
WORKPLACE FLEXIBILITY AND EMPLOYEE PERFORMANCE OF OIL AND GAS FIRMS IN RIVERS STATE, NIGERIA

IKWOR, Nnachi Kalu (DBA), CHIKWE, John Emenike (PhD)

Department of Management, University of Port Harcourt, Nigeria

Abstract

This research examined the correlation between workplace flexibility and employee performance in oil and gas companies in Rivers State, Nigeria. We utilised a cross-sectional research approach, concentrating on 237 employees from five prominent oil and gas companies. Data were gathered via a standardised questionnaire and analysed using the Spearman Rank Order Correlation Coefficient. The study's findings indicated a substantial favourable correlation between telework, flexible hours, and employee performance metrics, including teamwork and adaptability. The findings indicate that the use of flexible work arrangements can improve employee performance and organisational efficacy. The research holds considerable ramifications for oil and gas companies in Rivers State. Implementing flexible work methods enables organisations to enhance employee satisfaction, diminish absenteeism, and recruit and retain premier talent. Moreover, flexible work arrangements can cultivate a more imaginative and adaptable staff, allowing organisations to respond efficiently to evolving market conditions. We advocate for additional study to examine the enduring effects of flexible work arrangements on employee performance and organisational success. Furthermore, research could examine particular elements that affect the efficacy of flexible work practices across various organisational settings.

Keywords: Adaptability, Employee Performance, Employee Satisfaction, Flexi-time, Job Satisfaction, Teamwork, Telework, Workplace Flexibility.

Introduction

The oil and gas industry in Rivers State, Nigeria, face various challenges that affect employee performance (Borha & Olujobi, 2023). Security challenges, including community unrest and militant actions, alongside infrastructural and operational obstacles, such as inadequate infrastructure and convoluted procedures, may profoundly impact employee morale and productivity (Osahon & Ebipade, 2022; Okezie et al., 2023). Moreover, insufficient remuneration and benefits, challenging work-life balance, poor leadership, and health and safety issues impede employee performance and overall organisational success (Ihedigbo et al., 2023).

Employee performance quantifies the extent to which an individual meets their employment obligations (Diamantidis & Chatzoglou, 2018). It includes multiple facets, such as work quality and quantity, job knowledge, interpersonal interactions, accomplishments, and behavioural elements (Atatsi et al., 2019). Performance evaluations, which furnish feedback, pinpoint areas for enhancement, and establish objectives for future advancement, frequently appraise employee performance. It is an ongoing process that requires collaboration between the individual and their management to improve performance and attain organisational goals.

Hessari et al. (2024) proposed that teamwork and adaptability serve as indicators of employee performance in their study on reducing cyberloafing through employee adaptability, focusing on the influences of temporal leadership, teamwork attitudes, and competitive work environments. Collaboration and flexibility are essential indicators of employee performance, especially in contemporary, evolving work settings. Studies demonstrate that efficient collaboration elevates employee performance by fostering enhanced communication, trust, and common objectives. Furthermore, individuals are increasingly recognising the need of adaptation in addressing intricate situations, especially following a pandemic. Collaboration and a sense of belonging substantially enhance employee performance through teamwork (Wulansari & Musslifah, 2024; Phulpoto, 2023). Adaptability is essential for individuals to respond effectively to evolving situations, which is increasingly requisite in the contemporary business environment (Luthia, 2022).

Workplace flexibility pertains to arrangements enabling employees to modify their work schedules, locations, or patterns to align with their personal and professional requirements (Galinsky et al., 2013; Kim et al., 2020). This may encompass flexible hours, telecommuting, compressed workweeks, or job sharing. Employers can enhance employee satisfaction, decrease absenteeism, and increase productivity by providing flexibility (Smith et al., 2019; Halinski & Duxbury, 2020). Operations management depends on work flexibility to regulate labour capacities and competences, therefore alleviating system imbalances resulting from uncertainties and changes (Qin et al., 2015). In the workplace, flexibility serves as a coping strategy for employees, enabling them to establish temporary possibilities for adaptability within a regimented setting (Root & Young, 2011). It correlates with improved self-reported health, while it may not effectively decrease organisational healthcare expenditures (Butler et al., 2009).

George et al. (2022) identified telework and flexible scheduling as components of workplace flexibility in their examination of its impact on employee productivity. The acknowledgement of telework and flexible hours as essential aspects of workplace flexibility is increasing, particularly in the changing post-pandemic work settings (Okolie & Egbon, 2023). These arrangements not only improve employee satisfaction and work-life balance but also affect productivity and health results. Telework enables individuals to work from remote locations, minimising commuting stress and duration, potentially enhancing job satisfaction and productivity (Tarca & Bucurean, 2023; Stella et al., 2020). Research suggests that

telecommuters participate more in recreational activities such as walking and cycling, hence benefiting public health (Wohner, 2023). The COVID-19 epidemic increased the acceptance of telework, converting it from a temporary remedy to a desired work model (Herrera et al., 2022). Employees can pick their working hours with flexi-time agreements, resulting to an increasing use of active transport modes (Wohner, 2023).

Many studies have already been done on the variables of the study, looking at the link between workplace flexibility and employee performance in various fields such as retail, IT, manufacturing, high tech, pharmaceuticals/chemicals, services, banking, hospitality, aviation, and more (Bhusan & Sar, 2020; Prasad & Mishra, 2021; Siber & Cero, 2024; Ugargol & Patrick, 2018; Shijaku et al., 2015; Gaur & Dhamija, 2024; Bodla & Ningyu, 2017; Farrukh et al., 2022; Liu & Lin, 2021; Beltrán-Martín et al., 2016; Ifeoma, 2019; Jung & Yoon, 2021; Karsili et al., 2021). However, the relationship between workplace flexibility and employee performance has gotten minimal attention from oil and gas enterprises in Rivers State, Nigeria.

Aim and Objectives of the Study

The aim of this study is to ascertain the relationship between workplace flexibility and employee performance of oil and gas firms in Rivers State, Nigeria.

The specific objectives are to:

- i. Investigate the relationship between telework and teamwork of oil and gas firms in Rivers State, Nigeria.
- ii. Assess the relationship between telework and adaptability of oil and gas firms in Rivers State, Nigeria.
- iii. Find out whether there is a relationship between flexi-time and teamwork of oil and gas firms in Rivers State, Nigeria.
- iv. Evaluate the relationship between flexi-time and adaptability of oil and gas firms in Rivers State, Nigeria

Research Hypotheses

The following null hypotheses were formulated for the purpose of this study.

HO₁: There is no significant relationship between telework and teamwork of oil and gas firms in Rivers State, Nigeria.

HO₂: Telework does not significantly relate with adaptability of oil and gas firms in Rivers State, Nigeria.

HO₃: There is no significant relationship between flexi-time and teamwork of oil and gas firms in Rivers State, Nigeria.

HO₄: Flexi-time does not significantly relate with adaptability of oil and gas firms in Rivers State, Nigeria

Workplace Flexibility

Jeffrey Hill et al. (2008) defined workplace flexibility as a process in which an organisation permits employees to select work-related activities. The capacity for remote work has become a significant factor in employment decisions. Hybrid work is now essential: over 70% of candidates demand that organisations implement a flexible work policy (International Workplace Group, 2022). Contemporary organisations emphasise hyperflexibility, part-time commuting, environmental benefits, suburban renewal, virtual collaboration, productivity measurements, workforce distribution, experience design, minimised overheads, and innovative organisational frameworks. From an organisational standpoint, various strategies exist to coordinate disparate remote work elements that can be integrated (Kossek et al.,

2021): personnel—segregated (some employees on-site, others remotely); temporal—divided (individual work during optimal times, maintaining personal and professional equilibrium, multiple shorter work intervals); or remote-first (remote work as the default, with in-person interactions occurring as needed).

The digitisation of workplaces enhances the flexibility of working hours. CIPD (2023) delineates the ramifications and suggestions for organisations about flexible working hours. Initially, establish internal policies that enable employees to recognise flexibility from their first day of employment, when possible, thereby appealing to candidates who desire flexibility. Secondly, it is essential to disseminate information regarding many forms of flexible employment throughout the organisation. Thirdly, we seek to cultivate a more profound connection between employees and the organization's mission and culture. We will consistently evaluate, modify, and enhance flexible work by collaboratively defining and formulating explicit and transparent policies and principles that regulate eligibility and access to these practices. Fourthly, we must assess the organisational risks related to employee equality and inclusion in flexible work practices, and formulate an action plan along with implementation recommendations. Moreover, we must establish opportunities for learning and development, along with awards and recognition, regardless of employees' work location and schedule. The objective is to educate managers on the proficient administration of flexible and hybrid teams, while providing support in performance management, distant communication, cooperation, relationship development, and employee advancement.

Telework

'Telework' often denotes the performance of work from a location distinct from a primary corporate office, wherein information technology (IT) is integral to the work process (Sullivan, 2003). Various terminologies in the literature denote this expansive notion of telework. The word 'telecommuting,' frequently employed in the US, signifies that the notion of telework emerged in the 1970s as a reaction to the oil crisis (Pyöriä, 2011). Telework is frequently regarded as a component of flexible work arrangements, or workflex, which may encompass additional elements such as flexible working hours or compressed workweeks (Fiksenbaum, 2013; Morgan, 2004). The significance of the IT component distinguishes telework from other modalities of remote work (Sullivan, 2003) and mobile work (Cohen, 2010).

A single term for the diverse forms of telework obscures these distinctions, thereby hindering study (Sullivan, 2003). Telework can be performed either full-time or part-time, with research indicating that the intensity of telework affects its outcomes (Gajendran & Harrison, 2007). An additional facet in the literature is the distinction between telework conducted as part of regular job and that performed as a freelancer (Garrett & Danzinger, 2007). Allen et al. (2003) propose that telework should be comprehended as a multidimensional concept, as telework arrangements differ in frequency, location, autonomy, formality of policies, performance evaluation methods, and the initiator of telework—whether employees or management.

Flexi-Time

Flexi-time is a strategy that substitutes conventional fixed work hours with a system that permits employees to select their own starting and ending times (Barney & Elias, 2010; Olorunsola & Ibegbulam, 2003). In 1960, German economist Christel Kraemerer introduced the concept of flexitime to address the shortage of skilled labour (Rubin, 1979) and to mitigate absenteeism among female employees (Shagvaliyeva & Yazdanifard, 2014). However, numerous organisations subsequently modified its implementation process. The

core idea of the concept is that flexible working hours may be more advantageous than a strict work plan (Rubin, 1979).

Flexible working hours offer advantages to both employees and employers. It enhances employee performance (Atkinson & Hall, 2011) and organisational productivity (Uglanova & Detmers, 2018). Flexitime enables employees to achieve a work-life balance (Shagvaliyeva & Yazdanifard, 2014; Prowse & Prowse, 2015). It lowers absenteeism as employees can allocate time for medical appointments, banking, and other activities inside their working hours (Rubin, 1979). Flexitime enables employees to work during their peak productivity periods (Leslie et al., 2012). Employees exhibit elevated levels of positive attitude, satisfaction (Hicks & Klimoski, 1981), engagement (Uglanova & Detmers, 2018), loyalty, dedication, and productivity, while demonstrating diminished turnover intention (Shagvaliyeva & Yazdanifard, 2014), absenteeism, and sick leave (Uglanova & Detmers, 2018). It facilitates the organisation in sustaining a culture of trust and aids in executing HR duties related to attracting and keeping proficient personnel. It facilitates efficient work planning. Flexitime enables employees to select their break periods in conjunction with core working hours (Shagvaliyeva & Yazdanifard, 2014). McNall et al. (2009) assert that flexitime is more efficacious and produces superior outcomes compared to flex place.

Employee Performance

Performance is characterised as the outcomes and achievements valued by the organisation or system with which one is associated (Paais & Pattiruhu, 2020). The performance of employees is the aggregate of all objectives and tasks accomplished by an individual (Kuswati, 2020). It is a critical aspect in management and human resource management (HRM). Employees may utilise it in multiple capacities to ascertain awards, compensation, and promotions (Kuswati, 2020). Kuswati (2020) asserts that organisations should prioritise employee performance due to its impact on overall performance.

Silitonga and Sadeli (2020) contend that individuals frequently see employee performance as indicative of the organization's overall performance, so directly influencing the organization's reputation. Khan and Mashikhi (2017) assert that performance is seen as the paramount consequence by both the organisation and its personnel.

Successful enterprises utilise performance as a criterion to assess their operational achievements. Experts characterise performance as the result of an individual's labour or the execution of their duties and responsibilities (Rusmiati & Fitriani, 2021). Employee performance is a metric that reflects the extent to which employees comply with both explicit and implicit standards, objectives, and priorities. Employee performance is characterised by the way in which employees execute their designated tasks and fulfil their obligations (Omar et al., 2022).

Teamwork

Individuals unite for a shared objective, subordinating their personal demands to those of the group (Garba, 2020). Essentially, each team member prioritises the collective goals of the business over their personal wants. Gupta and Ash (1994) characterised teamwork as the collaborative effort of a group to attain shared aims and objectives for the benefit of service users and organisations, hence ensuring the provision of high-quality service. Employees' collaboration is perceived as encompassing a broader collective than what job titles indicate. The fundamental principle of collaboration is the distribution of workload into manageable segments for collective participation.

Teamwork involves collaboration, knowledge sharing, mutual support, and collaborative responsibility (Fapohunda, 2013; Khattak et al., 2013). In a professional setting, collaboration is crucial for colleagues to operate effectively, utilising their distinct abilities and providing constructive criticism, even among personal disagreements. Ultimately, teamwork entails a group of persons voluntarily collaborating to achieve a common goal (Obiekwe et al., 2021).

Adaptability

Adaptability denotes the capacity to modify, develop, and succeed within fluctuating conditions. It necessitates adaptability, receptiveness, and fortitude. Employees with adaptation skills are more proficient at managing uncertainty, recognising new opportunities, and making informed decisions in swiftly changing contexts (HustleHub, 2023; Rawal, 2023).

Adaptability is a facet of resilience that signifies learning, the capacity to experiment and embrace innovative solutions, and the cultivation of generalised responses to diverse categories of difficulties (Walter et al., 2006). Bowden (1946), in his studies on the previous world war, defines adaptive capability as the propensity of individuals or organisations to sustain an experimental approach to emerging conditions and to respond effectively to evolving circumstances. In this setting, two techniques to adaptation are identified: socio-environmental and organisational (Mc Manus et al., 2008).

Alterations in the corporate environment compel the organisation to perpetually adjust (Wobodo & Oparanma, 2019, quoted in Wobodo et al., 2020). Organisations, being open systems, operate within a complex and uncertain environment. Organisations must consistently adjust to varying degrees of environmental uncertainty to survive and achieve profitability (Amah & Baridam, 2012). Organisational adaptability refers to an organization's capacity to identify the necessity for change and capitalise on possibilities within a fluctuating environment (Schulze & Pinkow, 2020).

Theoretical framework

Job Demands-Resources (JD-R) Model

A fundamental tenet of JD-R theory posits that, despite individuals operating across diverse sectors—such as academics, manufacturing, transportation, or finance—their job characteristics may be categorised into two distinct groups: job demands and job resources. Job demands are features of employment that necessitate continuous effort and are thus linked to physiological and psychological expenses (Demerouti et al., 2001; Bakker & Demerouti, 2017). Examples encompass excessive workload, conflicting demands from supervisors and clients, and harassment. Job resources denote elements of employment that facilitate the attainment of work-related objectives, mitigate job pressures and their associated costs, and promote personal growth and development (Demerouti et al., 2001). Instances include collegial social support, the autonomy to choose between remote or office work, and the availability of promotional chances.

This model clearly demonstrates that workplace flexibility serves as an essential job resource, alleviating the adverse effects of working demands including excessive workloads and extended hours. Granting employees enhanced autonomy and control over their work schedules can alleviate stress, elevate job satisfaction, and ultimately enhance performance.

Empirical review

Ananda (2024) examined the impact of flexible work arrangements on work-life balance and employee performance within human resource management. This study employs quantitative

methodologies utilising a survey technique. The research population comprises personnel employed by enterprises in Bandung City. The study sample comprised 100 employees, chosen by purposive sampling methodology. This study employed questionnaires and literature reviews as data collection methods. The analytical method employed is regression testing, utilising the SPSS software. The findings indicated that flexible work positively affects work-life balance and employee performance. Employees engaged in flexible work arrangements generally exhibit superior work-life balance and performance relative to those in traditional work settings. The questionnaire results reveal that employees with flexible work arrangements generally experience increased time for family and friends, reduced stress levels, and heightened job satisfaction.

Rahayu (2024) assessed the impact of work flexibility and job satisfaction on employee performance in Karawang. This study employs the technique of administering surveys directly to respondents who are employees in Karawang city. This research is quantitative in nature. The processed data is primary data acquired from the outcomes of administering surveys through basic random sampling methods. A sample of 75 respondents was acquired through the distribution of the questionnaire. Data analysis was conducted utilising the Smart PLS (Partial Least Squares) software version 3. Evaluate valid study results and indicators. The variable of work flexibility significantly impacts job happiness. The variable of job happiness does not exhibit a substantial correlation with employee performance. This information might assist a corporation in identifying employees.

Methodology

Research Design

This investigation employed a cross-sectional survey methodology. Through deliberate sampling, five (5) prominent oil and gas companies were selected based on company size, geographical location, and total assets as the study's population. The majority of their employees have IT skills, suggesting that information resources are easily accessible for retrieval, even through online surveys. Consequently, the sample of 237 employees was suitable for the selected data analysis methodologies according to the established rule of thumb. According to Johnson and Rasulo (2017), a sample size of 100 or more is adequate to yield beneficial research outcomes. Descriptive statistics were assessed using the mean and standard deviation to delineate the attributes of the variables examined. Inferential statistics were analysed via the Spearman Rank Correlation Coefficient with SPSS version 25.0.

Result and Discussions

The researcher sent the link for the respondents to complete. Of the 237 individuals sampled, only 216 respondents (91%) completed the questionnaire. Of the 216 completed copies, only 209 (97%) responses were deemed legitimate and utilised for the analysis.

Table 1: Demographic (Descriptive) Data Analysis

Gender	Response Rates
Male	129
Female	80
Total	209 (100%)
Age of the Respondents	Response Rates
21-30Yrs	27
31-40Yrs	94
41-50Yrs	58
Over 50Yrs	30
Total	209 (100%)
Education Qualification	Response Rates
WAEC/OND	68
First Degree	135
Master's Degree	32
Total	209 (100%)

Table 1 displays the gender characteristics of the respondents. A greater number of men than women completed the poll. Among the overall population, 61.7% (129 responders) were male, while 38.3% (80 participants) were female. This suggests that the predominant demographic of oil and gas employees is male.

Table 1 illustrates the distribution according to the participants' age group. The data indicates that the predominant age group among respondents is 31–40 years (45%), succeeded by the 41–50 age group (28%), those over 50 years (14.4%), and lastly, the 21–30 age group (12.9%). This indicates that most oil and gas employees are under the age of 40.

Table 1 presents the educational backgrounds of the respondents. The predominant number of respondents has a bachelor's degree (135 respondents), whereas 68 have attained WAEC education. Of the total answers, 32 possess master's degrees. Given that most oil and gas employees possess bachelor's degrees, we can infer that they are knowledgeable with workplace flexibility and employee performance, and will likely respond to our questionnaire without difficulty.

Hypotheses Testing

Hypothesis One

H₀₁: There is no significant relationship between telework and teamwork of oil and gas firms in Rivers State, Nigeria

Table 2: Analysis of the effect of Telework (TWK) on Teamwork (TMK)

		TWK	TMK
TWK	Correlation Coefficient	1.000	.868
	Sig. (2-tailed)	.	.000
	N	209	209
TMK	Correlation Coefficient	.868	1.000
	Sig. (2-tailed)	.000	.
	N	209	209

Source: SPSS 25.0 output on research data

Table 2 indicates that the Spearman correlation coefficient is 0.868, signifying a positive linear association between telework and teamwork. The correlation test is statistically significant, yielding a p-value of 0.000. A positive correlation indicates that when telework levels rise, teamwork levels also likely to rise.

Collectively, these findings indicate a robust, affirmative, and statistically significant correlation between telework and cooperation in oil and gas companies in Rivers State, Nigeria. Implementing telework methods in these organisations may enhance cooperation dynamics and potentially boost collaboration and production. The findings indicate that telework may serve as an effective mechanism for improving cooperation in oil and gas companies in Rivers State, Nigeria. Nevertheless, further investigation is required to comprehensively grasp the fundamental mechanisms and possible obstacles related to the implementation of telework in this setting.

Research indicates that telework can boost team communication, collaboration, and problem-solving, resulting in improved teamwork (Ghar, 2024; Klonck & Parker, 2021; Rush, 2023). Telework can promote a more inclusive workplace, enabling the exchange and appreciation of varied perspectives, which results in enhanced creativity and innovation. Telework enhances work-life balance, alleviates stress, and boosts job satisfaction by minimising commute time and offering flexibility, hence fostering improved teamwork.

A study at oil and gas companies in Rivers State identified a substantial positive correlation between remote work elements (work environment and digital skills) and cross-cultural team dynamics. This indicates that with suitable infrastructure and training, telework can improve collaboration, even across cultural divides (Emmanuel, 2024).

Hypothesis Two

H₀₂: There is no significant relationship between telework and adaptability

Table 3: Analysis of the effect of telework (TWK) on adaptability (ADY)

		TWK	ADY
TWK	Correlation Coefficient	1.000	.852
	Sig. (2-tailed)	.	.000
	N	209	209
ADY	Correlation Coefficient	.852	1.000
	Sig. (2-tailed)	.000	.
	N	209	209

Source: SPSS 25.0 output on research data

Table 3 indicates that the Spearman correlation coefficient is 0.852, signifying a robust positive linear link between telework and adaptability. The correlation test is extremely significant, with a p-value of 0.000. The p-value is inferior to the alpha threshold of 0.05. A

positive correlation indicates that an increase in telework levels is associated with a rise in adaptability levels.

Collectively, these findings indicate a robust, affirmative, and statistically significant correlation between telework and adaptability in oil and gas companies in Rivers State, Nigeria. This suggests that adopting telework methods in these companies may enhance their capacity to respond to changes and problems. The findings indicate that telework may serve as an effective instrument for improving adaptability in oil and gas companies in Rivers State, Nigeria. Nevertheless, to comprehensively grasp the underlying mechanisms and potential obstacles related to the implementation of telework in this setting, further research is required.

Research indicates that remote work can improve organisational agility by enabling employees to operate from any location, swiftly adapt to evolving situations, and collaborate with colleagues across various time zones (Martínez Sánchez et al., 2007; Bălăcescu et al., 2021; Iordache et al., 2021). Remote employment can facilitate organisations' adaptation to changes in the business environment by diminishing their dependence on physical office space.

Multiple research indicate that telework enhances organisational adaptability by promoting innovation, creativity, and problem-solving (Solís, 2017; Urien, 2023). Telecommuting can attract and retain premier talent, particularly among younger demographics that prioritise flexibility, autonomy and work-life equilibrium (Stoian et al., 2022; Yorulmaz et al., 2023). Telework enhances employee satisfaction and engagement by minimising commute time and offering flexibility, resulting in more adaptability and resilience.

Hypothesis Three (H₀₃) Testing

H₀₃: There is no significant relationship between flexi-time and teamwork of oil and gas firms in Rivers State.

Table 4: Analysis of the effect of *flexi-time (FTE)* on *teamwork (TMK)*

		FTE	TMK
FTE	Correlation Coefficient	1.000	.795
	Sig. (2-tailed)	.	.000
	N	209	209
TMK	Correlation Coefficient	.795	1.000
	Sig. (2-tailed)	.000	.
	N	209	209

Source: SPSS 25.0 output on research data

Table 4 indicates that the Spearman correlation coefficient is 0.795, demonstrating a robust positive linear association between flexi-time and teamwork. The correlation test is extremely significant, yielding a p-value of 0.000. The p-value is below the alpha threshold of 0.05. A

positive correlation indicates that an increase in flexi-time is associated with a rise in teamwork levels.

Collectively, these findings indicate a robust, affirmative, and statistically significant correlation between flexi-time and teamwork in oil and gas companies in Rivers State, Nigeria. Implementing flexi-time policies in these organisations may enhance collaborative dynamics and potentially boost collaboration and output. The findings indicate that flexi-time may serve as an effective mechanism for improving cooperation in oil and gas companies in Rivers State, Nigeria. Nevertheless, to comprehensively grasp the fundamental mechanisms and potential obstacles related to the implementation of flexi-time in this setting, additional research is required.

Research indicates that flexible work arrangements, such as flexi-time, enhance employee engagement and job satisfaction, resulting in improved teamwork and collaboration (Ugwuoke Emmanuel, 2024). Flexi-time facilitates employees in balancing their professional and personal lives, thereby mitigating stress and burnout, which can enhance teamwork (Yugi et al., 2023; Hartner-Tiefenthaler et al., 2023).

Multiple research indicate that flexible work arrangements can bolster teamwork by enhancing work-life balance, decreasing absenteeism, and elevating employee morale (Cheng et al., 2023; Suhandi & Gularso, 2024). Granting employees greater autonomy over their work schedules through flexi-time can enhance motivation and productivity, hence benefiting team performance.

Hypothesis Four (H₀₄) Testing

H₀₄: There is no significant relationship between Flexi-time and adaptability of oil and gas firms in Rivers State, Nigeria.

Table 5: Analysis of the effect of *flexi-time (FTE)* on *adaptability (ADY)*

		FTE	ADY
FTE	Correlation Coefficient	1.000	.843
	Sig. (2-tailed)	.	.000
	N	209	209
ADY	Correlation Coefficient	.843	1.000
	Sig. (2-tailed)	.000	.
	N	209	209

Source: SPSS 25.0 output on research data

Table 5 indicates that the Spearman correlation coefficient is 0.843, demonstrating a robust positive linear link between flexi-time and adaptability. The correlation test is extremely significant, yielding a p-value of 0.000. The p-value is inferior to the alpha threshold of 0.05. A positive correlation indicates that an increase in flexi-time corresponds with a rise in adaptability.

Collectively, these findings indicate a robust, affirmative, and statistically significant correlation between flexi-time and adaptability in oil and gas companies in Rivers State, Nigeria. This suggests that the adoption of flexible working hours in these companies may enhance their capacity to respond to changes and problems. The findings indicate that flexi-time may serve as an effective mechanism for improving adaptation in oil and gas companies in Rivers State, Nigeria. Nevertheless, to comprehensively grasp the fundamental mechanisms and possible obstacles related to the implementation of flexi-time in this setting, further research is required.

Research indicates that flexible work arrangements, such as flex time, might improve organisational agility by enabling employees to swiftly adapt to evolving company demands and unforeseen obstacles (Berkery et al., 2020; Wanniarachchi et al., 2022). Flexi-time enhances work-life balance, alleviates stress, and boosts job satisfaction by offering employees greater flexibility in their work schedules, resulting in elevated employee engagement and adaptability.

Multiple studies indicate that flexible work arrangements enhance organisational adaptability by promoting innovation, creativity, and problem-solving (Rikhi & Mehta, 2021; Mahendra & Kurniawati, 2024). Granting employees greater autonomy over their work schedules through flexi-time can result in heightened job satisfaction and motivation, hence improving employee performance and adaptability.

Conclusion

The study on the correlation between workplace flexibility and employee performance in oil and gas companies in Rivers State, Nigeria, has produced noteworthy findings. The robust positive relationships among telework, flexible hours, and both collaboration and adaptation indicate that flexible work arrangements significantly influence employee performance.

Telework, specifically, seems to be an effective instrument for improving collaboration and flexibility. Granting staff, the ability to work remotely enables organisations to enhance communication, collaboration, and innovation. Furthermore, flexible working hours enable employees to modify their schedules, resulting in enhanced work-life balance, less stress, and increased job satisfaction.

It is essential to recognise that the execution of flexible work arrangements necessitates meticulous planning and administration. Organisations must guarantee that employees possess the requisite technology infrastructure and assistance to operate remotely with efficacy. Moreover, effective communication, trust, and robust leadership are vital for sustaining team cohesion and productivity.

Recommendations

We offer the following strategies to enhance workplace flexibility and employee performance at oil and gas companies in Rivers State, Nigeria, based on the study's findings and conclusions:

1. Oil and gas companies in Rivers State should establish a detailed telework strategy that delineates explicit policies, processes, and expectations. Invest in resilient technical infrastructure to enable remote work and collaboration. Utilise diverse communication tools (e.g., video conferencing, instant messaging, and project management software) to ensure successful communication and collaboration among team members.
2. Oil and gas companies in Rivers State should cultivate a culture of innovation and adaptation by promoting open communication and knowledge exchange among

personnel, irrespective of their geographical location. Foster a culture of perpetual learning and growth to augment staff competencies and adaptability. Define explicit performance criteria that correspond with the organization's strategic objectives and promote creativity and flexibility.

3. Oil and gas companies in Rivers State should establish a definitive flexi-time policy that delineates the eligibility criteria, core hours and approval procedures. Ensure the policy is clearly communicated to all staff to avoid confusion and misconceptions. Oil and gas companies in Rivers State ought to furnish robust leadership and assistance to their staff, enabling them to exercise initiative and make judgements. Urge managers to exhibit flexibility and adaptability in their team management strategies. Consistently evaluate the efficacy of flexible work schedules and implement required modifications.
4. Formulate a detailed flexible work strategy customised to the distinct requirements of various positions and departments. Formulate explicit protocols and standards concerning remote work, flexible hours, and shortened workweeks. Facilitate clear and transparent communication with employees regarding the policy and its advantages.

References

- Allen, D. G., Renn, R. W., & Griffeth, R. W. (2003). The impact of telecommuting design on social systems, self-regulation, and role boundaries. In *Research in personnel and human resources management* (pp. 125-163). Emerald Group Publishing Limited.
- Amah, E., & Baridam, D. (2012). Adaptability and organisational effectiveness: A study of the Nigerian banking industry. *International Journal of Business and Management Tomorrow*, 2(3), 1-10.
- Ananda, A. (2024). The Influence of Flexible Work on Work-Life Balance and Employee Performance in Human Resource Management. *Devotion: Journal of Research and Community Service*, 5(2), 335-340.
- Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: a systematic literature review. *Journal of Advances in Management Research*, 16(3), 329-351.
- Atkinson, C., & Hall, L. (2011). Flexible working and happiness in the NHS. *Employee Relations*, 33(2), 88-105.
- Bălăcescu, A., Pătraşcu, A., & Păunescu, L. M. (2021). Adaptability to teleworking in European countries. *Amfiteatru Economic*, 23(58), 683-699.
- Barney, C. E., & Elias, S. M. (2010). Flex-time as a moderator of the job stress-work motivation relationship: A three nation investigation. *Personnel Review*, 39(4), 487-502.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273.
- Beltrán-Martín, I., Bou-Llusar, J. C., & Salvador-Gómez, A. (2021). HR flexibility and firm performance in professional service firms. *Journal of Management & Organization*, 1-22.
- Berkery, E., Morley, M. J., Tiernan, S., & Peretz, H. (2020). From start to finish: Flexi-time as a social exchange and its impact on organizational outcomes. *European Management Journal*, 38(4), 591-601.
- Bhusan, B., & Sar, A. K. (2020). Critically analysing the concept of workplace flexibility and how it impacts employee and organizational performance: A case of the retail industry in India. *Eurasian Chemical Communications*, 2(9), 1001-1010.
- Bodla, A. A., & Ningyu, T. (2017). Transformative HR practices and employee task performance in high-tech firms: The role of employee adaptivity. *Journal of Organizational Change Management*, 30(5), 710-724.
- Borha, D. O. E., & Olujobi, O. J. (2023). An examination of the Petroleum Industry Act 2021: prospects, challenges, and the way forward. *F1000Research*, 12.
- Bowden, G. T (1946). The adaptive capacity of workers. *Harvard Business Review*, 71(2), 75-84.
- Butler, A. B., Grzywacz, J. G., Ettner, S. L., & Liu, B. (2009). Workplace flexibility, self-reported health, and health care utilization. *Work & Stress*, 23(1), 45-59.
- Cheng, J., Sun, X., Zhong, Y., & Li, K. (2023). Flexible work arrangements and employees' knowledge sharing in post-pandemic era: The roles of workplace loneliness and task interdependence. *Behavioral Sciences*, 13(2), 168.
- CIPD. (2023). Flexible and hybrid working practices in 2023. <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2023-pdfs/2023-flexible-hybrid-working-practices-report-8392.pdf>
- Cohen, R. L. (2010). Rethinking 'mobile work': boundaries of space, time and social relation in the working lives of mobile hairstylists. *Work, Employment and Society*, 24(1), 65-84.

- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- Diamantidis, A. D., & Chatzoglou, P. (2018). Factors affecting employee performance: an empirical approach. *International journal of productivity and performance management*, 68(1), 171-193.
- Emmanuel, E. I. (2024). Impact of Remote Work on Cross-Cultural Team Dynamics in The Oil & Gas Firms in Rivers State. *Scholarly Journal of Management Sciences Research*, 3(7), 38-53.
- Fapohunda, T. M. (2013). Understanding teamwork and team effectiveness. *Journal of Business Studies Quarterly*, 5(2), 107-115.
- Farrukh, M., Meng, F., & Raza, A. (2022). Believe they can succeed, and they will: intrapreneurial behaviour and leadership. *European Journal of Innovation Management*, 25(3), 661-679.
- Fiksenbaum, L. M. (2014). Supportive work-family environments: implications for work-family conflict and well-being. *The International Journal of Human Resource Management*, 25(5), 653-672.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524.
- Galinsky, E., Matos, K., & Sakai-O'Neill, K. (2013). Workplace flexibility: A model of change. *Community, Work & Family*, 16(3), 285-306.
- Garba, A. (2020). Influence of teamwork on organizational performance in Nigerian public sector: A study of Benue state civil service, Nigeria. *Journal of Economics & Management Research*, 1(3), 1-6.
- Gaur, A., & Dhamija, A. (2024). Impact of Workplace Flexibility on Employee and Organizational Performance in the Manufacturing Industry: An Empirical Study of Demographical Construct. *Library Progress International*, 44(3), 3396-3411.
- George, Y. E., Amah, E., & Okocha, N. O. (2022). Workplace Flexibility and Employee Productivity: A Theoretical Perspective. *International Academy Journals of Management Sciences*, 6(2), 01-15.
- Ghar, S. (2024). *The impact of remote work on team collaboration and communication*. Research Thesis, Manipal Global NT University.
- Gupta, Y. P., & Ash, D. (1994). Excellence at Rohm and Haas Kentucky: A case study of work-team introduction in manufacturing. *Production and Operations Management*, 3(3), 186-200.
- Halinski, M., & Duxbury, L. (2020). Workplace flexibility and its relationship with work-interferes-with-family. *Personnel Review*, 49(1), 149-166.
- Hartner-Tiefenthaler, M., Zedlacher, E., & Clarke, S. (2023). Flexible working arrangements as privilege or entitlement? Type of access to flexible working arrangements shapes reciprocal beliefs and social exchange relationships in hybrid work teams. *Zeitschrift für Arbeitswissenschaft*, 77(4), 666-677.
- Herrera, J., De las Heras-Rosas, C., Rodríguez-Fernández, M., & Ciruela-Lorenzo, A. M. (2022). Teleworking: The Link between Worker, Family and Company. *Systems*, 10(5), 134.
- Hessari, H., Daneshmandi, F., Busch, P., & Smith, S. (2024). Mitigating cyberloafing through employee adaptability: the roles of temporal leadership, teamwork attitudes and competitive work environment. *Asia-Pacific Journal of Business Administration*.
- Hicks, W. D., & Klimoski, R. J. (1981). The impact of flexitime on employee attitudes. *Academy of Management Journal*, 24(2), 333-341.

- HustleHub (2023). *Entrepreneurship and Adaptability: How to build skills to navigate uncertainty and change*, <https://www.linkedin.com/pulse/entrepreneurship-adaptability-how-build-skills-navigate-uncertainty> retrieved 7/12/23
- Ihedigbo, K. S., Awwal, H. M., Sakiru, R. A., Olughu, C. E., & Bello, A. O. (2023). Assessment of Working Environment Factors Influencing Construction Workers' Performance in the Nigerian Construction Industry. *Journal of Sustainability and Environmental Management*, 2(2), 98-105.
- Ifeoma, A. R. (2019). Flexible work arrangement and employee performance of selected commercial banks in Anambra State Nigeria. *International Journal of Academic Information Systems Research*, 3(11), 1-8.
- International Workplace Group (2022) <https://assets.iwg-plc.com/image/upload/v1643045613/IWG/MediaCentre/hpd65ydmsjsovoknfgfu.pdf>
- Iordache, A. M. M., Dura, C. C., Coculescu, C., Isac, C., & Preda, A. (2021). Using neural networks in order to analyze telework adaptability across the European union countries: a case study of the most relevant scenarios to occur in Romania. *International Journal of Environmental Research and Public Health*, 18(20), 10586.
- Jeffrey Hill, E., Grzywacz, J. G., Allen, S., Blanchard, V. L., Matz-Costa, C., Shulkin, S., & Pitt-Catsoupes, M. (2008). Defining and conceptualizing workplace flexibility. *Community, Work and Family*, 11(2), 149-163.
- Jung, H. S., & Yoon, H. H. (2021). Generational effects of workplace flexibility on work engagement, satisfaction, and commitment in South Korean deluxe hotels. *Sustainability*, 13(16), 9143.
- Karsili, H., Yesiltas, M., & Berberoglu, A. (2021). Workplace flexibility for sustainable career satisfaction: case of handling in the aviation sector in North Cyprus. *Sustainability*, 13(12), 6878.
- Khan, S., & Mashikhi, L. S. (2017). Impact of teamwork on employees performance. *International Journal of Education and Social Science*, 4(11), 14-22.
- Khattak, A., Rehman, K. U., Shah, I. & Jan, S. (2013). Teamwork in organizations: A comparative study of antecedents, consequences, and mediating influences of trust and team cohesion. *Pakistan Journal of Commerce and Social Sciences*, 7(1), 12-29.
- Kim, J., Henly, J. R., Golden, L. M., & Lambert, S. J. (2020). Workplace flexibility and worker well-being by gender. *Journal of Marriage and Family*, 82(3), 892-910.
- Klonek, F., & Parker, S. K. (2021). Designing SMART teamwork: How work design can boost performance in virtual teams. *Organizational Dynamics*, 50(1), 100841.
- Kossek, E. E., Perrigino, M. B., & Lautsch, B. A. (2023). Work-life flexibility policies from a boundary control and implementation perspective: a review and research framework. *Journal of Management*, 49(6), 2062-2108.
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), 995-1002.
- Leslie, L. M., Manchester, C. F., Park, T.-Y., & Mehng, S. A. (2012). Flexible work practices: A source of career premiums or penalties? *Academy of Management Journal*, 55(6), 1407-1428.
- Liu, N. C., & Lin, Y. T. (2021). High-performance work systems, management team flexibility, employee flexibility and service-oriented organizational citizenship behaviors. *The International Journal of Human Resource Management*, 32(18), 3912-3949.
- Luthia, M. (2022). Reimagining talent management through adaptive performance in the next normal. *SDMIMD Journal of Management*, 13, 113-124.

- Mahendra, D., & Kurniawati, D. T. (2024). Flexi-time as a predictor of employee performance in public hospital sector: mediating role of work-life balance and job satisfaction. *International Journal of Research in Business and Social Science* (2147-4478), 13(3), 194-204.
- Martínez Sánchez, A., Pérez Pérez, M., de Luis Carnicer, P., & José Vela Jiménez, M. (2007). Teleworking and workplace flexibility: a study of impact on firm performance. *Personnel Review*, 36(1), 42-64.
- McManus, S., Seville, E., Vargo, J., & Brunsdon, D. (2008). Facilitated process for improving organizational resilience. *Natural Hazards Review*, 9(2), 81-90.
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible Work Arrangements, Job Satisfaction, and Turnover Intentions: The Mediating Role of Work-to-Family Enrichment. *The Journal of Psychology*, 144(1), 61-81.
- Morgan, R. E. (2004). Teleworking: an assessment of the benefits and challenges. *European Business Review*, 16(4), 344-357.
- Mungania, A. K., Waiganjo, E. W., & Kihoro, J. M. (2016). Influence of flexible work arrangement on organizational performance in the banking industry in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 6(7), 159-172.
- Obiekwe, C. M., Mbanefo, S. O. & Ugwuegbu, C. I. (2021). The influence of teamwork on organizational performance: A study of selected manufacturing firms in Lagos state, Nigeria. *International Journal of Advanced Scientific Research and Management*, 6(5), 99-109.
- Okezie, E. O., Nwaogazie, I. L., & Chinemerem, P. (2023). Influence of organizational factors on safety performance in oil and gas industry in the Niger Delta region, Nigeria. *Archives of Current Research International*, 23(1), 15-23.
- Okolie, U. C., & Egbon, T. N. (2023). Flexibility Work Arrangements and Employee Normative Commitment in Selected General Hospitals in Delta State, Nigeria. *Logika: Jurnal Penelitian Universitas Kuningan*, 14(01), 102-121.
- Olorunsola, R., & Ibegbulam, I. J. (2003). Flexible working hours for academic librarians in Nigeria. *Library Review*, 52(2), 70-75.
- Omar, S. N. Z., Che Cob, C. M. S., Sakarji, S. R., Thani, A. K. A., & Abu Bakar, A. (2022). A preliminary study of factors influencing on employee performance. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 1880-1891.
- Osahon, O. H., & Ebipade, A. G. B. O. R. (2022). Psychosocial Work Environment and Employees' Performance in Nigerian Oil and Gas Firms. *Journal of Economics, Finance and Management Studies*, 5(12), 3910-3920.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Phulpoto, N. H., Xi, W., Memon, S., & Phulpoto, S. (2023). Teamwork and its impact on employee performance mediated by job satisfaction: a comprehensive study of services sector of Pakistan. *Journal on Innovation and Sustainability RISUS*, 14(3), 21-31.
- Prasad, L., & Mishra, P. (2021). Impact of work life flexibility on work performance of the employees of IT Companies. *Psychology and Education*, 58(2), 6084-6089.
- Prowse, J., & Prowse, P. (2015). Flexible working and work-life balance: midwives' experiences and views. *Work, Employment and Society*, 29(5), 757-774.
- Pyörriä, P. (2011). Managing telework: risks, fears and rules. *Management Research Review*, 34(4), 386-399.

- Qin, R., Nembhard, D. A., & Barnes II, W. L. (2015). Workforce flexibility in operations management. *Surveys in Operations Research and Management Science*, 20(1), 19-33.
- Rahayu, S. A. (2024). The Influence of Work Flexibility and Job Satisfaction on Employee Performance. *Review: Journal of Multidisciplinary in Social Sciences*, 1(05), 155-161.
- Rawal, R. (2023). Entrepreneurship and Adaptability: How to build skills to navigate uncertainty and change. *The Economic Times News*.
- Rikhi, M., & Mehta, S. (2021). The Effects of Flexi-Time Schedule on Physical and Psychological Ailments and Leisure Time Activities of Professional Workers. *International Journal of Education and Management Studies*, 11(4), 219-226.
- Root, L. S., & Young Jr, A. A. (2011). Workplace flexibility and worker agency: Finding short-term flexibility within a highly structured workplace. *The Annals of the American Academy of Political and Social Science*, 638(1), 86-102.
- Rubin, R. S. (1979). Flexitime: its implementation in the public sector. *Public Administration Review*, 39(3), 277-282.
- Rush, M. R. (2023). *The Impact on Teamwork and Collaboration as a Result of Teleworking by Electrical Engineers in the Semiconductor Industry: A Qualitative Study* (Doctoral dissertation, Colorado Technical University).
- Rusmiati, E., Harjadi, D., & Fitriani, L. K. (2021). Analysis of the impact of risk and workload on motivation and impact on employee performance. *International Journal of Economics, Business and Accounting Research (IJEBAAR)*, 5(2).
- Schulze, J. H., & Pinkow, F. (2020). Leadership for organisational adaptability: How enabling leaders create adaptive space. *Administrative Sciences*, 10(3), 37.
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of flexible working hours on worklife balance. *American Journal of Industrial and Business Management*, 4(1), 20-23.
- Shijaku, E., Larraza-Kintana, M., & Urtasun-Alonso, A. (2015, December). HPWS, technology and flexibility in the Spanish manufacturing industry: The moderating role of social capital. In *Evidence-based HRM: A Global Forum for Empirical Scholarship* (Vol. 3, No. 3, pp. 279-299). Emerald Group Publishing Limited.
- Siber, D., & Cero, E. (2024). Impact of Flexible Working Arrangements on Employee Satisfaction Within the IT Sector in Bosnia And Herzegovina. *Ecoforum Journal*, 13(1), 1-8.
- Silitonga, E. W., & Sadeli, J. (2020). Factors contributing to employee performance. In *Contemporary Research on Business and Management* (pp. 15-18). CRC Press.
- Smith, E. F., Gilmer, D. O., & Stockdale, M. S. (2019). The importance of culture and support for workplace flexibility: An ecological framework for understanding flexibility support structures. *Business Horizons*, 62(5), 557-566.
- Solís, M. (2017). Moderators of telework effects on the work-family conflict and on worker performance. *European Journal of Management and Business Economics*, 26(1), 21-34.
- Stella, A. E. I., Iheriohanma, E. B. J., & Iheanacho, J. I. (2020). Workplace Flexibility in the Post Covid-19 Era: Teleworking the New Normal. *Sumerianz Journal of Social Science*, 4, 44-52.
- Stoian, C. A., Caraiani, C., Anica-Popa, I. F., Dascălu, C., & Lungu, C. I. (2022). Telework systematic model design for the future of work. *Sustainability*, 14(12), 7146.
- Suhandi, C. L., & Gularso, K. (2024). The Influence of Use of Technology, Flexitime, and Tele Working on Employee Performance with Work-Life Balance as a Mediating Variable. *Journal of Social Science*, 5(5), 1271-1286.

- Sullivan, C. (2003). What's in a name? Definitions and conceptualisations of teleworking and homeworking. *New technology, Work and Employment*, 18(3), 158-165.
- Țarcă, N., & Bucurean, M. (2023). Flexible Work. Trends and Perspectives Based on Literature Investigation. *Annals of the University of Oradea, Economic Science Series*, 32(2), 253-265.
- Ugargol, J. D., & Patrick, H. A. (2018). The relationship of workplace flexibility to employee engagement among information technology employees in India. *South Asian Journal of Human Resources Management*, 5(1), 40-55.
- Uglanova, E., & Dettmers, J. (2018). Sustained effects of flexible working time arrangements on subjective well-being. *Journal of Happiness Studies*, 19(6), 1727-1748.
- Ugwuoke Emmanuel, C. (2024). Exploring The Role of Job Sharing and Flex Time in Enhancing Organizational Performance. *Journal of the Management Sciences*, 61, 7.
- Urien, B. (2023). Teleworkability, preferences for telework, and well-being: a systematic review. *Sustainability*, 15(13), 10631.
- Walter, A., Auer, M., & Ritter, T. (2006). The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *Journal of Business Venturing*, 21(4), 541-567.
- Wanniarachchi, U., Perera, B. A. K. S., & Gallage, S. D. (2022). Adaptability of the Flexi-Hour Concept in Government Construction Organizations: The Case of Sri Lanka. *Change Management: An International Journal*, 22(1), 1-18.
- Wobodo, C. C., & Oparanma, A. O. (2019). Crisis management and corporate resilience of multinational oil and gas companies in Rivers State: A theoretical perspective. *American Journal of Humanities and Social Sciences Research*, 3(5), 7-14.
- Wöhner, F. (2023). Work flexibly, travel more healthily? How telework and flextime affect active travel in Switzerland. *Transportation Research Part A: Policy and Practice*, 174, 103748.
- Wulansari, P., & Musslifah, A. R. (2024). Pengaruh Teamwork Terhadap Kinerja Karyawan Pada Perusahaan. *RISOMA: Jurnal Riset Sosial Humaniora dan Pendidikan*, 2(3), 92-102.
- Yorulmaz, H., Baykal, E., & Eti, S. (2023). Effects of teleworking and strategic orientations on resilience in the post-pandemic period. *OPUS Journal of Society Research*, 20(51), 30-42.
- Yugi, A. M., Njeje, D., & Mwangi, E. (2023). Flexible Working Arrangements and Employee Satisfaction in Private Hospitals in Nairobi City County. *Journal of Human Resource & Leadership*, 7(3), 57-70.