

## **FLEXIBLE WORK OPTION AND EMPLOYEE RESOURCEFULNESS IN COMMERCIAL BANKS IN SOUTH-SOUTH, NIGERIA**

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### **ABSTRACT**

The study examined the relationship between flexible work-option and employee resourcefulness in commercial banks in South-South Nigeria. The objective of the study was to examine how flexible work option influence employee resourcefulness such as creativity, adaptability in commercial banks in South-South Nigeria. The study employed descriptive cross-sectional survey design in a non-contrive setting. The population of the study consists of all the commercial banks in South-South Nigeria. The sample size was determined using Taro Yamene Formula while primary data was obtained using questionnaire instruments. The study validates the research instruments using face and content, while the reliability of the study adopted the test-retest method. The study analyzed data using inferential statistical techniques. The findings showed that flexible work-option has a very strong positive and significance influence on employee resourcefulness in the commercial banks in South-South Nigeria. The study concluded that consideration of flexible work option aspects to employees can greatly influence resourcefulness. Flexitime, flexible career paths and job sharing has significant relationship on the measures of resourcefulness: creativity, adaptability in Commercial banks in Nigeria. The study recommends that management of commercial banks should engaged in flexible work arrangement such as flexi-time, shift work schedules as a core practice; because any organization that does not invest much in work-life balance, its long run existence is threatens. Managers and directors should recognize and encourage part-time work hours, job sharing as their core parameters to increase employee resourcefulness. The management of should make sure they develop policies and strategies on different work life practices such as job sharing, emotional and instrumental support policies, coworker support practice that will encourage the employees to be more productive on their job in the workplace.

**Keywords:** Flexible work-option, employee resourcefulness, creativity, adaptability

### **INTRODUCTION**

In today's world of work, organizations require resourceful work force with the requisite skills, knowledge and ability to function effectively and adapt to unpredicted conditions in the business environment (Asiegbua & Okpala, 2019). Gabriel, Oburu and Aduba (2013) posit that change and uncertainties have become recurrent decimals in today's work environment. Faruk, Onur and

Harun (2015) suggested that for organizations to remain competitive in the turbulent business environment, they need to hire resourceful employees who are creative, self-confidence and has adaptive capabilities. Thus, workplace demands that employees conduct their activities in record time (Brian, 2018) and as such, being resourceful is about optimizing what you have to work with irrespective of the stress and demands within the work environment by engaging in self-controlling adaptive responses. Arguably though, in juxtaposing efficiency with resourcefulness, it is common knowledge that efficient employees are productive employees and productive employees are resourceful employees (Brian, 2018).

Tamunomiebi and John-Eke (2021) defined employee resourcefulness as the generic competence that enables adaptive response to the demand of complex and volatile aspect of the work environment. Damawan (2013) explained that employee resourcefulness is one of the forms of an employee's behaviour which results in an organization that influences motivation and passion, productivity and achievement or other forms of behaviour. A resourceful employee is one that can accomplish his tasks despite the presence of challenging circumstances (obstacles) that would normally limit his ability to successfully achieve its goals (Licata, 2003). It is important to note that several scholars have lent their voices with respect to the benefits of employees utilizing their resourceful skills. However, most times employees operate in organizations where their emphasis is placed on output and productivity without equal attention given to working conditions and environment (Cato & Gordon, 2009). Apparently, when employees work in an environment that is not humanistic or under management with little focus on humanistic qualities in the workplace, employee creativity and innovative capabilities is very likely to be affected.

Workplace humanization addresses the issue of treating employees as people with their unique physical, mental, and emotional needs (Herrick & Maccoby, 2016). According to Onuoha and Obiukwu (2022) work humanization is the process of giving work organization a human face in order to make work satisfying for an adult. Furthermore, it is the idea of reevaluating work schedules, practices, and culture to make them more beneficial to the workforce and business. Work humanization focuses on the significance of work for individuals and how it influences their social and economic well-being (Inyang, 2008). It is practical to humanize the workplace since it has a significant impact on how humanity will develop in the future. However, dehumanized workplaces cause the majority of issues in everyday life, whereas, humanization promotes relationships and gives workers a sense of value. It emphasizes the value of human-centered rather than mechanical procedures.

Several researchers have investigated work humanization around the world in different industries. Hill (2021) reported that employees with perceived flexibility in the timing and location of work could work longer hours be for work- family balance was perceived to be a problem. Vishwa (2015) investigated empirical analysis on flexible work-options and its impact on employee's job satisfaction and resourcefulness in Kenya. The findings of this study emphasized that each of the flexible work-options on its own is a predictor of job satisfaction. Dissanayaka and Ali (2013) investigated the impact of flexible work-options on employee resourcefulness in Iran. The finding of the result was that there is a positive relationship between flexible work-options and employee resourcefulness. In other hand Atwongyeire, (2019) examined the influence of employee creativity on job resourcefulness among employees of Futurelink Technologies and Nansana Municipal Council and the findings of the study revealed

that there are high levels employee creativity and job resourcefulness among employees at the workplace. As a result, finding techniques to increase employees’ sense of involvement in their organization has improved in the organizational theory and human resource management literature. Consequently, the purpose of the study was to examine the relationship between work humanization and employee resourcefulness in commercial banks in South-South Nigeria.

Specifically, the following objectives are to:

1. Determine the relationship between flexible work-options and employee creativity in Commercial Banks in South-South Nigeria.
2. Determine the relationship between flexible work-options and employee adaptability in Commercial Banks in South-South Nigeria.

### Conceptual Framework



**Figure 1:** Conceptual framework on the relationship between flexible work option and employee resourcefulness

**Source:** Desk Research (2025): The dimensions were adapted from the work of Prisca and Onuoha (2022) while measures of employee resourcefulness adopted from the works of Sky (2023).

### Research Questions

In line with the research objectives the following research questions were raise to guide the study

- i What is the relationship between flexible work-option and employee creativity in Commercial Banks in South-South Nigeria?
- ii What is the relationship between flexible work-option and employee adaptability in Commercial Banks in South-South Nigeria?

### Statement of Hypotheses

**H<sub>01</sub>** There is no significant relationship between flexible work option and employee creativity in Commercial Banks in South-South Nigeria.

**H<sub>02</sub>** There is no significant relationship between flexible work option and employee adaptability in Commercial Banks in South-South Nigeria.

## LITERATURE REVIEW

### **Theoretical Foundation**

Piotrkowski (1979) propounded the spillover theory in the social science and organizational theory literature as a building block for the study social phenomenon. The theory actually talks about work and family life policies in the workplace. The author advocated that job related factors and family related factors should be in equilibrium for employees to be productive, brings about customer satisfaction, have job satisfaction and control their employee resourcefulness. The theorem was to control work related stress or family life relate stress so that it does not spill over to work or family life (Greenhaus & Beutell, 2010). Staines (1980) defines spill over as a positive relationship between work and family, whence positive work experiences would be associated with positive family experiences and negative work experiences would be associated with negative family experiences. This means that social imbalance affects the work efficiency and effectiveness of an individual employee. This theory is important to the study because it addresses issue of flexible work life which is indicated by flexible working patterns. The relevance of the theory was based on job satisfaction. Though, the theory does not tackle employee resourcefulness.

### **Conceptual Review**

#### **Flexible Work-Option**

Flexible work-option is defined as an alternative work arrangement to the standard traditional working method and practices (Rau & Hyland, 2002). In other word flexible working-options are those common practices used by organizations globally in response to various challenges resulting from work and family life. They are those programmes according to Klindzic and Maric (2019) designed by employers to allow employees have more scheduling freedom to enable them perform the obligations required of their positions, with the aim of achieving increased flexibility for organizations, better work-life balance and improved performance in the workplace. Flexitime is a process that allows an employee, to negotiate the time to commence and end their work daily, in as much appreciable period of work is achieved. Research indicated that the introduction of work that is flexible in nature will lead to reduction in absenteeism of staff and can bring about increase in the level of job satisfaction (Pierce & Gardner, 2004). Working time has always been one of the key dimensions defining the quality of the employment relationship. Flexible work arrangements can be defined as an alternative to the standard working day where employees are able to choose when they work and where they work from so long as they fulfil their working obligations in doing so (Rau & Hyland, 2002: Grzywacz, et al., 2008).

#### **Employee Resourcefulness**

Resourceful employees drive business results, contribute to organizational growth and development because they are more committed, productive and creative (Tamunoebi & John-Eke, 2021). Di-Domenico, Haugh and Tracey (2010) referred to resourcefulness as skills, behaviours or actions that individuals or firms use to combine or make use of limited resources or access the necessary resources which are available to them. Therefore, employee resourcefulness is the use of personnel's cognitive and self-regulatory skills to deal with environmental difficulties in the workplace (Sahin, Koksal & Ukak, 2015). Drawing from the works of Jaja and Aguru (2015), organizational goals are attained by the effective deployment of productive potentials (skills, knowledge and abilities) at work which are encapsulated in the physical, emotional and cognitive endowments of the individual. Employee job resourcefulness refers to physical, social, or decision-making elements of work which are functional in

accomplishing organizational objectives, minimize complaints and the related expenses, and fortify self-improvement and development (Bakker & Demerouti 2007). According to Zautra (2009), resourcefulness is a set of generic cognitive and behavioural skill deployed for managing stress in the workplace.

**Creativity:** creativity can be explained as production of new ideas; a creative employee is one who can come up with new suggestions/ideas for the services to be constructed, the flood of the communication and understanding it in the same way which would affect the work done by the employee during his working hour. Siddiqi and Qureshi (2016) defined creativity as the production of novel and useful ideas by an individual or a small group of individuals working together. Therefore, employee's creativity can be referred to an individual who has new ideas for his work & working style, he must be flexible in order to work in team rather than individually completing a project, a creative employee is one who has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employee's are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life (Runco, 2004).

**Adaptability:** adaptability is the ability of the system to respond to changes in its external environment, and to recover from damage to internal structures within the system that affect its ability to achieve its purpose. Therefore, it is believed that adaptable people have the capacity to consciously and successfully modify their thinking, emotion, and behaviour repertoires in order to generate a good trajectory (Martin, 2012). Adaptive mechanism allows an individual to cease responding to the environmental stimuli that causes stress when he/she learns that what causes the stress in the workplace does not exist (Michie, 2002). Karen (2019), posit that the competency to successfully adjust to changing environmental conditions in the work environment is regarded as individual adaptability. Tucker, Pleban and Gunther (2010) further explained that individual adaptability is widely acknowledged as a key characteristic feature for today employee.

### **Empirical Review**

Sesugh and Gabriel (2021) examined the relationship between human resource development (cognitive, capabilities and behavioural development) and employee resourcefulness of hotels in the South-South of Nigeria. The population comprised 1108 employees from fourteen hotels out of which a sample of 294 workers was generated using the Taro Yamen sample size derivation formula, however only 261 questionnaire copies retrieved from the field were utilized for the study. The Spearman's rank order correlation was used to test the three null hypotheses at a 0.05 level of significance. Results showed that all dimensions of human resource development had significant but moderate impact on employee resourcefulness of hotels. In conclusion, it was stated that human resource development as expressed through the cognitive, capabilities and behavioural development of the workers drives their competence, confidence and skill level and through that contributes towards increased levels of employee resourcefulness and was recommended that training and development packages and content be aligned with the market needs and expectations of the business context in a way that allows for effective repositioning of the organizations human resource to tackle related gaps in human resource functionality and resourcefulness.

Kiprono (2018) conducted a study on flexible working options on employee resourcefulness in Kericho County Referral Hospital, Kenya. The research examined the following objectives; to assess the effects of part time working, to investigate the effects of work shift, to determine the effects of flexi time and to establish the effects of temporary contracts on employee resourcefulness. The study adopted descriptive research design. The target population was stratified into top management, doctors, clinical officers, nurses and subordinates consisting of 111 employees of Kericho County Referral Hospital. A sample of 104 staff of Kericho referral hospital was selected using stratified sample techniques and from each strata simple random sampling was used. The data was collected using closed and open ended questionnaire where validity of the research instrument was determined by peer's expert judgment and by researcher's supervisor and piloting. The reliability of the questionnaire was established by Cronbach Alpha formula. The data was analyzed using descriptive statistics with the aid of statistical package of social sciences (SPSS) the results were presented using tables and charts. The finding indicated that flexi working strategies was significant to resourcefulness of employees in an organization. It was noted that the resourcefulness contributed by flexi working methods were 22.9% while other factors which was not measured was 77.1%. Temporary contract, work shift and part time working were positive significant predictors while flexi time positive but not significant to resourcefulness.

Kaewthaworn, Supanti, and Rurkkhum (2019) investigated the influence of family-friendly policy on employee engagement: A case study of the hotel industry in Southern Thailand. The study started by examining the current status of family-friendly policy in large-sized hotels in Southern Thailand through in-depth interviews of human resource managers. Thereafter, self-administered questionnaires were developed and distributed to full-time employees who are currently working at the operational level. Three factors of family-friendly policy were identified in the study namely; work flexible policy, leave policy, and dependent care policy. Multiple regression analysis was performed to test the influence of family-friendly policy on employee engagement. Results revealed that family-friendly policy positively influence employee engagement in the hotel industry. Out of the three factors of family-friendly policy, the strongest factor that influences employee engagement is work flexibility policy.

## METHODOLOGY

The study adopted non-experimental approach, otherwise referred to as the correlational approach concerns itself with the generation and analysis of data using scientific methods in its assessment of existing correlational associations between social constructs or variables which are investigated in their natural and non-contrived settings. Consequently, this study adopted cross-sectional survey design. The accessible population of the study is consist of seven hundred and forty eight (748) employees from twenty four (24) Commercial banks operating in South-South Nigeria formed the total population of this study as sourced from the CBN (2024) list which was last updated on Thursday, March 14, 2024. The distribution for the banks across South-South Nigeria is such that only the regional branches were study. The Taro Yamene was used in drawing representative portions from population and 260 respondents were stated as sample size. The primary data was obtained through structured copies of questionnaire. This present study adopted face, and content validity. The Cronbach Alpha Coefficients of 0.70 was used as bench mark to accept the instruments. However, all the variables used in this study have Cronbach Alpha coefficients greater than 0.70 as shown in table 1.

**Table 1: Cronbach’s Alpha Values for Variables Studied**

S/No	Dimensions/Measures of the study variable	Number of items	Cronbach’s Alpha
3.	Flexible work option	3	.961
5	Creativity	3	.970
6.	Adaptability	3	.963

*Source: Research Data, 2025 (SPSS Output, Version 26.0)*

For data analysis, the Spearman’s rank order correlation technique was employed for the bi-variate analysis, using the statistical package for social sciences (SPSS version 26). This inferential statistics technique is usually applied based on assumption that data is abnormally distributed and the variables are continuous which are ordinal in nature.

**DATA ANALYSIS AND DISCUSSION OF FINDINGS**

**Flexible work option and Employee resourcefulness**

**Table 2: Correlations Matrix on Flexible work option and Employee resourcefulness**

			Flexible Work-option	Creativity	Adaptability
Spearman's rho	Flexible Work-option	Correlation Coefficient	1.000	.976**	.976**
		Sig. (2-tailed)	.	.000	.000
		N	247	247	247
	Creativity	Correlation Coefficient	.976**	1.000	.972**
		Sig. (2-tailed)	.000	.	.000
		N	247	247	247
	Adaptability	Correlation Coefficient	.976**	.972**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	247	247	247

**Source:** SPSS Version 26.0 Result, 2025

The results with ( $\rho = 0.976$ ; and  $P\text{-}v=0.000<0.05\%$ ) level of significance indicates that flexible work option has a very strong positive and significant relationship with creativity in the commercial banks in Nigeria. The hypothesis on the relationship between flexible work option and creativity in commercial banks in Nigeria is stated as follows:

**Hypothesis 1:** There is no significant relationship between flexible work option and creativity in commercial banks in Nigeria.

Therefore, on the basis of the findings the null hypothesis is rejected.

Similarly, the results with ( $\rho = 0.976$ ; and  $P\text{-}v=0.000<0.05\%$ ) level of significance indicates that flexible work option has a very strong positive and significant relationship with adaptability in the commercial banks in Nigeria.

The hypothesis on the relationship between flexible work option and adaptability in commercial banks in Nigeria is stated as follows:

**Hypothesis 2:** There is no significant relationship between flexible work option and adaptability in commercial banks in Nigeria.

Therefore, on the basis of the findings the null hypothesis is rejected.

### **Discussion of the Findings**

The Spearman Rank Order Correlation Coefficients examined the relationship between flexible work option and the measures of the criterion variables and further generalizes the finding to the population of the study. The result presented on table 2 indicates that there is substantial relationship between flexible work option and creativity. Thus, flexible work option has a very strong positive relationship with employee creativity. The result presented on table 2 indicates that there is substantial relationship between flexible work option and employee adaptability. Thus, flexible work option has a very strong positive relationship with employee adaptability. The result was supported by previous studies which reported that flexi working strategies was significant to resourcefulness of employees in an organization. The findings corroborate with Kaewthaworn, Supanti, and Rurkkhum (2019) they investigated the influence of family-friendly policy on employee engagement: A case study of the hotel industry in Southern Thailand. Three factors of family-friendly policy were identified in the study namely; work flexible policy, leave policy, and dependent care policy. Multiple regression analysis was performed to test the influence of family-friendly policy on employee engagement. Results revealed that family-friendly policy positively influence employee engagement in the hotel industry. Out of the three factors of family-friendly policy, the strongest factor that influences employee engagement is work flexibility policy. Waiganjo and Kihoro (2016) examine the influence of flexible work option on resourcefulness of the banking industry in Kenya. Data was analyzed using multiple regression analysis to regress the relationship between flexible work option and resourcefulness. It was found that flexible work arrangement was strongly related to resourcefulness of the banking industry in Kenya. The study recommends that managers should provide flexible work option considerations such as giving employees flexibility on when to begin and end work as long as they meet the target since this influences resourcefulness.

The findings corroborate with Elloy (2012) on the study of effects of job rotation on performance found out that, rotation of job can encourage learning of institution as compared to specialization in situation where there is slight information regarding the virtual dissimilar job responsibilities import. The study also found out that, having the profit that accumulates from learning of institution, rotation of job is a crucial job designs aspect. The study recommended that, properly designed and executed job rotation must be established so as to get better employee's capacity resulting to improved job productivity as well as performance. Tang (2016) the job nature is positively associated with performance, which signifies that satisfaction together with quantity of variety as well as challenge in one's job essentially impact on performance. The feeling important in eyes of others, sense of job significant, realizing competence of an individual, and liberty to make decisions have been shown to be positively associated to performance. Approaches to design of job put dissimilar stress on satisfaction and performance as preferred results (Aina & Omoniyi, 2014). Based on the findings of the reviewed empirical work and the

conceptual review of this present study, the study contributes to the scanty empirical works that have examined the relationship between flexible work option and employee resourcefulness.

### CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, it is concluded that flexible work option has a strong influence on employee resourcefulness and improved the outcomes such as creativity, adaptability, and self-confidence in commercial banks in South-South, Nigeria. Employees who perceive the workplace support provided by the organization will feel obliged to help the company achieve its goals. Given the observed influence on the variables and the implications of the outcome of the investigation for existing theories and organizational practices, the following recommendations are stated in line with advancing a more substantive framework for addressing issues related to employee resourcefulness: that management of commercial banks should engaged in flexible work arrangement such as flexi-time, shift work schedules as a core practice; because any organization that does not invest much in work-life balance, its long run existence is threatens. Managers and directors should recognize and encourage part-time work hours, job sharing as their core parameters to increase employee resourcefulness. The management of should make sure they develop policies and strategies on different work life practices such as job sharing, emotional and instrumental support policies, coworker support practice that will encourage the employees to be more productive on their job in the workplace

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