The specific objectives of the study are:

1. To ascertain the extent of the relationship between job sharing and customer satisfaction.
2. To ascertain the extent of the relationship between flex time and employee retention.

Conceptual Review

Workplace Flexibility

Workplace flexibility has become a critical factor in the modern work environment, particularly as organizations strive to balance the needs of their employees with the demands of the market. Flexibility in the workplace can allow employees to adjust or rebalance their workloads, exercising external control over their work tasks. This active engagement helps align jobs with individual personalities (Kooij, 2015). However, flexibility can also lead to increased job demands, requiring employees to work more hours and put in additional effort, thereby involving internal control mechanisms. From this perspective, workers may become passive recipients of work demands. Bal and Jansen (2016) argue that flexibility is not just a personal attribute but can also be a characteristic of the job, workplace, or organization. Workplace flexibility enables employees to choose how, when, and where they perform their work, aligning with self-set goals, often related to work-life balance. This contrasts with an employer-centric view, which sees flexibility as serving organizational goals. According to Kossek et al. (2014), workplace flexibility refers to arrangements where employees have some control over their work schedules, locations, and methods for personal and professional reasons.

Bal and Jansen (2016) emphasize that workplace flexibility from an employee's perspective includes:

- When: Flexible work schedules, including start and end times, workdays, and breaks. It also encompasses options for part-time work or reduced hours.

- Where: The location of work, which may include working from the office, home, or any other relevant place.
- How: The distribution of tasks and responsibilities, allowing for flexibility in task allocation within teams according to individual needs and preferences.

Kossek et al. (2014) describe workplace flexibility as a mutually beneficial arrangement where employees and employers agree on work conditions to meet organizational needs. Flexibility can be formalized through HR policies or be informal and discretionary. It includes:

i. Policies and practices on work time, scheduling, and location.
ii. Alternative work arrangements such as flextime, telework, and part-time work.
iii. Job design changes that grant employees more control over their work.
iv. Informal practices like occasional flextime or working from home with supervisor permission.
v. Mobile work and the use of technology to work outside the primary worksite.

Job Sharing

Job sharing involves two or more employees sharing the responsibilities of a full-time position, allowing them to balance work and personal commitments. It has been linked to increased job satisfaction and productivity (Ugwuoke, 2019). It involves two or more employees splitting the responsibilities of a single full-time position, with each person managing interdependent tasks and sharing joint responsibilities. The term “top sharing” specifically refers to job sharing in high-responsibility roles, such as managerial positions. This arrangement allows the pair to work fewer hours each week while providing the organization with continuous full-time coverage for that role (Branine, 2004). Byars and Rue (2008) describe job sharing as a setup where two or more part-time employees collectively perform a job typically held by one full-time employee. Job sharing can involve split duties, equally shared responsibilities, or a combination of both. This arrangement allows employees to divide tasks based on their skills and interests, leveraging their strengths while minimizing their weaknesses. From an organizational perspective, job sharing helps in retaining key and valuable employees effectively.

Ridgley, Hunt, Harp and Scott (2005) describe job sharing as an arrangement where two or more employees collectively perform the duties of a single full-time position. While the role typically involves two people, it is not restricted to just two; it can be shared among more individuals. Benefits such as holidays, pay, and pensions are distributed on a pro-rata basis among the job sharers. The employees usually share a job description, and although the role is often divided equally, this is not mandatory. Several patterns can be applied to job sharing, with the 50:50 split being the most common:

1. Alternate Week: Each partner works for a set number of weeks and then takes the same number off. This is useful where travel time and costs are significant.
2. Split Day: One partner works mornings while the other works afternoons. This pattern is common but less practical if travel time and costs are an issue.
3. Split Week: Each partner works half the week, typically 2.5 days per week, which is the most common pattern according to the Equal Opportunities Commission (EOC).
4. Overlapping Week: Each partner works three days a week, with an overlap of one day. This ensures some continuity and coverage.
5. Simultaneously for 2 or 3 Days per Week: Both partners work the same days at the same time, providing a solid communication framework but potentially less effective for customer interactions.
6. No Fixed Schedule: This rare option offers high flexibility but requires excellent cooperation between partners.

Job sharing offers several potential benefits, including:

a. Improved Quality and Increased Output: The combination of skills, experience, and creativity from two individuals can enhance the overall quality and productivity of work.
b. Enhanced Learning Opportunities: Partners with different strengths and experiences can learn from each other and provide mutual coaching, enriching their professional development.
c. Broader Role Access: Job sharers can engage in a wider range of roles and responsibilities compared to those limited to traditional part-time positions.

Flex Time

Flex time allows employees to choose their work hours within a specified range, contributing to a better work-life balance. It is believed to improve employee retention by accommodating personal needs (Ugwuoke, 2019). Al-Rajudi (2012) defines flextime as a work schedule where employees' workdays are structured around mid-day hours when all key personnel are present. It typically involves a scheduling program for full-time employees that allows them to choose their start and end times each day, as long as they complete their tasks within the required number of hours (Nabe-Nielsen, Garde, Aust, & Diderichsen, 2012). Flextime is one of many flexible working arrangements used by organizations worldwide to accommodate various employee needs. Omotayo, Abiodun, and Fadugba (2012) suggest that allowing employees to choose their work hours positively impacts organizational performance by providing employees with a sense of freedom in determining their work schedules. Flextime can enhance individual convenience, reduce work stress, and improve mental and physical well-being, leading to more effective and efficient work (Abid & Barech, 2017). Flexibility encompasses not only variations in time and place but also job sharing, career breaks, part-time work, and term-time working.

Flextime arrangements can improve employee retention and decrease absenteeism and tardiness (Al-Rajudi, 2012). Organizing teamwork can help by allowing employees to cover for one another when absent. Job sharing further supports this by having two part-time employees share a full-time role, which can enhance customer satisfaction and overall organizational performance.

Customer Satisfaction

Customer satisfaction is essential for a successful organization, but the importance of employee satisfaction cannot be overlooked, as it is crucial for achieving the organization's vision and mission. Satisfied employees are more likely to create satisfied customers, as job satisfaction influences the quality of services employees provide, ultimately affecting their job performance (Kozielski, 2017). A satisfied customer is more likely to remain loyal to a company, thereby enhancing overall performance (Evangelos & Yannis, 2010). A satisfied customer can also serve as a valuable resource for advertisement through positive word-of-mouth. When companies aim to improve customer service, they often focus on providing more facilities and quickly resolving customer needs. However, forward-thinking organizations prioritize employee satisfaction first, recognizing that it directly impacts customer satisfaction.

Studies show that employee satisfaction leads to customer satisfaction, which is a critical performance indicator. Satisfied employees tend to be more committed to their organization and its customers, driving the success of the employer and enhancing the quality of customer service (Amoopour, Hemmatpour, & Mirtaslimi, 2014). Customer satisfaction is considered a baseline for standardized excellence in performance for many businesses and helps identify potential market opportunities (Evangelos & Yannis, 2010).

Employee Retention

Sandhya and Kumar (2011) define employee retention as a process in which employees are fully encouraged to stay with the organization for an extended period. It involves implementing strategies to ensure employees remain with the organization for as long as possible (Griffeth & Hom, 2001). Employee retention reflects the organization's ability to retain employees it values, aiming to maintain a competitive edge over its rivals (Akhter, Malik, Khwaja, & Mehmood, 2018).

Employee retention is a strategic plan or set of decisions implemented by organizations to effectively retain their competitive workforce, thereby enhancing firm performance (Gberevbie, 2010). Employees today are dynamic and have numerous opportunities available to them. When they feel dissatisfied with their current job or employer, they are likely to seek other opportunities. Therefore, it is the employer's responsibility to retain the best employees. Failing to do so may result in losing valuable talent. A good employer should know how to attract and retain employees (Peggy & Bernard, 2016).

Sinnott, Madison, and Pataki (2000) argue that effective employee retention involves a systematic effort to create and nurture an environment that encourages employees to stay with the organization. This is achieved by implementing policies and practices that address the diverse needs of employees. Consequently, organizations often focus on retaining key employees for a long period or at least until the completion of specific projects or tasks (Suhasini & Babu, 2013).

Theoretical Framework

This study is anchored on the Perceived Organizational Support Theory by Eisenberger et al. (2002), which posits that employees who perceive high levels of organizational support are more likely to be committed to their organization, leading to improved performance and reduced turnover. Perceived organizational support (POS) is defined as an employee's perception that the organization values their contributions and cares about their well-being. Erdogan and Enders (2007) describe POS as the extent to which an individual believes that the organization appreciates their input, cares for their well-being, and provides the necessary help and support.

Perceived organizational support theory is connected to three key categories of favourable treatment received by employees: organizational rewards and positive job conditions, fairness, and supervisor support. These factors contribute to favourable outcomes, such as increased job satisfaction, employee commitment, and enhanced organizational performance, aligning with the principles of organizational support theory (Rhoades & Eisenberger, 2002). The theory emphasizes the importance of the care, support, incentives, and working conditions an employee experiences in the organization. Employees are inclined to assess what benefits they gain from working in the organization.

Those who perceive that the organization genuinely cares for their well-being are more likely to reciprocate by engaging in pro-social behaviours directed towards the organization, developing a stronger sense of organizational commitment, and ultimately increasing their performance (Beheshtifar & Herat, 2013).

Empirical Review

Previous studies have shown that job sharing can lead to higher customer satisfaction as employees are more motivated and focused. Flex time has been found to significantly reduce employee turnover, particularly in industries where work-life balance is a critical concern (Ugwuoke, 2019).

Nurudeen, Afolayan, Lawal, and Opele (2024) investigated the impact of flexible work arrangements (FWAs) on employee performance, specifically examining the moderating role of perceived organizational support (POS). The study focused on private hospitals in Lagos State, with a sample of 248 completed questionnaires from a population of 2,886 hospitals. The study found a positive relationship between flexible work arrangements, such as shift work and flexi-time, and employee performance in private hospitals. This suggests that flexibility in work schedules and arrangements contributes positively to how well employees perform their tasks. Perceived organizational support was identified as a moderating factor in the relationship between flexible work arrangements and employee performance. This indicates that the positive effects of FWAs on performance are enhanced when employees perceive that their organization supports and values their well-being.

Agbanu, Tsetim, and Suleman (2023) investigated the impact of flexible work arrangements on the productivity of sales representatives in book publishing companies in Nigeria. The study utilized a cross-sectional survey approach, collecting data from sales representatives across ten book publishing companies in Nigeria. Convenience sampling was used, resulting in 162 valid responses out of 200 distributed questionnaires. The study measured flexible work arrangements and employee productivity using a four-point Likert scale. The reliability of the instruments was confirmed with a Cronbach Alpha between 0.70 and 0.80, indicating acceptable internal consistency. Face and content validity were used to ensure the relevance and clarity of the instruments. Data analysis was conducted using descriptive statistics (mean and standard deviation) and Pearson Product Moment Correlation Coefficient, with SPSS version 22.0. The results indicated that all forms of flexible work arrangements-flexi-time, job sharing, part-time work, and telecommuting-have a significant positive relationship with both employee effectiveness and efficiency.

Nayanathara and Karunarathne (2021) conducted a study on the impact of flexible work arrangements on employee performance, focusing on executive-level employees in Sri Lanka's IT industry. The study sought to examine how flexible work arrangements influence employee performance, addressing a gap in the literature by focusing on executive-level employees in the IT sector in Sri Lanka. Data were collected from 169 executive-level employees working in three IT firms located in the Western Province of Sri Lanka. The researchers used descriptive statistics, correlation, and regression analysis to evaluate the impact of flexible work arrangements on performance, employing SPSS for data analysis. The study found a significant positive impact of flexible work arrangements on employee performance. The results suggested that improvements in flexible work practices are associated with enhanced employee performance.

Ramakrishnan and Arokiasamy (2019) investigated the impact of flexible working arrangements on employee performance among white-collar workers in Malaysia. The researchers employed a quantitative research design; and, in this study, the independent variable is the flexible working arrangements, and the dependent variable is employee performance. The study found that flexible working arrangements have a positive impact on employee performance.

Whyman and Petrescu (2015) conducted a study examining workplace flexibility practices (WFPs) in small and medium-sized enterprises (SMEs) and their relationship with performance indicators such as redundancies, absenteeism, and financial turnover. Utilizing a survey research method, the study analyzed primary data collected in 2009 from SMEs in Lancashire, UK, during the credit crunch recession. The analysis, using correlation and regression techniques, revealed that innovative SMEs that adopt advanced employment practices, such as employee discretion, training, participative arrangements, and job security, tend to have lower redundancy rates among permanent employees. Additionally, training, job security, and family-friendly practices were associated with reduced absenteeism, cutting down by up to six days per worker annually. The study also found that job security and profit-related pay were linked to higher financial turnover. While staff pay freezes were associated with higher turnover, they negatively impacted redundancy and absenteeism rates. Conversely, management pay cuts or freezes were linked to lower financial turnover. The study suggested that while policy-enforced spending cuts may have limited benefits for SMEs, other strategies might be more effective.

Mwebi and Kadaga (2015) investigated the effects of flextime work arrangements on employee performance in commercial banks located in Nairobi's central business district, where such arrangements are prevalent due to the demanding nature of the banking sector. Using a descriptive survey design, they sampled 291 respondents from a population of 1,074 employees across various roles (management, supervisory, clerical, secretarial, and support staff) using proportionate stratified sampling. Analysis was performed using SPSS and inferential statistics, specifically correlation analysis, to assess the relationship between flextime and employee performance. The study found a positive correlation between flextime work arrangements and employee performance, with a correlation coefficient of $r = .344$ and a significance level of $p < .005$. This indicates that flextime arrangements are positively associated with improved employee performance.

Methodology

The study adopts a survey research design to collect data on the impact of job sharing and flex time on customer satisfaction and employee retention, respectively. The research work was carried out in Anambra State which is one of the five South Eastern States in Nigeria. The media companies under study were based in three major cities of the state which are Onitsha, Nnewi and Awka cities of Anambra State, Nigeria. The population of the study was two hundred and eleven. The population of the study consists of employees from media firms, with a size of 211 respondents. Complete enumeration was employed for the study due to the manageable size of the population, making this technique both feasible and practical. This approach is justified as it allows for comprehensive data collection, eliminating the potential for sampling error and bias, thereby ensuring accurate and reliable results. By including every member of the population, complete enumeration provides detailed insights and a full representation of perspectives and experiences, particularly within the media sector in the three cities. This method captures the entire range of responses, leading to a more thorough understanding of the study's focus.

Methods of Data Collection

This study relied on primary sources of data was adopted. The primary data was sourced through a structured questionnaire. The questionnaire was structured on a 5-point Likert scale, which was divided into two sections A and B, which relate to workplace flexibility and performance.

Validity of the Instrument

The data collection instrument underwent content and face validity, which was conducted by evaluators from the Business Administration Department. These experts provided valuable input, which was incorporated into the instrument, ensuring its validity. The evaluators assessed the instrument's relevance, comprehensiveness, and clarity to ensure it addressed all necessary aspects and was free of ambiguity. They also reviewed the structure, readability, and grammar to ensure the instrument was user-friendly and effectively captured the intended data. Based on their feedback, the instrument was refined and subsequently certified as valid, ensuring its effectiveness for the study.

Reliability of the Instrument

The reliability of an instrument measures its consistency when used by a researcher. To assess this, Cronbach's alpha was calculated using SPSS version 20. A sample of 30 questionnaires, representing 20% of the population, was distributed, collected, and analyzed. The resulting Cronbach's alpha coefficient was 0.953, which is well above the acceptable threshold of 0.70. Therefore, the instrument was deemed reliable, indicating that it consistently measures the intended variables.

Table 1: Reliability statistics

Cronbach's Alpha	N of Items
.917	30

Source: SPSS, Ver. 20

Method of Data Analysis

The data were analyzed using descriptive statistics, and Pearson's Product Moment Correlation Coefficient was employed to test the hypotheses, specifically to explore the relationship between workplace flexibility and the performance of media companies. A significance level of 5% was used, with a confidence interval of 95%. The analysis was conducted using the SPSS Statistical Software Package Version 20.

Decision Rule

The study adopted a 5% level of significance, which was used to interpret the result obtained in testing the hypothesis. Therefore if the probability (p-value) is less than the significant level of (p-value<0.05), the research hypothesis will be accepted and if otherwise (p-value>0.05), the research hypothesis will be rejected and the null hypothesis will be accepted.

Data Analysis

Demographic Information

The background information of the respondents using structured questionnaires is shown below:

Table 2: The category and profile of respondents

Category	Subcategory	Number of Respondents	Percentage (%)
Total Respondents		211	100%
Gender	Male	160	76%
	Female	51	24%
Managerial Cadre	Senior Managerial Cadre	84	40%
	Mid-Managerial Cadre	74	35%
	Low Managerial Cadre	53	25%
Duration of Service	0-5 years	53	25%

Category	Subcategory	Number of Respondents	Percentage (%)
	6-10 years	74	35%
	11-15 years	32	15%
	16-20 years	32	15%
	21 years and above	20	10%

Source: Field Survey (2023)

The study surveyed a total of 211 respondents, representing 100% of the population under consideration. Out of the total respondents, 160 (76%) were male, indicating a significant male dominance within the workforce of the media companies surveyed. 51 respondents (24%) were female, highlighting fewer women in the workforce. The male dominance (76%) in the workforce, could indicate underlying cultural or industry-specific factors that influence gender representation. The managerial cadre showed that 84 respondents (40%) occupied senior management positions, suggesting that a substantial portion of the workforce holds high-level responsibilities. 74 respondents (35%) were in mid-management roles, indicating a significant presence of middle-level managers. And, 53 respondents (25%) were in lower managerial positions, reflecting that a smaller proportion of the workforce holds lower-level managerial roles.

The duration of service showed that 53 respondents (25%) had been with the organization for 0-5 years, showing a quarter of the workforce is relatively new. 74 respondents (35%) had 6-10 years of service, representing the largest group, indicating that a significant number of employees have moderate experience within the organization. And, 32 respondents (15%) had 11-15 years of service, reflecting a smaller group of employees with more extensive experience.

Another 32 respondents (15%) had been with the organization for 16-20 years, similar to the 11-15 years group, indicating a consistent retention of more experienced staff. Lastly, 20 respondents (10%) had over 21 years of service, representing the most experienced and longest-serving segment of the workforce. The largest group of employees has 6-10 years of service (35%), suggesting that these companies have been successful in retaining employees for a moderate duration. The smaller groups in the higher duration categories (11-15 years, 16-20 years, and 21 years and above) suggest that while there is some retention of experienced staff, a significant portion of employees either move on or retire after a decade or so. The 25% of employees with 0-5 years of service indicates a steady influx of new talent, which is crucial for innovation and growth.

Test of Hypotheses

Test of Hypothesis One

Ho_1: There is a significant relationship between Job Sharing and Customer Satisfaction.

Table 3: Correlation results on job sharing and customer satisfaction

		JOBSHARE	CUSTSAT
JOBSHARE	Pearson Correlation	1	.973
	Sig. (2-tailed)		.000
	N	211	211
CUSTSAT	Pearson Correlation	.973	1
	Sig. (2-tailed)	.000	
	N	211	211

***. Correlation is significant at the 0.01 level (2-tailed).*
Source: SPSS, Ver. 20

The Pearson Correlation Coefficient between Job Sharing (JOBSHARE) and Customer Satisfaction (CUSTSAT) is 0.973. This suggests that as job-sharing practices increase or improve, customer satisfaction tends to increase as well. The p-value (Sig. 2-tailed) associated with the correlation is 0.000. Given the Pearson correlation coefficient of 0.973 and the p-value of 0.000, we reject the null hypothesis (Ho_1). Thus, there is a significant positive relationship between job sharing and customer satisfaction.

Test of Hypothesis Two

Ho_2: There is a significant relationship between Flex Time and Employee Retention.

Table 4: Correlation result on flex time and employee retention

		FLEXTIME	EMPRET
FLEXTIME	Pearson Correlation	1	.984
	Sig. (2-tailed)		.000
	N	211	211
EMPRET	Pearson Correlation	.984	1
	Sig. (2-tailed)	.000	
	N	211	211

Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS, Ver. 20

The Pearson Correlation Coefficient between Flex Time (FLEXTIME) and Employee Retention (EMPRET) is 0.984. This coefficient, suggests that as flexibility in working hours increases, employee retention improves significantly. The p-value (Sig. 2-tailed) associated with this correlation is 0.000. Given the Pearson correlation coefficient of 0.984 and a p-value of 0.000, we reject the null hypothesis (Ho_2). Thus, there is a significant and strong positive relationship between flex time and employee retention.

Discussion of Findings

The analysis reveals a Pearson correlation coefficient of 0.973 between job sharing and customer satisfaction, with a significance level of 0.000. This high correlation indicates a strong positive relationship between the two variables. As job-sharing practices are implemented and improved, customer satisfaction tends to increase significantly. This can be attributed to several factors. Job sharing allows employees to better manage their work-life balance, potentially leading to higher job satisfaction, motivation, and performance. Motivated and satisfied employees are likely to provide better service, which in turn enhances customer satisfaction. The high correlation coefficient and the statistically significant p-value support the idea that job sharing is an effective strategy for improving customer satisfaction. This aligns with previous studies that have linked job sharing to higher employee motivation and better service delivery (Ugwuoke, 2019).

Hypothesis two shows a Pearson correlation coefficient of 0.984 between flex time and employee retention, with a significance level of 0.000. The results indicate that flexibility in working hours is strongly associated with improved employee retention. The positive correlation implies that as organizations offer more flexible working hours, employees are more likely to stay with the company. Flex time allows employees to manage their work schedules around personal commitments, reducing stress and improving work-life balance. This flexibility can lead to higher job satisfaction, reduced turnover, and increased loyalty. This is consistent with the findings of other studies, such as those by Agbanu, Tsetim, and Suleman (2023) and Mwebi and Kadaga (2015), which highlight the positive impact of flexible work arrangements on employee performance and retention.

Conclusion

The study concludes that both job sharing and flex time have significant positive impacts on customer satisfaction and employee retention, respectively. Both hypotheses are supported by the data. These findings underscore the importance of flexible work arrangements in enhancing both customer and employee outcomes. Organizations implementing job sharing and flex time practices are likely to see positive effects on their overall performance and employee satisfaction. Media firms should consider implementing these flexible work arrangements to enhance their performance.

The study therefore makes the following recommendations:

1. Media firms should actively promote job sharing as a strategy to improve customer satisfaction. This approach can help employees maintain a work-life balance, leading to better job performance and higher customer satisfaction.
2. Firms should implement flex time policies to retain top talent. By allowing employees to choose their work hours, firms can reduce turnover rates and increase employee loyalty.

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