WORK PLACE FLEXIBILITY AND PERFORMANCE OF MEDIA COMPANIES IN ANAMBRA STATE

MaryRose Obiageli Ejike[1] Ezinnma Nnabuife[2] Obianuju Chiekezie[3] Ebele Mary Onwuka[4]

[1,2,3&4]*Department Of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe University, Awka.*

Abstract

This study investigated the relationship between workplace flexibility and the performance of media companies in Anambra State, Nigeria. The media industry has undergone significant changes driven by technological advancements and evolving consumer preferences, necessitating a reevaluation of traditional organizational structures. The research aimed to explore how flexible work arrangements, specifically job sharing, impact employee satisfaction and organizational performance. A descriptive survey research design was employed, eight media firms were selected from the Senatorial Zone of Anambra State, the Population of the Study is 211, Measures of Central Tendency was used to analyze the data and Pearson Moment Correlations Co-efficient was used to test the hypotheses. Structured questionnaires were distributed among the employees across various media firms. The findings revealed a strong positive correlation (r = 0.973) between job sharing and customer satisfaction, indicating that flexible work arrangements enhance employee engagement and service quality. The study highlighted that inadequate workplace flexibility can lead to reduced job satisfaction and impaired organizational effectiveness. Consequently, the research underscores the importance of implementing comprehensive job-sharing policies to attract and retain talent, improve service delivery, and foster a competitive advantage in the industry. It concluded that workplace flexibility significantly influences overall organizational performance, promoting higher productivity and employee commitment. Recommendations include adopting flexible work practices to cater to the diverse needs of employees and enhance customer satisfaction. This research contributed valuable insights to stakeholders in the media sector, offering a foundation for further studies on workplace flexibility and its implications for employee performance and organizational success.

Key words: *Workplace Flexibility, Job Sharing, Organizational Performance, Employee Satisfaction, Media Industry, Anambra State, Nigeria*

Introduction

The media industry has experienced substantial transformation, characterized by swift expansion in employment prospects and tumultuous alterations in the labor market's organizational structure. It has been instrumental in fulfilling society's demand for information, entertainment, communication, and creativity, while promoting the significance of heritage, expression, and diversity, and supporting democratic processes that have transformed Nigerian media companies, ensuring that everyone is informed about past and current events in the country. Nigerian media companies are focused on ensuring the delivery of proficient service to every customer to enhance profitability, patronage, and competitive advantage over rivals, while ensuring that all information, news, and advertisements are appropriately broadcasted.

Workplace flexibility refers to employees' capacity to determine the timing, location, and duration of their work-related activities, with the autonomy to organize fundamental elements of daily work life being vital to every organization (Bal and De Lange, 2014). Kossek, Hammer, Thompson, and Burke (2015) characterized workplace flexibility as a reciprocal arrangement between employees and employers, wherein both parties concur on the timing, location, and manner of the employee's work to fulfill organizational requirements. This flexibility may be formally sanctioned through human resource policies or informally accessible at the employer's discretion. Workplace flexibility has the ability to enhance overall organizational performance, hence increasing employee commitment and retention. Addressing individual requirements is a crucial method for achieving organizational objectives.

Objectives

The broad objective of that study is to ascertain the relationship between work place flexibility and Performance of media companies in Anambra State. Specifically, the study aims to:

1. Ascertain the extent of relationship that exist between Job Sharing and Customer Satisfaction.

Research Questions

To achieve the research objectives, the research question was raised:

1. What is the relationship between Job Sharing and Customer Satisfaction?

Research Hypotheses

H_{01}: There is a significant relationship between Job Sharing and Customer Satisfaction.

Literature Review

Workplace Flexibility

Flexibility may allow employees to diminish or redistribute their burden, thereby exerting active external control over their tasks. Employees are engaged, astute in their tasks, and employ adaptability to harmonize their roles with their individual traits (Kooij, 2015). Flexibility may involve workers' capacity to undertake additional tasks, resulting in extended job descriptions that require increased working hours and effort. Employees must utilize internal control systems, and from this viewpoint, they are seen as passive beneficiaries of labor. Paul and Jansen (2016) asserted that flexibility is not solely a trait of individuals, but can also pertain to the job, the workplace, or the organization.

Flexibility refers to the autonomy employees possess in determining the manner, timing, and location of their work activities. Thus, unlike the employer's perspective on flexibility, which views it as a means to achieve organizational objectives, here flexibility is fundamentally a tool for fulfilling self-defined employee goals. These objectives have conventionally been associated with work-life balance issues. Workplace flexibility denotes an arrangement, practice, or predominant employment attribute that allows employees a certain level of autonomy in determining the timing, location, or manner of their work for the sake of work-life balance (Kossek et al., 2014; Kossek & Michel, 2011).

Job Sharing

Germann and Chambrier (2015) defined job sharing as the arrangement in which two or more employees collaboratively occupy a full-time role, characterized by interdependent tasks and shared accountability. The term "top sharing" denotes job sharing in roles that have significant responsibility, including the supervision of colleagues. Job Sharing entails two individuals sharing the responsibilities and obligations of a single position inside an organization (Branine, 2004). Workplace flexibility allows the duo to work less hours weekly while ensuring the organization maintains full-time coverage for that role.

Performance

Performance, especially within the media sector, is a complex notion that includes elements such as productivity, creativity, job quality, and employee engagement. In Anambra State, where media enterprises encounter fierce competition and swift technology advancements, sustaining good performance is essential for success. The work environment, encompassing elements such as job satisfaction and motivation, directly affects employee performance in media organizations. Flexible work arrangements such as telecommuting, adaptable hours, and customized work environments can enhance performance by addressing individual employee requirements and fostering an enhanced work-life equilibrium. When individuals perceive autonomy over their work environment, they are more inclined to exhibit engagement and motivation, leading to enhanced production levels.

Furthermore, flexibility can augment innovation, which is essential in the media industry. Employees who thrive in situations that foster creativity frequently generate superior material and new concepts. This adaptability enhances collaboration among team members, cultivating a culture of teamwork and collective problem-solving, hence potentially improving performance. The correlation between workplace flexibility and performance depends on the support individuals perceive from their business. When employees see that their organization authentically endorses flexible work arrangements, they are more inclined to commit their efforts entirely, resulting in improved overall performance. A deficiency in perceived support may lead to disengagement and diminished productivity. Performance acknowledged by peers inside the firm is frequently compensated with financial and additional advantages. Performance is a significant, though not the sole, criterion for future professional advancement and success in the labor market.

Customer Satisfaction

Feelings derived from the fulfillment of one's wishes, expectation and need is termed as satisfaction, receiving more than or equal than expectation one feels good and motivated, that state is his satisfaction (Allen and American Society, 2004 cite Daniel et al 2011).The satisfaction of customers is necessary for a successful organization but the value for employee satisfaction is there to achieve the vision and mission, satisfied employees can create the customer satisfaction while Job satisfaction experienced by employees will have an effect on the quality of the services they provide which in turn will affect their job performance (Eisenberg and et al 2012).

Mungania, Waiganjo and Kihoro (2016), opined that to achieve competitive advantage, organizations should take into account diversity of employee's needs, workplace flexibility for the employees, work life values, cultural influences in the areas where the companies operate as well as the diversity of working relationships. This will also ensure workers are attracted, retained and fully engaged in the organization. As many organizations come to terms with the challenges of attracting and retaining the best talent and retaining the best talent coupled with the emerging issues of work life conflicts, it is important that managers employ a variety of human resource practices to attain organizational goals (Mclean& Collins, 2011).A satisfied employee can create a customer satisfaction.

Theoretical Framework

This research work was anchored on Perceived Organizational Support theory (POS) Perceived Organizational Support Theory was propounded by Eisenberger, Huntington, Hutchinson, & Sowa (1986), they defined Perceived organizational support (POS) as an employee’s perception that the organization values his or her contribution and cares about the employee’s well-being.

The Perceived Organizational Support (POS) theory is highly relevant to the topic of workplace flexibility and performance in media companies in Anambra State. This theory suggests that employees who perceive strong support from their organization are more likely to exhibit higher levels of job satisfaction, commitment, and performance. In the context of media companies, where creativity and adaptability are crucial, offering workplace flexibility can enhance employees' perception of organizational support. When employees feel that their needs for flexible work arrangements are acknowledged, it fosters a sense of belonging and loyalty, ultimately improving their performance and the overall effectiveness of the organization. By aligning workplace flexibility with the principles of POS, media companies can create a supportive environment that not only boosts employee morale but also enhances productivity and innovation, critical for success in a competitive industry.

Empirical Review

Clarke and Holdsworth (2017), conducted a study on Flexibility in the Workplace: Implications of flexible work arrangements for individuals, teams and organizations, Objective is to know the impacts of flexibility in the workplace on the working lives of individuals and the implications for team and organizational effectiveness. They review the existing literature on flexible working, with an in-depth interview of two organizations (one public organization, and one private) to illustrate flexible working in practice. Descriptive survey research was adopted by the researcher. The findings shows that the employees has greater commitment and willingness to ‘give back’ to the organization, flexible working acts as a motivator for employees, such that they are more willing to work overtime, change work hours, take work home, in conclusion the researcher encourages that managers to adopt work flexibly themselves in their work schedules as be a role model to orders.

Putnam, Myers and Gailliard (2017), Examine the tensions in workplace flexibility and exploring options for new directions. Objective is to identify the tensions faced by workplace flexibility in California. The research is a qualitative research, findings reveal tensions and contradictions in the ways that employees, managers and organizations develop, enact and respond to these flexibility initiatives. The researchers conclude by urging organizations and society to reframe the tensions between work and life, to treat them as enriching rather than competing with each other and to transcend these opposite poles through exploring third spaces.

Su1, Li1, and Curry (2018), conducted a study on understanding workplace flexibility in state agencies: what facilitates employee access? American review of public administration, objective is to investigate how agency strategies, motives, resources, structure, and stakeholders shape employee access to workplace flexibility, the research was conducted in 222 state agencies in U.S of 27 state, descriptive research survey was used. Findings suggest that employee access to workplace flexibility is largely enhanced by strategic effort and agency motives, whereas agency structure shows limited impact. Agencies with bigger budgets provide employees more access to flextime, and those short of critical human capital tend to offer more options for flexible careers this study concludes with the discussion of research findings and potential policy implications.

BlagoyBlagoev (2024), explore the Barriers to Workplace Flexibility: The Contribution of Path-Dependence Theory for Explaining the Persistent Working Time Regime in a Knowledge-Intensive Firm, objective of study is to examine the cultural of change in firms as to better accommodate flexibility initiatives, but has little to say about how such change can occur and why initiatives fail and detail the sources and drivers of its persistence. The data were analysed using descriptive design and interviews analysed thematically conducted on 20 persons working in consult. The findings show that various organizationally supported initiatives to increase the workplace flexibility in order to challenge this working time regime often fail or even prove to be self-defeating the study concludes that when developed further, might substantially advance our understanding of organizational lock-ins and the often times paradoxical effects or top-down change initiatives.

Tang and Wadsworth (2024), explored the study of Time and Workplace Flexibility, objective of study was to identify employees performance regarding work hours, interference between work and home, and access to flexibility, support anticipants in the National Studies of the Changing Workforce are randomly selected to form a sample that is representative of the U.S. labor force analyses of variance, t tests and chi-squared tests was used also secondary date was adopted. findings show that employers that provide flexibility have more supportive supervisors have employees who are more satisfied with their jobs, more engaged, more likely to remain and in better mental health. Conclusion indicates that a large majority of employees place high value on flexibility at work, but some do not have the flexibility they need to manage their lives at and away from work. Access to flexibility on balance is improving somewhat, but, on average; employees are working more than they want to and feeling increasingly time-deprived. Nonetheless, the evidence continues to suggest that increasing access to flexibility is not only good for employees, but is also good for businesses.

Methodology

The study adopted a descriptive survey research design to examine the relationship between workplace flexibility and the performance of media companies in Anambra State, Nigeria. The target population comprised employees of selected media broadcasting companies in the three major cities of the state Awka, Onitsha, and Nnewi and totaled N = 211. Since the population size was manageable, the study adopted complete enumeration as the sampling approach, ensuring that all eligible respondents within the population were included, thereby reducing sampling error and bias. Data were collected using a structured questionnaire administered to respondents. The questionnaire was designed on a 5-point Likert scale and was divided into two sections (A and B) covering items on workplace flexibility and performance. Instrument validity was ensured through content and face validity, carried out by experts from the Department of Business Administration, who assessed the relevance, clarity, comprehensiveness, structure, and grammar of the instrument. Reliability was tested using Cronbach's Alpha with the aid of SPSS version 20, using a pilot test of 30 copies of the questionnaire (representing 20% of the population). The reliability coefficient obtained was 0.953, which is above the acceptable threshold ($\alpha \geq 0.70$), confirming the instrument's internal consistency. Data analysis was conducted using measures of central tendency and Pearson's Product Moment Correlation Coefficient (PPMCC) to test the hypotheses, with the level of significance set at 5% and analysis performed using SPSS version 20.

Analysis of Research Questions

Descriptive Statistics on Question items of Objective one

Table 1: Job Sharing and Customer Satisfaction of Media Firms in Anambra State.

S/N	Job Sharing	Mean	Std. Deviation
1.	Job sharing help me perform my job faster	4.38	.798
2.	I share work responsibility with my other staff	4.42	.740
3.	Work is usually split among staff	4.35	1.065
4.	I do alternate week work	4.40	.737
5.	Better quality of increased work output	3.90	1.139
	Customer Satisfaction		
1.	Job sharing has increase our customer satisfaction	4.75	.538
2.	Our customers are satisfied with our services rendered	4.45	.807
3.	Resuming 8.am has increase our customer satisfaction	4.15	.794
4.	We provide good quality service to our customers	4.14	1.289
5.	Customers need are resolved immediately	3.95	1.325

Source Field Survey (2025)

Table: 1. Shows the descriptive statistics for research question one for the media broadcasting company. The mean value that was used for analyzing the acceptance region is 3 and above while for the rejection region is below 3. The descriptive statistics is accepted for objective one.

Correlation Result for Objective One

Ha1: There is a significant relationship between job sharing and customer satisfaction of media companies in Anambra State.

Table.2: Correlation Result on Job sharing and Customer satisfaction

		JOBSHARE	CUSTOMER SATISFACTION
JOB SHARE	Pearson Correlation	1	.973
	Sig. (2-tailed)		.000
	N	200	200
CUSTOMER SATISFACTION	Pearson Correlation	.973	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 above indicated the correlation coefficient for job sharing and customer Satisfaction for the media broadcasting companies in Anambra State. The result indicated that a positive relationship exists between the variables with a correlation coefficient of .973

Table 3: Test for Hypothesis One for job sharing and customer satisfaction

N	cal.	Rdf	Level of significance	Remark
200	.973	198	.195	Significant

Source: Field Survey (2025)

Table 3 above indicated the test of significance for hypothesis one at media broadcasting company in Anambra State. From the result, it showed that the level of significance value at.05significance level and at 198 degrees of freedom is .195 and the calculated r is .973. The calculated r .973 is greater than the level of significance value 195. The research hypothesis is therefore accepted (Cal.r.973 >Crit.r.195).

Discussion of Findings

Findings obtained prove that workplace flexibility and performance have a positive relationship with each order. In the tested hypothesis one, which state that there is a positive significant relationship between job sharing and customer satisfaction of the media companies in Anambra State. The hypothesis was tested in Anambra State Broadcasting FM, Unizik FM, Wazobia FM, Brilla FM, Authority FM, Omega FM, NTA TV and ABS TV media were the correlation test evaluated identified that there is a relationship between the variables and they are significant in relationship. This will encourage the companies to include job sharing in their employer strategies that will be use to attract and retain employees in the media firm, it will bring about job satisfaction when carrying out their duties in the organization which leads to increase in customer satisfaction. This finding supports the study carried out by Clarke and Holdsworth (2017) on Flexibility in the Workplace: Implications of flexible work arrangements for individuals, teams and organizations stating that employees has greater commitment and willingness to ‘give back’ to the organization, it acts as a motivator for employees, such that they are more willing to work overtime, change work hours, take work home when job are properly shared among employees,

Summary of Findings

Based on the data collected and the hypothetical test results of hypothesis one, it indicates that there is a significant positive relationship between job sharing and customer satisfaction with a correlation coefficient of .973, the result is therefore accepted.

Conclusion

Having gained insights from the study and its findings, the study concludes that workplace flexibility plays a decisive role in determining the performance of employees and organization. It makes a great impact on the overall productivity and performance of the organization at large. This is as a result of the significance positive relationship between job sharing and customer satisfaction, flex time and employee retention, and tele-working and employee commitment. Workplace flexibility is highly recommended to organization so as to attract, retain and increase quality of services rendered to their customers which leads to highly competitive advantage over their competitors.

Recommendations

Sequel to the finding of the study, the study recommends:

1. Implement Comprehensive Job-Sharing Policy: This policy should encourage flexible work arrangements where two or more employees share the responsibilities of a single full-time position, allowing for balanced workloads and better work-life integration.

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