

# Workplace Flexibility And Its Influence On Employee Satisfaction In Staffing Companies

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## Abstract

Flexibility has come out prominently as one of major factors that depict satisfaction at the workplace especially for staffing industry. The purpose of the present research is to analyse the correlation between employers' and employees' flexibility and especially the effects of flexibility on performance, work-life balance and employee engagement within staffing companies. A survey research and face-to-face interviews were conducted on staffs from some of the staffing companies. Consequently, the research shows that flexibility in working hours, teleworking, and flexibility in the handling of assignments substantially increase organizational commitment through the creation of a healthy work climate. Further, practical implications, including cultural clash or misunderstanding, and line management blunders, which may occur due to flexible working arrangements are also described in the study. At the end of the paper, recommendations for proper strategies that need to be adopted in organizations to address flexibility at the workplace while enhancing the welfare of its employees are discussed. Such information is beneficial for staffing companies that are seeking ways to recruit, provide incentives for, and maintain its own employees in an environment that can become more challenging with time.

**Keywords** - Workplace Flexibility, Employee Satisfaction, Staffing Companies, Work-Life Balance, Employee Engagement, Flexible Work Arrangements.

## Introduction

Increasingly, this issue of flexibility and flexibility at work has emerged as one of the most important factors that can determine peoples' satisfaction at the workplace and the subsequent performance of organisations. Here, the clearly defined and rapidly growing field of the staffing industry based on the dependence on human capital allows for examining the relationship between the level of flexibility at work and the level of satisfaction amongst employees. Since staffing companies are always out to meet the needs of their clients

many of these companies face the challenge of having to sustain the morale of employees while at the same time working very hard to complete their daily tasks and assignments that are many and varied.

Set flexible working arrangements include issues of flexible work hours, telecommuting or other forms of work arrangements and flexible working methods as well. These practices seek to afford the employees the flexibility they need to combine work and family obligations efficiently. Studies have established that such accommodation can lead to higher levels of organisational commitment, decreased stress levels and organisational performance. But flexibility at the workplace is not that easy to implement with certain difficulties. Outsourcing and temporary workforce, which are common models of staffing, create certain issues for staffing companies concerning accountability, communication and team cohesiveness.

This research seeks to establish the relationship between flexibility at workplace and staff satisfaction, focusing on staffing industry. Holding this in mind, the study aims to offer the staffing firms practical recommendations based on the findings about the effect of flexibility on job performance, work-life balance, and engagement. The study results will enhance the literature on workplace flexibility providing meaningful implications for both business managers and policy makers.

The remaining sections of this paper highlight the theoretical underpinnings of the study, method of research, analysis of collected data, and the recommendations in enhancing staff satisfaction and engagement in staffing organizations.

### **Literature review**

According to what has been theorised, an engaged workforce is one that is enthusiastic, committed, and fully absorbed in their job (Schaufeli et al., 2002). Two types of EE were first established by Saks (2006). The first, "job engagement," measured workers' levels of interest in and commitment to their jobs, while the second, "organisation engagement," measured their level of loyalty to their employers. Furthermore, Mercer said that employee engagement is a state of mind in which the worker really cares about the success of the company and is prepared to go above and beyond what is required by the contract. Human resource management and high-involvement work practices may motivate employees to a greater extent, according to Bin (2015). Relatedly, it may be improved by training, the selection process, rewarding inactive staff, and information exchange (Bin, 2015).

The capacity to work and the desire to work together make up employee engagement, according to van Bogaert et al. (2013). According to the research conducted by Allam et al. (2021), there is a correlation between employee engagement and workplace spirituality. Plus, as Robinson et al. (2004) said, engagement is defined as a favourable attitude towards the organization's value, which includes caring about the business setting and performing to improve work and organisational success. One way to look at employee engagement is as an umbrella term for studies that examine the positive and mutually beneficial connection between organisations and their employees, specifically as it relates to workers' happiness and performance on the job (Bin, 2015).

Flexibility in the workplace has also been the subject of very small studies. According to Dima et al. (2019), who studied 1,180 workers, telework improves work-life balance on an individual level and has long-lasting societal effects on labour management. Gender differences in how people see workplace flexibility were most pronounced among women, according to an analysis of the research by Vandello et al. (2013). According to Wattis et al. (2013), students who identify as female may want more workplace flexibility because they think it would help them become more feminine, while students who identify as male may be reluctant to have more workplace flexibility because they are afraid of discrimination based on their masculinity. Also, since this generation is more technologically savvy than previous ones, it stands to reason that younger workers, and the Alpha generation in particular (Gomes et al., 2018), would benefit from increased job flexibility (Cirilli et al., 2019).

The degree to which workers have autonomy over the timing and location of task control is known as work schedule flexibility (Rastogi et al., 2018). This goes hand in hand with empowering employees, which has a major effect on the organization's success (Asad et al., 2021). Reilly hypothesised five types of flexibility, and this article has described them from the perspective of the employees: numerical, functional, local, financial, and temporal (2001). These many forms of workplace flexibility provide insight into how to assess workplace flexibility in our research. Flexibility in the workplace may be defined in two ways according to Origo and Pagani (2006): first, in terms of the quality of work, and second, in terms of the content of competence, which includes things like working hours and the number of workers. In addition, Cășuneanu (2013) identified four distinct forms of workplace flexibility—contractual flexibility, working time flexibility, salary flexibility, and functional flexibility—that significantly impacted our research. In addition, the research conducted by Roskams &

Haynes (2020) and Davidescu et al. (2020) used workplace flexibility to establish a connection between worker happiness, psychological comfort, excitement, and productivity.

Most companies help their employees make the most of their time by allowing them some leeway in how they want to work. According to the research, workers spend the majority of their time on commutes (Chen & Fulmer, 2018). In their presentation of the relationship between absenteeism and peak travel times, van Ommeren and Gutiérrez-i-Puigarnau (2011) found that overall travel time rises during these times as well. There is a link between stress and commuting, according to the results of the research by Zhou et al. Concerning that matter, factors used to gauge the level of employee engagement with the business include absenteeism and stress associated with work-life conflict (Kurtessis et al., 2017). Overtime also demotivates workers, according to research by Gazioglu and Tansel (2006). So, it is anticipated that working time flexibility, which might result in a reduction in travel time, would reduce work-life conflict and stress, leading to higher levels of employee engagement, as per the prior literatures. The Role Conflict Theory, which considers competing demands on a person's time and attention (Frone, 2003; Madsen, 2003), provides an explanation for this phenomenon. The underlying premise here is that work and life are fundamentally incompatible, and that as a result, they are distinct from one another and have separate requirements and expectations. According to research cited by Rau & Hyland, Salehati, and Rojuaniah, workers who reported greater levels of role conflict were more open to the idea of having more control over their own schedules. Conversely, research has shown that workers' inability to strike a healthy work-life balance could cause them to be less invested in their jobs or to mismanage their time (Nord et al., 2002).

#### **Objectives of the study**

- To examine the relationship between workplace flexibility and employee satisfaction in staffing companies.
- To identify the key factors of workplace flexibility that influence employee satisfaction.
- To analyze the impact of flexible work arrangements on employee engagement and productivity.

#### **Hypothesis**

Null Hypothesis ( $H_0$ ): There is no significant relationship between workplace flexibility and employee satisfaction in staffing companies.

Alternative Hypothesis ( $H_1$ ): There is a significant relationship between workplace flexibility and employee satisfaction in staffing companies.

### Research methodology

The following research questions guide this current study, which uses both qualitative and quantitative research methods for data analysis: Primary data was obtained through questionnaires and interviews with the employee and manager of the selected staffing firms. Among the questions, there were the Likert scale questions to measure quantitative variables that refer to perceptions of flexibility at the workplace as well as resulting job satisfaction, work-life balance, and engagement. According to the interviews, participants reported the difficulties as well as advantages of enforcing flexible work arrangements. Employees with various positions within staffing organizations were deliberately targeted to increase variability in the study sample. Results of quantitative data were subjected to statistical measures to determine relationship and comparison while the qualitative data underwent theme analysis to comprehend the underlying elements. This versatile methodologically approach facilitates a meaningful understanding of the research problem by integrating quantitative data analysis with context benchmarks to engender practical solutions for the staffing industry.

### Data analysis and discussion

**Table 1 – Descriptive statistics**

Category	Sample Size	Average Age	Gender Ratio (Male:Female)	Average Work Experience (Years)	Flexibility Satisfaction Score (Out of 5)	Engagement Score (Out of 5)
Employees	120	28	60:40	3.5	4.2	4.0
Managers	30	42	70:30	12.0	3.8	3.9
Total	150	31	62:38	5.6	4.1	4.0

Table 1 gives an initial insight into demographic characteristics of 150 staffing organization respondents including 120 employees and 30 managers. While employees are relatively young at an average of 28 years, the managers on average are 42 years old. The average age of respondents is 31 years for the total sample. Gender distribution indicates a predominance of male participants, with a male-to-female ratio of 60:40. It reveals that thirty percent favorable employment ratio for employees forty, seventy percent for managers thirty, and average ratio is sixty two percent and thirty eight percent.

Work experience data reveals a stark difference between the two groups: , thus employees in the archive have a working

experience of 3.5 years while the managers have a working experience of 12 years resulting into an average working experience of 5.6 years in the company. To most people, this split underscores the extent of the divide in the staffing industry's experience and seniority level.

Average flexibility satisfaction scores, out of 5, are slightly higher among employees (4.2) than among managers (3.8) and 4.1 for the employee group overall. Just like the overall engagement score demonstrated the majority engagement score to be high, the data also illustrate a higher engagement score for the employees at 4 to some extent than the managers at 3.9.

Such studies imply that, contrary to perceptions of managers, employees are likely to gain more from flexibility at the workplace. The higher satisfaction and engagement among employees may be something observed at the immediate level as to how flexible policies affect the work-life balance and working process of an employee. Nevertheless, the decline in satisfaction could be attributed to difficulties managers have in managing the flexible work arrangements. These insights therefore call for gendered approaches in the best practices for flexibility at the workplace especially for those in the staffing industry.

**Table 2 - Pearson's Correlation Coefficient**

Variable	Workplace Flexibility	Employee Satisfaction
Workplace Flexibility	1.00	0.75
Employee Satisfaction	0.75	1.00

The Pearson's Correlation Coefficient between Workplace Flexibility and Employee Satisfaction is shown below in Table 2. This shows that these two variables have an affinity of 0.75 therefore describing a positive linear fashion. This means that there is positive correlation between workplace flexibility on one hand and satisfaction on the other hand. That is, in organizations allowing for more flexible work arrangements, the employees are most likely to express higher levels of job satisfaction.

In details, the result of the correlation analysis whereby the common variance stands at 0.75 means that approximately 56.25% of variance in employee satisfaction is caused by workplace flexibility since  $r^2 = 0.75 = 0.5625$ . The highly significant findings provided substantial evidence for the

argument that can be made for the inclusion of workers flexibility as core determinate of employee satisfaction.

Thus, the positive correlation revealed in the present analysis underscores the value of WC as the flexible working conditions which include flexible hours, telecommuting, etc. as instrumental in increasing employee satisfaction levels. These are some of the ways that will benefit staffing companies since it will help in embracing morale, engagement, and retention of staffs. This result supports the  $H_1$  stating that there is a purposeful correlation between flexibility at work and job satisfaction in staffing organisations.

### **Discussion**

The viewpoints derived from the data in Table 2, where the coherence between Workplace Flexibility and Employee Satisfaction is high ( $r = 0.75$ ), provides vital findings into how changing and flexible work conditions, including flexibility in working hours and extent of work, to the extent that these affect staffing organisations, bear an influence on employee performance. The current study adds to the expanding literature on the effects of flexibility on the improvement of job satisfaction, work-family interface, and organisational commitment.

High coefficient results showed that when employees are provided with chances for autonomous working environment such as work from home, flexible working hours and self-organised work, they are generally more contented with their jobs. It is specially important in the staffing industry since work schedules, as well as job requirements can frequently be unpredictable. Those firms that give some flexibility for the above areas might have the potential to reduce stress and discontent resulting from structures at the workplace.

Furthermore, the strong positive correlation between work flexibility and job satisfaction might be the reason why most organizations are embracing work flexibility policies as a way of talent management and attraction especially in cases of competitive fields within organisation. This is an indication that staffing companies that lack this policy of flexible working conditions puts them in a more vulnerable position to lose most or all their employees through voluntary turnovers hence lowering productivity and morale.

However, as the results indicate a strong positive relationship between the two variables it is nevertheless critical to recognise that Workplace flexibility is but one antecedent that has the potential to affect satisfaction levels of workers. Others are management support, organizational culture, job security, and compensation which may also be determinants. Thus, the

future work could investigate the significance of these factors in relation to workplace flexibility together.

Besides, despite a positive correlation established by this research, it cannot be ascertain whether such associations are direct. It is also important to understand that because this relationship was found, workplace flexibility itself leads to increased employee satisfaction, because there might be other factors that may lead to this. The findings could have been treated with more credibility if the research used experiments or a longitudinal research design to establish cause effect relationship.

In sum, this research expands knowledge regarding the potential benefits of flexibility in employee satisfaction, and provides important prescriptive implications to allow staffing companies improve their organizational effectiveness. Through employee flexibility, these firms stand to gain a better worked, increased morale, and a reduced staff turnover rate.

### **Conclusion**

This broader study aimed to identify how the levels of flexible working affected the levels of satisfaction amongst staffing organisations. Of all the identified variables, the significant positive relationship indicated by a coefficient of 0.75 supports this assertion, through establishing workplace flexibility as a primary driver of employee satisfaction. The study makes a clear assertion that as the level of flexibility at the workplace increases then the satisfaction of the worker increases also and shows that policy flexibility of working conditions area critical that influence job satisfaction, positive work, life balance and overall worker well-being.

The result of this conclusion is in support of the H<sub>1</sub>, which hypothesized that there is a significant relationship between workplace flexibility and level of satisfaction among employees in staffing companies. The findings suggest that probably the staffing companies which adopt flexible work policies including teleworking and ICT-flexible hours, will enhance employee satisfaction and in turn mitigate on turnover and organizational performance and morale.

It is noteworthy though that the study brings some insights to the table, the issue of workplace fulfillment is multi-dimensional and the flexibility of an employee's schedule is but one factor. Other policies like culture, leadership, pay structures, and staff promotion plans also affect employees' satisfaction and must not be neglected when addressing flexibility policies.



Therefore, it will be advisable for organisations to embrace flexibility in the working environment in order to promote satisfaction. Flexible work arrangements should be given priority by the staffing companies to meet the needs of the employee to increase their satisfaction while at the same time helping the staffing companies retain the market in the labor market. Further studies should be conducted to analyse possible causality of this relationship as well as examine the other factors that can affect employee satisfaction in staffing services organization.

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